

# Strategic Purchasing and Supplier Relationship Management

The aim of this two-day course is to provide the delegates with the knowledge and skills required to manage a mutually beneficial relationship with your suppliers.

Shanghai, China

27th & 28th February 2012



**This two-day training course will grant you 14 PDUs.**

**Your International Facilitator:**

**Francis Hung, Managing Director – Apollo Consulting Group, TenStep Project Management Consultant**

**China Experience**

**Beijing Olympics**

► Support and enhance the Program Management Office to deliver projects in 3 areas: TV Broadcasting, International Sponsorship & Ticketing

**Shanghai F1 Championship**

► Set up a Program Management Office to manage the deployment of F1 properties in TV broadcasting and magazine publishing

**Guangdong Nortel**

► Set up a Program Management Office in the JV Guangdong Nortel in China for cost reductions projects

**BUPT Nortel R&D Center**

► Start up the first Nortel R&D Center in China for Wireless network development programs

**Shanghai Expo**

► Develop the Event Management training program for the Expo project team

**Testimonials**

“One of the best course I ever received, Francis is absolutely a trainer’s trainer.” Helen Liu, VP & Associate, Adfaith Management Consultant, Beijing, China.

“Francis is an experienced and well organized trainer with good understanding of the subject. His unique Project Management tool that is so useful and covers all important aspects of project management.” – Oonagh Chan, Head of Broadcast Division, Hong Kong Jockey Club.

## ■ Overview and Benefits

Over the years purchasing has become a very strategic focus for companies since a good portion of the product costs are in purchased goods or services. If you are unaware of the latest tools and techniques in purchasing, you may be in a big surprise since your suppliers are well equipped with the latest tools and techniques. As suppliers are key to your product success, managing the suppliers will give you a significant improvement in delivering the products, as well as being able to work together to deliver a better solution.

## Objectives for this training:

- To understand who your suppliers or potential suppliers are
- To identify both internal and external suppliers
- To understand the role of suppliers within the organization's quality management system and their contribution to your organization's innovation and future sustainability
- To find out how to build a mutually beneficial supplier relationship
- To examine the importance of your purchasing process and its impact on your supplier performance
- To understand what information should be given to suppliers, so that they meet your requirements
- To understand how to work with suppliers to help them identify and meet our expectations and needs
- To learn the methods for improving communication with suppliers
- To find out the role of the Service Level Agreements and Quality Plans and how to ensure these are effective
- To learn about the criteria used and methods for evaluation, re-evaluation and monitoring of supplier performance (based on output and results, based on outcome and results, based on audits of management system)
- To understand approaches for effective assessment/auditing of suppliers processes/management system
- To understand what is needed for planning effective and constructive supplier audits/assessments (based on clear objectives, scope and criteria)

## Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

## Topics Covered:

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of a complex purchasing and supplier management techniques.

## Day 1

### Module 1 – Purchasing Strategy and Implementation

#### Strategic purchasing and purchasing strategy

- Determine the right purchasing strategy for the purchases
- Getting the best contribution from purchasing
- Selection of the sub-families that will be sourced in priority
- Setting-up of efficient project team to achieve target saving
- Planning & Communication

#### Supplier market analysis

- Characterization of your organization's needs
- Understanding of the supplier market
- Evaluation of your organization's position on the supplier market
- Synthesis of first elements defining the sourcing strategy

#### Effective cost reduction process in purchasing

- Definition of the most appropriate approach to deliver the targeted savings
- Sourcing levers
- Target procurement policy
- Buy in of the sourcing approach by project team and stakeholders

## P.M.

#### Cost reduction tools in purchasing

- Identify the purchase category for purchasing
- Example use of Cost Reduction tools
- Calculate potential saving using the cost reduction tool

#### Supplier selection and evaluation

- Identify selection criteria for your organization's basic Requirements
- Review suppliers' database and select suppliers for RFP
- Prepare and follow up RFP
- Analyze and list recommendations
- Prepare and formalize RFP
- Analyze RFP and select suppliers
- Run negotiations
- Simulate negotiated savings
- Select suppliers to whom a contract will be sent

## Conclusion Day One

### About your facilitator

**Francis Hung, MBA, P. Eng, PMP, PRINCE2, MSP, ITIL, EIPM**

**Managing Director – Apollo Consulting Group**

Francis Hung is a Canadian Chinese fully bilingual in English and Chinese professional specializing in project management and procurement management. A certified trainer for the Project Management Institute and the European Institute of Procurement Management (EIPM) programs. He is strong in PMI project management framework and the Prince2 project management methodology training and implementation. He is also a PhD candidate in strategic program management.

Francis has years of experience in project management and business development training, has a solid background and extensive work done in business planning, cost management and the implementation of project management office (PMO) for large corporations.

#### Manufacturing:

- Chemical Process Engineering in developing a manufacturing line for military electronic ceramic production, using statistical quality control technique.
- Electronic Assembly Engineering: in production of military power supply modules meeting extreme environmental requirements at Murata Erie.
- Circuit pack manufacturing support for Nortel high volume telephone line circuit pack production. Achieving high yield and production capacity (7 million units/year) objectives.
- Project manager on a joint program with Motorola in manufacturing a high volume solid-state over voltage silicon chip module at 300K units per week.

#### Telecom:

- Silicon chip designer for Nortel first digital telephone system.
- Program manager for Nortel's data cross connect system.
- First internet enabled call center for Shanghai 168 call center.
- China Mobile network management system.
- Program manager for China Greatwall CDMA mobile network billing and roaming control (HLR) system.

#### Finance:

- Project director for China largest B-share security trading system.

#### Standards:

- US Military-standard 202 and 28861 implementation for EMI program
- North America Bell Telephone system spec on LSSGR standard development
- ISO-9001 certification for first R&D lab in China.

#### Leadership:

- Started the first Nortel R&D center in Beijing in 2004.
- Senior VP of Hong Kong Systek Information Technology (a listed company).
- President of Canadian Ceramic Society.

# Tuesday 28th February 2012

## Day 2

### Supplier Management

- Understand the importance of the suppliers' performance
- Supplier's impact on your organization and its products/services
- Deliver effective Service Level Agreements with supplier
- Understand the importance of effective implementation of the SLAs
- Ongoing supplier monitoring and control
- Issue resolution and techniques with supplier
- Change management with supplier
- Supplier continuous improvement tools and techniques

### Cost analysis

- Cost breakdown analysis to identify cost reduction levers
- Method of a cost breakdown
- Example of a cost breakdown in a purchased items
- Exercise: determine the component cost of a system

### P.M.

### Total cost of ownership

- Define the process of TCO – Total Cost of Ownership
- Generic uses for TCO approach in Procurement
- What TCO for procurement strategy definition its whole life cycle
- TCO focus for investment
- TCO focus for routine purchase
- TCO focus for new product & service deployment
- TCO exercise

### Negotiation for purchasing

- Difference between « to buy » and « to negotiate »
- First negotiation case study
- Purchasing Negotiation's best practices
- Concession / counterpart exchange step
- Concession / counterpart workshop
- Preparing the negotiation: the planner
- Second negotiation case study

### Workshop Summary & Closure

#### Workshop Schedule Day One & Two

0830 Registration and coffee  
0900 Workshop commences  
1045 Morning refreshments  
1115 Workshop re-commences  
1200 Luncheon  
1300 Workshop commences  
1500 Afternoon refreshments  
1530 Workshop re-commences  
1730 Workshop concludes

## About Martin Linking

**Martin Linking Business Consulting** plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

## In-House Training Solutions:

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Whitney Shen** on **+86 28 8532 7678** or email

[whitney.shen@martinlinking.net](mailto:whitney.shen@martinlinking.net) to discuss further possibilities.

## Course Format:

Trainer will use practical examples and case studies to reinforce and expand the scope to cover applicable concepts in this training.

## Who should attend?

Anyone who is currently involved directly or indirectly in the company purchasing and supplier management will be benefited to this training.

People in the following categories will find this workshop particularly useful:

- Purchasing Manager
- Lead buyer
- Buyer
- General manager
- Program managers
- Sponsors
- Finance
- Anyone who is involved in purchasing and budgeting

# 战略采购与供应商关系管理

这次为期两天的培训的目的是提供给参会者管理与供应商的互利关系所需的知识和技能。

中国上海

2012年2月27-28日

参加这次2天的培训课程将使您获得14个PDU积分。

您的国际培训师:

**Francis Hung, 董事总经理 –Apollo Consulting Group, TenStep Project Management Consultant**

中国经验

北京奥运会

►支持和加强北京奥运会项目管理办公室在3个领域成功交付项目: 电视播放, 国际赞助及门票

上海F1大奖赛

►建立一个项目管理办公室来管理F1的相关内容在电视播放和杂志出版的部署

广东北电

►在广东北电建立一个项目管理办公室来进行成本削减项目

北京邮电大学北电研发中心

►在中国开始第一个北电无线网络开发研发中心

上海世博会

►为世博会项目团队进行项目管理培训

证言

“这是我受到的最好培训之一, Francis 绝对是一个培训师的培训师。” -Helen Liu, VP & Associate, 正略钧策, 北京, 中国。

“Francis是能非常好地理解这个主题的一位经验丰富和条理分明的培训师。他独特的项目管理工具非常有效, 并涵盖了所有项目管理的要点。” - Oonagh Chan, Head of Broadcast Division, 香港赛马会。



## 概览及益处

多年来采购已成为各大公司的一个非常战略性的关注点, 因为产品的成本很大一部分是花在购买商品或服务上。如果您不知道在采购中的最新的工具和技术, 您可能会感到很惊讶因为您的供应商都配备了最新的工具和技术。由于供应商是您的产品成功的关键, 管理好供应商会给您的产品发布一个显著的改善, 同时能够携手合作以提供一个更好的解决方案。

## 此次培训的目标:

- 理解谁是您的供应商或潜在供应商
- 识别内部和外部的供应商
- 理解供应商在组织范围内的质量管理体系中的角色和他们对您的组织的创新和未来的可持续发展的贡献
- 了解如何建立一个互惠互利的供应商关系
- 检查您的采购流程的重要性及其对供应商的表现的影响
- 了解应该给予供应商什么样的信息以让他们满足您的要求
- 了解如何与供应商合作, 以帮助他们确定和满足我们的期望和需要
- 了解改善与供应商沟通的方法
- 了解服务水平协议和质量计划的角色, 以及如何确保它们有效
- 学习评估、重新评估和监控供应商绩效的标准和方法 (基于产出和结果, 基于成果和结果, 基于管理体系的审核)
- 理解有效评估/审计供应商流程/管理系统的方法
- 理解规划有效和建设性的供应商审计/评估 (基于明确的目标、范围和标准) 之所需

# 2012年2月27日 星期一

## 涵盖的主题：

通过身临其境，模拟案例研究，您将获得开展和实施一个复杂的采购和供应商管理技术的实践经验。

## 第一天

### 模块 1 – 采购策略和实施战略采购和采购策略

- 为采购确定合适的采购策略
- 从采购中获得最大的收益
- 选择需要优先采购的类别
- 成立高效的项目团队以实现节约目标
- 计划与沟通

### 供应商的市场分析

- 表征您组织的需要
- 了解供应商市场
- 评价贵组织在供应商市场的地位
- 综合确定采购战略的首要因素

### 在采购过程中有效降低成本

- 定义实现目标节约的最适当的方法
- 采购杠杆
- 目标采购政策
- 项目团队及利益相关者买进的供方选择方法

## 午餐

### 采购中的成本降低工具

- 确定采购中的采购类别
- 举例使用降低成本的工具
- 使用降低成本的工具计算潜在的节省

### 供应商选择和评价

- 根据您的组织的基本要求制定选择标准
- 审查供应商的数据库和为请求建议书（RFP）选择供应商
- 准备和跟踪 RFP
- 分析和列出建议的供应商
- 准备和正式化 RFP
- 分析 RFP 并选择供应商，
- 进行谈判
- 模拟谈判取得的节省
- 选择将发送合同的供应商

## 第一天总结

### 关于您的培训师

**Francis Hung, MBA, P. Eng, PMP, PRINCE2, MSP, ITIL, EIPM**

**董事总经理 - Apollo Consulting Group**

Francis Hung 是一位加拿大籍中国人，能讲流利中文和英文双语。他专于项目管理和采购管理。他是美国项目管理学会和欧洲采购管理学会（EIPM）的认证培训师。他强于 PMI 项目管理框架和 Prince2 项目管理方法的培训和实施。他还是战略项目管理的博士候选人。

Francis 在项目管理和商务发展的培训上有多年的经验，在业务规划、成本管理和在大型企业实施项目管理办公室（PMO）上的具有坚实的背景和丰富的工作经验。

### 制造业：

- 运用统计质量控制技术，用“化工过程工程”开发军事电子陶瓷的生产的一条生产线。
- 电子组装工程：Murata Erie 零部件在生产军事电源模块对极端环境的要求。
- 北电大容量电话线电路板的生产的电路板制造支持。实现高产量和生产能力（7万/年）的目标。
- 作为与摩托罗拉公司的生产大容量固态过电压硅芯片模块（30万件每周）的合作项目的项目经理。

### 电信：

- 作为北电第一代数字电话系统的硅芯片设计师。
- 北电的数据交叉连接系统的项目经理。
- 上海 168 呼叫中心的第一代应用互联网的呼叫中心。
- 中国移动的网络管理系统。
- 中国长城 CDMA 移动网络计费 and 漫游控制（HLR）系统的项目经理。

### 金融：

- 中国最大的 B 股证券交易系的项目负责人。

### 标准：

- 美国军方 202 和 28861 标准在 EMI 项目中的实行。
- 在 LSSGR（LATA 交换系统一般要求）标准发展中的北美贝尔电话系统的规格。
- 中国第一个研发实验室的 ISO-9001 认证。

### 领导力：

- 于 2004 年在北京启动第一个北电的研发中心。
- 香港 Systek 资讯科技（上市公司）的高级副总裁。
- 加拿大陶瓷学会主席。

2012 年 2 月 28 日 星期二

## 第二天

### 供应商管理

- 理解供应商表现的重要性
- 供应商对您的组织和其产品/服务的影响
- 给供货商有效的服务级别协议 (SLA)
- 了解有效实施 SLA 的重要性
- 持续的供应商监测和控制
- 与供应商一起解决问题和技术
- 供应商的变化管理
- 供应商管理的持续改进工具和技术

### 成本分析

- 分析费用分解表确定成本降低杠杆
- 成本分解方法
- 例解购买物品的费用分解
- 练习:确定系统的组件成本

### 午餐

### 总拥有成本

- 定义 TCO 的过程-TCO(总拥有成本)
- 在采购中 TCO 方法的一般运用
- TCO 在采购战略中的定义, TCO 的整个生命周期
- 投资项目的 TCO
- 日常采购的 TCO
- 新产品服务配置的 TCO
- TCO 练习

### 采购谈判

- 区别“购买”和“谈判”
- 首次谈判的案例研究
- 采购谈判的最佳实践
- 让步/对手交流步骤
- 让步/对手实战
- 准备谈判: 计划员
- 第二轮谈判的案例研究

### 培训总结&结束

## 关于马汀令可

马汀令可商务咨询计划每年组织超过 80 场的培训和会议, 与全球 1000 强公司的高层经理一起提高他们的商务战略, 满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者、决策者和创新者在我们的活动中分享他们的思想观念、最佳商业实践和新技术。**我们致力于为我们的客户提供即刻可用的前沿信息。**我们不断地研究和聆听所有行业的声音来保证我们提供商业信息是及时和前沿的。

### 内训方案:

如果公司有很多人类似的培训需要, 那么您不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系 **Whitney Shen** 来讨论合作的可能:

电话: +86 28 8532 7678

电邮: [whitney.shen@martinlinking.net](mailto:whitney.shen@martinlinking.net)

### 培训形式:

培训师将会用实际的例子和案例研究来加强和扩展本次培训中涉及的概念。

### 谁应参加?

直接或间接地在公司涉及到采购和供应商管理的人员都会从这次培训中受益匪浅。

下列人员尤其会觉得这次培训特别有用:

- 采购经理
- 采购主管
- 采购员
- 总经理
- 项目经理
- 赞助商
- 财务人员
- 任何涉及采购和预算的人

## 培训时间表

### 第一天和第二天

0830 签到和早茶

0900 培训开始

1045 上午午间休息

1115 培训继续

1200 午餐

1300 培训开始

1500 下午午间休息

1530 培训继续

1730 培训总结

# Strategic Purchasing & Supplier Relationship Management

SH20120227-3-Sales Contract-Please Complete in Capital Letters and Black Ink

## Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 8532 6768

## Fee Per Delegate

Two Day Training Fee RMB 8850 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION RMB 1500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Company Size:  1-99  100-249  250-499

500-999  1000+

## Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**This booking is invalid without a signature.**



## Register Now

Contact: Whitney Shen

Tel: +86 28 8532 7678

Fax: +86 28 8532 6768

Email: whitney.shen@martinlinking.net

## Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 8532 7678.

## Payment Method

**Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.**

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

账号: **4402928009022523952**

**CONFIRMATION DETAILS:** After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

## Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.