

The Forefront Group

Training Curriculum & Course Catalog

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THE
FOREFRONT GROUP
leading strategic sourcing transformation



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Overview of The Forefront Group Training Curriculum

The Forefront Group offers a comprehensive and diverse training curriculum focused on driving enhanced strategic sourcing, procurement, contracting and supplier management capability for individuals and teams.

Our training program is delivered in various formats:

- **Instructor Led courses** : *Instructor-Led courses are pre-developed training programs which focus on developing knowledge in key strategic sourcing and category management concepts. They can be customized to focus on specific categories or business environments*
- **The 4 Cornerstones of Strategic Sourcing Workshop** : *A three-day focused on the full spectrum of strategic sourcing activities, this course integrates a balance of training and working-session time for all participants. Note: This course includes pre-work and post workshop deliverables*
- **Webinars** : *Webinar courses are stand alone modules that can be self-paced and which can be used to target specific knowledge development areas. These are ideal for “Learn At Lunch” type training approaches. NOTE : These are either instructor led or internally led for commentary and connectivity, but can be paced at a customized rate.*
- **Online Series in Category & Supply Chain Management:** *Our On-Line Series is designed to build internal supply management excellence by educating your team on sourcing best practices. Topics range from individual category sourcing and management activities as well as Category full strategy development This series shortens the employee on-boarding process as well. These modules can be customized specifically for your business.*

This Training Catalog and Course Description document includes our core Training topics. Most can be delivered in any of the formats listed above.

Please contact us for pricing on any of the courses. Pricing will be based on the delivery format selected, any customization that may be requested by clients, and the total package of modules requested.

Additional topics related to sourcing, procurement, contract management, sourcing skill enhancement and supplier management can be developed as well.

The Four Cornerstones of Strategy Development

The Four Cornerstones of Sourcing Strategy Development is a comprehensive set of activities, approaches, and tools that together build a best in class Sourcing and Supplier Management process and program.

Centered on market intelligence, stakeholder and total business goal alignment, supplier relationship structuring, and a total cost of ownership view, the Four Cornerstones is both a strategic sourcing process and toolkit, and a complete Sourcing training curriculum.

The 20 modules in the Four Cornerstone methodology can be delivered as standalone training courses (2 to 3 hours in duration), or can be delivered together as a Strategy Development Workshop.

The duration of the Four Cornerstone Strategy Development Workshop ranges from 2 to 3 days, depending on the level of working session time that you would like included. Client teams have typically included stakeholders in this Workshop, and use the training session to build out preliminary category strategies for their sourcing teams.



SOURCING CORNERSTONE 1: ASSESS

The first step in a solid sourcing approach is to assess the current environment. This activity focuses on competency and tools for:

- Internal Analysis
- External Analysis
- Total Cost Analysis

Before a category strategy is developed, the current state must be understood. This process includes consolidating business requirements, understanding current supplier relationships, and benchmarking external market factors.

Internal Analysis focuses on business requirement definition and alignment to stakeholder priorities and the broader business strategy.

External Analysis includes a review of the current market and supply base, both incumbent and potential supply options, as well as an improved understanding of best practice processes in supply management.

The Total Cost Analysis segment is focused on understanding cost versus price, and learning how to break down supplier pricing and cost structure to drive towards best value.

TFG4C001	Category Profile & Objectives Assessment
TFG4C002	Requirements Gathering
TFG4C003	Market Analysis
TFG4C004	Best Practice Benchmarking
TFG4C005	Understanding Price & Cost
TFG4C006	Total Cost Management

Course Abstract

Course ID:	TFG4C001
Course Name:	Category Profile & Objectives Assessment
Duration:	2 Hours
Course Description:	An overview of the activities required to build a comprehensive Category Profile, including understanding spend analysis, SWOT, and segmentation concepts.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Develop a Category Profile which assesses a category's complexity and its impact on the business by evaluating time constraints, volumes, standards, and total cost per product or service unit ✓ Perform a Current State Analysis, including a Current Assessment, SWOT, and Supply Risk Assessment ✓ Prepare a Spend Analysis that includes historical data, future demand, and product life cycle considerations ✓ Use a tool such as Category Segmentation to classify sub-Categories of spend
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C002
Course Name:	Requirements Gathering
Duration:	2 Hours
Course Description:	A detailed overview of how to define and prioritize business requirements, including working with stakeholders to understand broader business goals and needs, in order to build a relevant sourcing strategy.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Identify specific and unique category characteristics and customer requirements ✓ Show connection and alignment between category objectives and priorities and corporate goals and objectives ✓ Manage stakeholders, drive accountability, align objectives and requirements ✓ Build Cross – Functional teams and develop team charters
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C003
Course Name:	Market Analysis
Duration:	2.5 Hours
Course Description:	An overview of the concepts that are critical to build proper market intelligence of a category. This course includes approaches to conducting market analysis, as well as ways to organize and track the data on an ongoing basis.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Develop a comprehensive summary of the supply market and what effects it may have on a supplied item or service ✓ Understand marketplace trends on items and services purchased ✓ Articulate Porter’s Five Forces and give real examples of market drivers such as growth rate, capacity, competing factors and governmental & environmental issues ✓ Organize and analyze market information to support development of an effective category strategy
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C004
Course Name:	Best Practice Benchmarking
Duration:	2.5 Hours
Course Description:	An overview of the practice of best practice benchmarking, including knowing which components of a category to benchmark, how to compare data from various sources, and how to apply this information to the sourcing strategy
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the definition of Benchmarking ✓ Apply benchmark information while validating, supporting, or improving category strategies ✓ Understand the steps used in conducting a benchmarking activity ✓ Learn how to use benchmarking to target category cost drivers ✓ Understand the value of seeking information outside of your specific industry ✓ Learn how to use benchmarking information to develop target cost models and improved processes ✓ Learn methods to organize information for comparison
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C005
Course Name:	Understanding Price & Cost
Duration:	2 Hours
Course Description:	This course defines the differences between Price and Cost, and how these two values are calculated and optimally managed by Sourcing organizations. The course outlines all cost elements, from both the buying company's and supplier's perspective.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Comprehend aspects of Supplier pricing ✓ Grasp the fundamentals of cost accounting as they apply to cost management ✓ Unbundle the value chain of the specific category, to identify various cost elements as they apply to a product or service category ✓ Build supplier cost bars for a specific product or service ✓ Identify data sources to assist in developing actual \$ values for the cost category elements
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C006
Course Name:	Total Cost Management
Duration:	3 Hours
Course Description:	This course builds on TFG4C005, Understanding Price & Cost, and outlines ways to manage cost beyond just Price reduction, including how to optimize total cost of ownership of the category.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Review cost bars to identify key drivers ✓ Understand cost influencers and how to address them ✓ Review the concept of Total Cost of Ownership (TCO) ✓ Use a series of questions to gain insights to costs ✓ Identify Cost Reduction Opportunities
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

SOURCING CORNERSTONE 2 : ANALYZE & SELECT

Once the business environment, both internal and external, is fully understood through the First Cornerstone “Assess”, the sourcing strategy can be crafted to achieve all requirements and drive sourcing value through the management of the category. The Strategy itself is a foundation. It will be fluid and flexible so that, as business dynamics change, so too can the supply base adjust to drive total value to the business.

Sourcing strategies can take many forms and scope. The Assessment will define how broad, or how limited, the sourcing strategy needs to be. Therefore, it is critical that sourcing teams are knowledgeable on all aspects of a proper Sourcing Strategy. The teams can then select the most critical components to meet business objectives.

This activity is focused on the following work:

- **Sourcing Strategy** : The sourcing strategy defines how the category will be managed, including Kraljic segmentation, risk management, sourcing approach selection, and the definition of metrics to measure value and performance.
- **Supply Base Strategy** : The supply base strategy is focused on the supplier relationship and how the category’s supplier portfolio will be optimized, including selection criteria, optimal number of suppliers, and the business model to be selected to drive performance from the supply base.

TFG4C007	Category Portfolio Segmentation
TFG4C008	Risk Analysis & Management
TFG4C009	Value Metrics & Estimation
TFG4C010	Supply Relationship Selection (Business Model Mapping)
TFG4C011	Supplier Selection Strategy & Portfolio Optimization
TFG4C012	Strategy Value Balance

Course Abstract

Course ID:	TFG4C007
Course Name:	Category Portfolio Segmentation
Duration:	3 Hours
Course Description:	This course defines ways to assess the current state of a sourcing strategy, as well as how to determine the best strategy levers to use to drive incremental value. Sourcing strategies need to be adjusted over time, and this course teaches how to develop initial strategies, then adjust them over time based on the current business environment and requirements.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Assess the strategy maturity of the current sourcing approach for the category, and identify the progression required to realize the expected value from the go-forward strategy ✓ Understand the various strategic sourcing strategies that can be employed to manage the category, and how to evaluate the best fit based on the current state defined in Cornerstone 1 (internal, external, and total cost analyses) ✓ Select the most appropriate sourcing strategy given current business objectives and requirements
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C008
Course Name:	Risk Analysis & Management
Duration:	2 Hours
Course Description:	This course focuses on how to identify Risks to the supply chain, including supply, quality, delivery, or demand shift, and how to prioritize mitigation of this risk through the sourcing strategy.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Identify the major types of risk, and where they occur in the sourcing and supply chain process. ✓ Perform risk analysis and considerations across multiple types of risks within the strategy process ✓ Prioritize risk based on an estimate of outcome, impact and probability, and determine which risks to address first ✓ Develop risk mitigation plans in a proactive manner
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C009
Course Name:	Value Metrics & Estimation
Duration:	1 Hour
Course Description:	This course focuses on determining the key metrics that should be used to assess the impact and value of a category strategy. Measuring the impact of the strategy should be aligned with the business metrics of the company, and it is important to define and prioritize metrics that will be used to track the value of the strategy on an ongoing basis.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the role of value metrics and Key Performance Indicators (KPIs) to monitor the success of a category supply strategy ✓ Develop the correct measurement criteria and formula ✓ Select the right elements to measure success ✓ Understand various metric summary tools such as a spider graph
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C010
Course Name:	Supply Relationship Selection (Business Model Mapping)
Duration:	3 Hours
Course Description:	Selecting the “right” suppliers is more than an analysis of how they respond to an RFP or quote. It is important to understand, as part of the sourcing strategy, what Type of relationship model is needed with the supply base in order to achieve the strategic goals. This course evaluates all of the types of business models that exist with suppliers, what criteria are considered to select the optimal type of relationship based on the category and strategy, and tools and approaches that should be used for sourcing and supplier management based on the model selected.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Identify the different types of relationships and sourcing business models that can be established with suppliers ✓ Understand how to map the category and business requirements to the appropriate business model for ongoing supply relationship and strategy management ✓ Determine how to elevate or adjust the current relationship type to one that more accurately matches the sourcing strategy and business requirements
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C0011
Course Name:	Supplier Selection Strategy & Portfolio Optimization
Duration:	3 Hours
Course Description:	This course focuses on Supplier Matching, and how to optimize your supplier portfolio for a given category by selecting the best mix of suppliers. Selecting the “right” number and types of suppliers to meet sourcing goals may vary based on supplier options and strategic goals.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the significance of Supplier Matching as a Selection Strategy ✓ Know the specific areas in which suppliers and your company should be “matched” to assure a good fit ✓ Possess a framework for performing supplier matching on your own ✓ Understand the considerations required to develop the best supplier portfolio mix ✓ Understand the cost and benefits of the number of suppliers to your company ✓ Understand how to determine the right mix of suppliers (<i>number, contract term, location</i>) to support your company requirements
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C012
Course Name:	Strategy Value Balance
Duration:	2 Hours
Course Description:	This course focuses on value based procurement and sourcing concepts. It builds on the Supplier Relationship Selection (Business Model Mapping) course, and will teach tools for capturing Value from the sourcing strategy and supplier relationships.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand Value Based procurement and sourcing ✓ Understand possible values that can be obtain from the Macro Strategy ✓ Understand how to select the best value propositions to meet the requirement ✓ Understand how to quantify the value derived from the Macro Strategy solution ✓ Understand the value of time commitments and business requirements on supply solution ✓ Understand ways to provide value for the supplier in the relationship
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

SOURCING CORNERSTONE 3 : EXECUTION PLANNING

The third Cornerstone, Execution Planning, focuses on implementation of the sourcing strategy and supply base strategy. Once suppliers are selected and the strategy defined (2nd Cornerstone), it is critical to plan and manage the implementation of the strategy in a way that is focused on desired outcomes, meeting stakeholder expectations, and mitigating any constraints to the new supply strategy.

- Implementation Plan
- Negotiations Preparation & Contract Considerations

TFG4C013	Program Planning & Prioritization
TFG4C014	Risk Mitigation Plan
TFG4C015	Sourcing & Negotiation Event Preparation
TFG4C016	Business Award & Transition Plan

Course Abstract

Course ID:	TFG4C013
Course Name:	Program Planning & Prioritization
Duration:	2 Hours
Course Description:	A critical skill for supply base managers is the ability to utilize project management techniques across sourcing projects. This course teaches supply managers how to develop and utilize project management skills, and apply them to sourcing and procurement projects to ensure seamless and sustainable implementation.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the criticality of rigid program planning and prioritization to the success of implementing a sourcing strategy ✓ Evaluate program and project goals and build an implementation plan that is comprehensive and consistent with stakeholder goals ✓ Know the 3 key elements of a success program implementation plan
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C014
Course Name:	Risk Mitigation Plan
Duration:	2 Hours
Course Description:	Building on the Risk Analysis & Management module, this course evaluates Risk Mitigation planning techniques, and how to prioritize and manage the application of them as new supply strategies and contracts are implemented.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the inherent risks to all categories of spend ✓ Conduct risk identification and assessment ✓ Understand the 6 strategies to mitigate risk ✓ Build a strong risk mitigation plan
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C0015
Course Name:	Sourcing & Negotiation Event Preparation
Duration:	2 Hours
Course Description:	This course evaluates all options and techniques to run a competitive bid or RFX event, including which methods are best suited to each sourcing objective. This course also teaches Negotiation Preparation and Strategy methods, based on the type of sourcing event and desired outcome for the negotiation.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Plan for a variety of sourcing events to ensure successful implementation of the Category strategy ✓ Know how to structure an RFI, RFQ or RFP based on category needs and situation ✓ Understand best practices for setting up and running an effective eAuction ✓ Prepare a plan for effective Supplier Negotiations
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C016
Course Name:	Business Award & Transition Plan
Duration:	2 Hours
Course Description:	This course focuses on the contracting process, including an overview of types of contracts, the legal implications of each type, and how to craft an effective transition plan to implement then new contract or supply arrangement.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the Business Award Process ✓ Understand different types of contracts, which ones are appropriate for each business relationship ✓ Develop a plan for gaining internal alignment to support contract implementation ✓ Create a Transition plan that entails the key steps, schedule, considerations, and gaining internal alignment. ✓ Understand the critical Change management factors and approaches
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

SOURCING CORNERSTONE 4 : MANAGEMENT & REFRESH

Once the new supply strategy and supplier arrangements are implemented, the next critical step is to **manage** the environment. This includes a focus on continuous improvement in the sourcing strategy, on optimizing supplier performance and the supplier relationship, and on an ongoing focus on changes in business requirements and how that may impact the sourcing strategy.

- **Strategy Management** : The ongoing management of the sourcing and supply base strategies is critical, as strategies are fluid and easily impacted by changes in business requirements or market factors. This section focuses on strategy governance, including stakeholders in maintaining and updating requirements, and continually improving the strategic approach.
- **Supplier Performance Management** : The sourcing and supply base strategies will lay out metrics for performance measurement and tracking. Depending on the supply business model and key performance indicators (KPIs), managing supplier performance will require varying levels of internal support, frequency of measurement, and approaches in order to drive continuous improvement with suppliers.
- **Continuous Improvement** : All strategies and approaches should focus on continuous improvement, striving to hit objectives but also to continually bring innovation and performance enhancement to the business.

TFG4C017	Strategy Governance Plan
TFG4C018	Supplier Performance Management Plan
TFG4C019	Supplier Innovation Facilitation
TFG4C020	Strategy Continuous Improvement Plan

Course Abstract

Course ID:	TFG4C017
Course Name:	Strategy Governance Plan
Duration:	2 Hours
Course Description:	In this course, users will learn about strategy governance, specifically : how to structure a governance plan, how to engage stakeholders in the ongoing management of the strategy, and how to build a governance framework that captures all internal and external inputs to the strategy.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the definition of Governance and how it applies to supply solution management ✓ Understand the benefits of good Governance ✓ Understand Governance Framework Structure and Roles ✓ Understand Governance Framework Principles ✓ Understand how to build a Governance Framework ✓ Understand different Governance Models and where they are best applied to align with Supplier Business Relationship
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C018
Course Name:	Supplier Performance Management Plan
Duration:	2 Hours
Course Description:	In this course, users will learn how to design, implement, and manage an effective Supplier Performance Management plan. This course overviews the various types of performance measurement and tracking, and outlines how to select the most effective plan given the category sourcing strategy.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the reasons why Supplier Performance Management (SPM) is critical to the supply chain function, to overall procurement performance results, and to your firm's long term success ✓ Understand how SPM can be incorporated into the strategy development process, pre award, award, and contract phases ✓ Determine what areas and metrics need to be measured for supplier evaluation and from where to collect the data ✓ Use a 5 step plan to manage supplier and company behavior and performance
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C019
Course Name:	Supplier Innovation Facilitation
Duration:	2 Hours
Course Description:	Suppliers are a strong source of innovation. A sourcing strategy should include plans to capture and drive innovation in the supply chain, both internally and in conjunction with the supply base. This course overviews the different elements of supplier productivity and innovation, and outlines ways to structure supplier relationships to best drive innovation and creative thinking.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the elements of Supplier Productivity ✓ Know what questions to ask to evaluate Productivity ✓ Understand the process for facilitating Supplier Innovation, and how this differs from Productivity enhancements ✓ Determine the types of supplier relationships that foster Innovation and creative thinking
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Course Abstract

Course ID:	TFG4C020
Course Name:	Strategy Continuous Improvement Plan
Duration:	2 Hours
Course Description:	This course teaches techniques to continually monitor and improve the sourcing strategy, including a view to internal and external factors that require monitoring to ensure the strategy remains relevant and sustainable as business factors change.
Learning Objectives:	<p>At the conclusion of this course, students will understand the following:</p> <ul style="list-style-type: none"> ✓ Understand the need for strategy monitoring and maintenance ✓ Identify the key strategy areas to monitor ✓ Know how to use tools within to adjust or upgrade a strategy during its lifecycle ✓ Understand how to build a monitoring and maintenance plan
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor-Led Delivery Module ✓ 4 Cornerstones 2-Day Workshop

Sourcing & Category Management Focused Workshops

The Sourcing & Category Management Focused Workshops are 1 or 2 Day training sessions with focused work activities and deliverables. These workshops are focused on strengthening core analyses and process design related to sourcing, procurement, and the category management activities.

These sessions typically include Sourcing teams, category management teams, and internal stakeholders. Suppliers may be included in the workshops if appropriate.

All output of the workshops is actual work product to support the progression of your sourcing process or category strategies.

Course Abstract

Course ID:	TFGSEC009
Course Name:	Category Team Development Program (Cross-Functional)
Duration:	2 Day (Cross-Functional Working Session)
Course Description:	This course is targeted at category managers and key internal stakeholders, who are focused on developing and rolling out a category sourcing strategy for the business. In this workshop, all team members participate in a mix of Training and Working Session activities. The result of the Workshop is a draft category strategy that is cross-functionally designed, an action plan for rollout, and team roles that are well-defined and structured.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand the key concepts related to category management and how sourcing strategies support the management of spend categories ✓ Align internal teams, including Sourcing & Procurement, around the strategy for category management and the roles for each member. ✓ Develop draft documents for all key components of the category strategy, including Market Analysis, Best Practice Benchmarking, Category Plan, Supplier Selection Criteria, RFX Plan, and Savings Plan.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC010
Course Name:	Fundamentals of Cost Analysis
Duration:	1 Day
Course Description:	This one day (8 hour) course will provide the basics of cost analysis, starting with cost management, the fundamentals of cost accounting, understanding key cost drivers, ,and pricing versus cost. Building on these basics, the course will then explore extracting cost data, building and using cost models, macro-economic factors that influence costs, and various methods for tracking cost performance.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Improved Cost Management Competency in: <ol style="list-style-type: none"> 1. Cost management 2. Cost versus Pricing 3. Cost data gathering 4. Understanding Costs 5. Cost Modeling 6. Macro Economic Factors & How to Manage 7. Cost Performance
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC018
Course Name:	High Performance Sourcing Skills Development Series
Duration:	3 Days plus Coaching
Course Description:	<p>The Forefront Group’s High Performance Skills Development Series is designed to meet today’s demand for enhanced strategic sourcing and procurement skills, and provides focus on high performance characteristics specifically for category and sourcing managers.</p> <p>The Development Series includes:</p> <ul style="list-style-type: none"> • Introduction to a toolset to identify core critical resource capabilities • Establishing a baseline requirement for each core skill set, by job cluster • Introduction to the assessment process for evaluating all resources against the baseline requirement, with associated knowledge development plans to target skill enhancement • Knowledge improvement workshops • Live interpersonal integration practice using various business scenarios • learning from both a participant and observer perspective
Learning Objectives	<ul style="list-style-type: none"> ✓ Identify and develop high performance characteristics in yourself and others ✓ Increase influencing skills ✓ Increase interpersonal and communication skills ✓ Target key procurement and sourcing skills required for organization success, tied to business objectives ✓ Learn how to build knowledge development and training plans which support the required skill levels.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC020
Course Name:	Leveraging Low Cost Country Sourcing Opportunities
Duration:	1 Day
Course Description:	This course overviews how to evaluate and capture value for low cost country sourcing opportunities. The course includes market analysis, best practice benchmarking, supplier identification, and total cost analysis concepts.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand how to evaluate low cost country sourcing opportunities ✓ Understand how to compare total cost and value between countries / sites ✓ Understand how to identify and qualify suppliers in different markets ✓ Understand how to build a low cost country supply strategy, and the key considerations to gaining alignment for a shift in supply
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC022
Course Name:	Procurement & Sourcing Skills Enhancement Course
Duration:	2 Days
Course Description:	<p>Recommended for procurement professionals who are in the beginning or early phases of their experience development and for more experienced professionals who seek to reinforce and refresh their skills. This seminar provides a review of the critical elements of the procurement process and offers tools to support conduct of daily procurement activities to assure compliant and high quality procurement practices.</p> <p>A review of techniques to support commodity/category planning and the significance of quality requirements planning will be conducted. Preparing the appropriate Request for Proposal/Quotation to support the expected outcomes of a favorable and compliant contract will be explored. Methodologies will be provided for selecting and qualifying suppliers, along with selecting and utilizing pricing concepts, price/cost analysis and value analysis. Support tools will be provided.</p>
Learning Objectives:	<p>This 2 Day course includes skill development in the following core areas:</p> <ul style="list-style-type: none"> ✓ Purchase Process and activity drivers ✓ Team Formation and Communication ✓ Purchase Requirements Planning ✓ Market Analysis & Benchmarking ✓ Supplier Selection ✓ Total Cost Management & Models ✓ Pricing Concepts & Analysis ✓ Preparing the RFX / Bid Process ✓ Supplier Relationship Sustainability ✓ Contract Structuring ✓ Risk Analysis & Management ✓ Negotiations Planning
Training Delivery Options	<ul style="list-style-type: none"> ✓ On-Line Category & Supply Chain Management Series ✓ Instructor Led

Course Abstract

Course ID:	TFGSEC023
Course Name:	Supplier Business Model Selection Workshop
Duration:	2 Days
Course Description:	This two day course outlines the 6 typical business models that companies have with suppliers, including the critical business dynamics that should be considered and managed to optimize the relationship. The course outlines how to select the appropriate business model, and evaluates all sourcing tools and approaches that are most effective for each type of relationship.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understanding of all types of business relationship models that companies have with its suppliers ✓ Understand how to assess and select the most effective business model type to drive mutual value ✓ Be able to evaluate the current business models that you have in place, and identify areas of opportunity or potential shifts to different model types in order to drive incremental value and performance ✓ Evaluate all sourcing tools and approaches for each business model and how to apply them
Training Delivery Options	✓ Instructor Led

Course Abstract

Course ID:	TFGSEC024
Course Name:	Inventory Management Skills Enhancement Course
Duration:	2 Days
Course Description:	This two day course outlines key capabilities for effective inventory and supply chain management. Inventory Management excellence is a core strength of best in class supply chains, and this course overviews all aspects of this practice.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand using inventory management as a strategy ✓ Understand types of MRO Stock ✓ Determine all values of Ordering and Costs ✓ Understand all concepts related to Forecasting ✓ Conduct an Inventory Simulation Exercise ✓ Evaluate all components of the Bill of Material (BOM) ✓ Understand key concepts of Demand Driven Inventory, Safety Stock Accuracy, and Managing Inventory ✓ Conduct a Best Practices Workshop exercise ✓ Understand how to set priorities
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led

Course Abstract

Course ID:	TFGVES01
Course Name:	Vested Awareness Workshop 1 (Applying Vested)
Duration:	½ Day or a 1 Day format
Course Description:	This workshop provides an overview of the Vested sourcing business model. The agenda for the workshop blends an informative presentation with an interactive format for understanding how the Vested sourcing business model can be applied in your organization. This particular workshop works well if you have an existing supplier agreement that you are thinking about renewing.
Learning Objectives:	<p>Half Day</p> <ul style="list-style-type: none"> ✓ Vested Sourcing Model 101 (Interactive Presentation) <ol style="list-style-type: none"> 1. What it is 2. Why it works 3. The 5 Rules of Vested Outsourcing 4. Implementation Process ✓ Case Study <p>Full Day</p> <ul style="list-style-type: none"> ✓ Interactive Learning Session: Applying the Vested sourcing business model to your agreement. The larger group will break into smaller groups to review real existing deal(s). They will do a “gap assessment” to determine what they can do better for each agreement.
Training Delivery Options	✓ Instructor Led

Course Abstract

Course ID:	TFGVES02
Course Name:	Vested Awareness Workshop 2 (Vested Introduction)
Duration:	½ Day or a 1 Day format
Course Description:	This workshop provides an overview of the Vested sourcing business model. The agenda for the workshop blends an informative presentation with an interactive format for understanding how the Vested sourcing business model can be applied in your organization. This particular workshop works if the audience is new to the Vested sourcing business model.
Learning Objectives:	<p>Half Day</p> <ul style="list-style-type: none"> ✓ Vested Outsourcing 101 (Interactive Presentation) <ol style="list-style-type: none"> 1. What it is 2. Why it works 3. The 5 Rules of Vested Outsourcing 4. Implementation Process ✓ Case Study <p>Full Day</p> <ul style="list-style-type: none"> ✓ How to structure a Vested Agreement ✓ Interactive Learning and Discussion (biggest barriers, roadmapping of next steps)
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led

Course Abstract

Course ID:	TFGVES03
Course Name:	Customized Vested Understanding Workshop
Duration:	1 Day or 2 Day format
Course Description:	Many organizations have specific questions about the Vested sourcing business model. The workshop agenda will be tailored based on your specific learning objectives. Common learning objectives are outlined below.
Learning Objectives:	<ul style="list-style-type: none"> ✓ How to approach the contractual aspects of your Vested relationship ✓ Pricing Model Primer ✓ Governance Primer ✓ Supplier Alignment <ol style="list-style-type: none"> 1. Creating a shared vision and statement of intent 2. Establishing High Level Desired Outcomes 3. Developing a joint stakeholder analysis
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led

Course Abstract

Course ID:	TFGVES04
Course Name:	Vested Orientation Online Course (free)
Duration:	Six modules (approximately 4 and half hours)
Course Description:	This free online course is offered by the University of Tennessee is an excellent way to understand the fundamentals why organizations should consider a Vested Sourcing business model. This course is ideal to take pre-work for one of the Vested Awareness Workshops or a customized Understanding workshop.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand why and how Vested is different than conventional approaches for procuring goods and services ✓ Identify if you have any “ailments” in your existing relationships – including being able to complete your own self-diagnostic ✓ Learn the essential foundational elements of developing any relationship – Vested or not ✓ Understand whether a Vested approach is right for you ✓ Find out where to get additional information and resources if you want to dive deeper into Vested
Training Delivery Options	<ul style="list-style-type: none"> ✓ Video based online training (must have an internet connection)

Sourcing Skill Enhancement Courses

The Sourcing Skill Enhancement Course curriculum is comprised of courses that target the development of critical strategic sourcing and procurement competencies.

Critical skills include those focused on sourcing, procurement & purchasing, supply chain and logistics, negotiations, supplier management, financial and business analytics, and process optimization...

These courses can be delivered by an instructor onsite or via webinar format.



Course Abstract

Course ID:	TFGSEC001
Course Name:	Organizing & Analyzing Spend
Duration:	2 Hours
Course Description:	An overview of spend data gathering, collection and analysis
Learning Objectives:	<ul style="list-style-type: none"> ✓ Evaluate sources and methods for gathering all spend data within an organization, including across business units and regions ✓ Evaluate challenges to data gathering, and how to overcome them, including disparate systems, lack of data and lack of visibility when data is owned by business partners ✓ Overview the methods for Spend Analysis, including the objectives and various analytics to compile a complete spend view (historical and forward looking forecasts) ✓ Learn about various methods to segment and present the Spend Analysis results and associated recommendations
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC002
Course Name:	Building Industry Knowledge
Duration:	3 Hours
Course Description:	An overview covering the concepts critical to market analysis, and building industry knowledge and expertise.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Define the benefits and objectives of market analysis ✓ Overview the various techniques for building a market analysis ✓ Evaluate tools and techniques for building industry knowledge, including sources, industry components to focus on, and how this knowledge feeds a sourcing strategy or approach. ✓ Learn how to continually integrate market intelligence into the sourcing process and supplier selection approach
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC003
Course Name:	Procurement Policy & Procedure Fundamentals
Duration:	2 Hours
Course Description:	Companies design Procurement Policies to consolidate category spend and drive compliance across the company. This course reviews best in class Policy components, and methods to design and implement Policies & Procedures that support the Sourcing organization's business objectives.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Evaluate the benefits of a formal Procurement Policy and Procedure ✓ Review the critical components of a Policy, and how to select Policy components based on the business objectives ✓ Evaluate Thresholds, Exceptions and Compliance Tracking for the Policy ✓ Overview the Policy implementation process and best in class methods for gaining alignment internally and ensure compliance.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC004
Course Name:	Make / Lease / Buy Analysis
Duration:	2 Hours
Course Description:	This course discusses the key concepts of the Make / Lease / Buy decision, for both Products and Services.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Learn about Make / Buy decision criteria ✓ Learn about Lease / Buy decision criteria ✓ Learn about the criteria considered for Outsourcing versus keeping a service In-House ✓ Overview of how these decision criteria are included in the development of a sourcing strategy, and how that strategy will be adjusted based on the decision made
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC005
Course Name:	RFX Preparation & Checklist
Duration:	2 Hours
Course Description:	An overview of the RFX process, including how to select the correct sourcing event type, and how to prepare for and execute the event.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understanding of the different Sourcing Event types : RFI, RFP, RFQ, Auction, and RFS. ✓ Understanding on when to apply each type, and the benefit of each based on the category plan ✓ Evaluation of techniques to prepare for the competitive bid or sourcing event, including checklists by Type to ensure thorough execution
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC006
Course Name:	Supplier Qualification Considerations
Duration:	2 Hours
Course Description:	The course materials will cover industry analysis, supplier specifications, new supply options, potential supplier evaluation and rating, supplier selection, and structuring the supplier relationship. Participants will gain a clear understanding of how to seek and qualify suppliers and then how to set up the supply arrangement so as to assure that cost, quality, reliability, innovation and any other business goals are optimized.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Perform an external review to understand the balance of power between suppliers and buyers of the product or service, ✓ Define supplier requirements ✓ Identify new sources of supply ✓ Perform an assessment of new suppliers ✓ Select the ideal supplier ✓ Set up the supplier relationship for success.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC007
Course Name:	Purchasing Requirements Planning
Duration:	2 Hours
Course Description:	This course covers the process and methodologies for gathering all business requirements and priorities and how to ensure that these requirements are satisfied by the supply strategy. This course all covers stakeholder alignment and how to engage and collaborate with internal stakeholders to meet all business requirements.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand the process for gathering and developing purchasing requirements ✓ Understand how to interface and collaborate with internal stakeholders and business owners to gain a comprehensive view of all requirements ✓ Learn how to link purchasing (supply) requirements to the broader corporate business strategy ✓ Understand how to evaluate and prioritize requirements to target those that are most relevant to supply strategies ✓ Learn how to segment purchase requirements into categories of importance to develop a strategy to optimize purchase cost and supplier performance ✓ Understanding internal requirements such as forecasted usage, quality requirements, performance characteristics, inventory, and asset management. ✓ Categorizing the supplier network by importance ✓ Ranking suppliers in their respective markets.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC008
Course Name:	Introduction to Category Management
Duration:	3 Hours
Course Description:	This course overviews the methodology for Category Management, including best in class processes for determining high value categories, managing the sourcing process of the category, and key components of a category supply management strategy.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand the concepts of category management and resulting sourcing strategies ✓ Understand what makes up a category, and how to prioritize the management of different types of categories (spend segments) ✓ Be familiar with best in class category management activities and processes ✓ Learn about the value and expected results from a well-managed category management program.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC011
Course Name:	Developing Supplier Scorecards
Duration:	2 Hours
Course Description:	This course refreshes key components around supplier performance management, and dives deeper into how to structure Supplier Scorecards and Performance KPIs to accurately track supplier performance to business objectives and desired results.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand the components of a supplier performance management program ✓ Evaluate critical Key Performance Indicators (KPIs) used to measure supplier performance ✓ Learn how to link required business outcomes to appropriate KPIs to manage them ✓ Learn about best in class supplier scorecards and program structures
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ Webinar ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC012
Course Name:	Supplier Performance Metrics & Management
Duration:	4 Hours
Course Description:	This course details the key components of a Supplier Performance Management Program, and goes into detail about how Key Performance Indicators (KPIs) can be utilized to track and improve performance against the required business objectives.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand the critical components of a Supplier Performance Management Program ✓ Understand why it is critical to measure supplier performance ✓ Understand how best in class companies structure their Supplier Performance Management Program ✓ Understand the use of metrics / KPIs to measure supplier performance, and how to define these metrics for useful tracking
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC013
Course Name:	Communication Skills Workshop
Duration:	3 Hours
Course Description:	This course is for all levels of supply management resources, and overviews how to enhance communication skills to drive sourcing strategy and planning results. The course covers verbal and written communication, how to structure project messaging, and how to position the supply strategy in a relevant way to all functions within the business.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand all relevant communication channels and approaches ✓ Understand how the style of communication impacts results, and how to utilize communication to be more effective in gaining alignment and action ✓ Learn how to optimize all communication channels (verbal, written, meeting management, executive summaries, etc.) to drive buy in and support for sourcing and supply strategies
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC014
Course Name:	Team Work & Conflict Management Workshop
Duration:	2 Hours
Course Description:	This course is focused on how to optimize the results of Teams to achieve sourcing goals. The course covers all key aspects of managing teams : Structuring the Team, Selecting Participants, Communication Planning, Role Definition (RACI), Conflict Resolution Strategies, and Driving Accountability.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand how to structure teams to drive results ✓ Understand team dynamics, and how to manage them ✓ Understand how to manage conflict and drive accountability within the team environment ✓ Understand how roles should be defined, and how Communication should be managed within the team, and from the team to external stakeholders.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC015
Course Name:	Contracting Essentials
Duration:	3 Hours
Course Description:	This course overviews all key aspects of Contracting and Contract Management, including Setting up the Contract, Structuring the Contract, Negotiation Ranges for Key Elements, and how Trade Offs can be used to reduce risk and gain optimal value from the contract.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand all key components of a Contract, for both Products and Services ✓ Understand which terms are mandatory, and which are used in category-specific circumstances ✓ Understand the ranges for negotiation for each component ✓ Understand how to measure success for each Contract elements ✓ Introduction to basic contract law
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC016
Course Name:	Basic Legal Aspects of Contracting
Duration:	3 Hours
Course Description:	This course overviews the basic legal aspects of Contracting, and is targeted at sourcing professionals who will negotiate agreements directly with suppliers
Learning Objectives:	<p>Enhanced competency in:</p> <ul style="list-style-type: none"> ✓ Purchasing Laws (Sherman Antitrust Act, Clayton Act, Federal Trade Act, Robinson-Patman Act) and how they apply to the purchasing activities for which there is responsibility ✓ Environmental regulations that apply to the item or service being purchased. ✓ Uniform Commercial Code (UCC) for domestic acquisitions and the United Nations Convention on Contracts for the International Sale of Goods (CISG) for internationally sourced items ✓ Trade restraints (NAFTA, WTO) and how they affect the requirement being purchased ✓ Requirements and definitions for Small Disadvantaged Business and Woman Owned Business suppliers and those operating in a labor surplus area and subsequent reporting requirements
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC017
Course Name:	Negotiations Preparation & Planning
Duration:	3 Hours
Course Description:	This course is targeted at all supply management professionals, and covers all aspects of negotiation preparation and planning, whether it is for a sourcing event (competitive bid), contract re-negotiation, or internal stakeholder alignment effort. This course is typically for those with limited negotiations experience
Learning Objectives:	<ul style="list-style-type: none"> ✓ Develop a negotiation strategy and plan, and determine a final or fair and reasonable business goal. ✓ Select a basis for negotiation, i.e. based on analytics, based on value offerings, based on price competition, etc ✓ Negotiation techniques, when to apply them and what to avoid. ✓ Nine steps for a successful negotiation session. ✓ Twenty-five Rules for Success ✓ Use of Trade offs in Negotiation
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC018
Course Name:	Negotiations Strategy
Duration:	3 Hours
Course Description:	This course is targeted at all supply management professionals, and evaluates how the negotiation approach should be aligned to the category strategy. Role playing allows for various negotiation scenarios and for the participants to practice their skills in a range of business situations. This course is typically for those who have negotiation experience and are looking to enhance their skills.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Develop a negotiation strategy and plan, and determine a final or fair and reasonable business goal. ✓ Negotiation techniques, when to apply them and what to avoid. ✓ Linking Negotiation Approach to the business objectives of the overall Category Strategy ✓ 10 Role Playing Negotiation Scenarios
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC019
Course Name:	Influencing Skills for Supply Managers
Duration:	3 Hours
Course Description:	This course is for supply managers who are responsible for driving sourcing strategies, or who have responsibility for negotiating outcomes for the business.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand key techniques to influence both internal and external stakeholders, including Communication, Message Positioning, and Negotiation Trade-offs in working towards business outcomes
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC021
Course Name:	Financial Statement Analysis
Duration:	3 Hours
Course Description:	This course is targeted at supply professionals who evaluate supplier financial viability as well as who identify and qualify new suppliers
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand all key components of a financial statement ✓ Be able to compare various financial statements and build conclusions based on data in all of them. ✓ Understand how the data in financial statements pertain to the sourcing strategy and how to use the data to adjust the strategy if applicable.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC022
Course Name:	Statement of Work Development Techniques
Duration:	3 Hours
Course Description:	This course is targeted at supply professionals who develop statements of work or any document that is used to compile requirements for sourcing activities.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Understand the 7 key components of a Statement of Work (SOW) ✓ Determine when a SOW is required (which products or services require them for sourcing support) ✓ Be able to work with all stakeholders who own the business requirements to consolidate and communicate them via the SOW framework ✓ Understand the language and communication requirements that are needed to ensure that the SOW is clear, concise, and objective.
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series

Course Abstract

Course ID:	TFGSEC023
Course Name:	Stakeholder Engagement & Management
Duration:	3 Hours
Course Description:	This course is targeted at supply professionals whose work must be aligned with both internal and external stakeholders in the business.
Learning Objectives:	<ul style="list-style-type: none"> ✓ Be able to identify key stakeholders, both within the business and in the external environment ✓ Be able to rank and prioritize the level of required interaction that will be needed with each stakeholder ✓ Understand the various mechanism that Sourcing teams can use to engage with stakeholders and better align with them ✓ Understand how to build stakeholder teams, define roles, and manage activities and communication
Training Delivery Options	<ul style="list-style-type: none"> ✓ Instructor Led ✓ On-Line Category & Supply Chain Management Series