

# Strategic Purchasing & Supplier Management

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.

Shanghai, China

21st & 22nd June 2010

## Your International Facilitator:

**Francis Hung, Managing Director – ProTrain China Consulting**

## ProTrain 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

## About Francis Hung Specialization

- Project Management Consulting & Training
- Setting up project management office (PMO)
- Strategic program management and purchasing management

## Sector & Industry Experience:

Manufacturing, Telecom, Information Technology, Finance, Call Center operation

## Major Projects

Shanghai 168 Internet Call Center, SYWG security B-share trading system, Nortel digital cross connect program manager, NASA space shuttle EMI component reliability program, Greatwall CDMA service and billing system

## 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.



## ■ Apollo Strategic Purchasing Management Workshop

### Benefits for purchasing leaders:

The motivation of training is from both the purchasing leader and for the individuals. If you are a purchasing leader (supervisor, manager, director, VP, CPO), you need a strong team in your organization's to build your success. But sometimes, the skill levels of your purchasing team members can hold you back. Your cost savings are lower than they could be, your internal customers have a negative perception of the purchasing department, and you find yourself being dragged into many problems that buyers should be able to solve on their own.

Build your team to deliver better results and have senior management recognize the purchasing department as a strategic contributor to the organization's success. Not only would you improve your reputation as a great leader, you'd probably be rewarded and experience less struggle and stress. And, yes, you can improve your results with the existing purchasing team. No severance letters or new candidate recruiting is required.

### Benefits for individuals:

As an individual, you deserve getting the optimal results from your hard work. This is not only from working hard, working smart with proper methodologies are important to get results. You will find that this training has opened up many doors for you in getting your job done right. You will instantly deliver better results after the training, you will get noticed from your outstanding contribution to the corporate bottom line. This can become a fast track in moving up your career.

When leaders like you working in a purchasing training plan, they are relieved to know that transforming their teams for improved results doesn't have to be an insurmountable task. If you have a team of five or more, you can qualify for a group discount on our purchasing training.

“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.

### 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

### Strategic purchasing and purchasing strategy

- Selection of the subfamilies 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

## Luncheon

### 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, PMP, P. Eng, RCDD**

**Managing Director – ProTrain China Consulting**

Francis Hung, P. Eng, MBA, PMP, PRINCE2, ITIL, EIPM is a bilingual professional specializing in portfolio, project and program management and purchasing management. For the past 30 years he has worked with large companies in project and project office managements from the US, Canada and Asia. In particular, his work in the adaptation of project management processes and his creation of earned value management tool to assist business to manage their projects more effectively. Thanks to his years of experience with Nortel, Systek and North America aerospace industries, he brings practical information, an insider's view of the corporate world, and many live stories (both from his own experience and from her co-workers, vendors, and friends in the corporate community) to match the theory to reality. Francis was a Nortel program manager and senior VP of Systek directing multiple projects simultaneously following the Nortel corporate project management process, which he now applies to his own independent project management consulting business.

### 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.

## Day 2

### 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

### 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

### Luncheon

### 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

### Stakeholder analysis and management

- Performing stakeholder analysis
- Develop the stakeholder management plan
- Balancing typical challenges of project management
- Selecting and applying best practices
- Manage project success – Case Study

### Workshop Summary & Closure

#### 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

## 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 6552 1255** 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.

## 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

# 战略采购与供应商管理

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。如果你不知道在采购中的最新的工具和技术，你可能会感到惊讶因为你的供应商都配备了最新的工具和技术。

中国上海

2010年6月21-22日

培训师:

**Francis Hung, 董事总经理 – ProTrain China Consulting**

**ProTrain China的经验**

**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的相关内容的电视播放和杂志出版

**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项目研发实验室

**关于 Francis Hung**

**专长**

- 项目管理咨询与培训
- 建立项目管理办公室 (PMO)
- 战略项目和采购管理

**部门和行业经验:**

电信，信息技术，金融，制造，呼叫中心运营

**主要项目**

上海168互联网呼叫中心，申银万国证券B股交易系统，北电网络数字交叉连接项目经理，美国宇航局航天飞机项目的EMI元件的可靠性项目，长城CDMA服务和计费系统

**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



## ■ Apollo 战略采购管理培训

**对采购管理者的好处:**

这个培训是为采购管理人员和个人准备的。如果你是采购管理者(主管, 经理, 董事, 副总裁, 首席采购官), 你需要在组织里有一个强有力的团队来建立您的成功。但有时, 你的采购团队成员的技术水平可能会对你产生阻碍。你节省的成本低于能达到的水平, 你的内部客户对采购部门有负面的看法, 你发现自己陷入到许多问题中, 而这些问题是采购人员自己应该能够解决的。

建设你的团队提供更好的结果并让高级管理人员认识到采购部门是一个对组织的成功的战略贡献者。你不仅会提高作为一个优秀领导者的声誉, 你可能会得到回报并且少一分挣扎和压力。是的, 你可以改善现有的采购团队的结果, 不需要解雇现有员工或招募新人。

**对个人的好处:**

作为个人, 你应该得到从你勤奋工作得到最佳效果。不仅仅是努力工作, 聪明地工作与适当的方法对获得良好的结果是很重要的。你会发现, 这个培训为你做好工作开启了好多大门。培训后您将立即能提供更好的结果, 你会因为你的杰出贡献而得到公司的注意。这可以成为的职业生涯发展的快车道。

当领导者跟你一起参加这个采购培训计划时, 他们会很欣慰地知道, 转变现有的团队取得更好结果的不一定是一个无法完成的任务。如果您有五个或更多人的团队, 您可以有资格获得我们的采购培训的团体优惠。

“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。

预先课程问卷

为了使这一课程真正适合您的需求, 培训师将会评估你现有的知识, 经验和需求。

马汀令可 专业培训

## 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

### 战略采购和采购策略

- 选择优先采购的公司
- 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

- 根据你们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

### 关于你的培训师

**Francis Hung, PMP, P. Eng, RCDD**

**董事总经理 - ProTrain China Consulting**

Francis Hung, P. Eng, MBA, PMP, PRINCE2, ITIL, EIPM 是一位双语专家，专长于项目组合管理，工程和项目管理和采购管理。在过去 30 年他与来自美国，加拿大和亚洲的大公司的项目管理部门和项目办公室工作了多年。尤其是在改编项目管理过程和他创造的的挣值管理工具帮助企业更有效地管理他们的项目。归功于他在与北电，Systemk 和北美航天行业的多年的经验，他带来了许多实用的信息，一个局内人对企业世界的观点，许多鲜活的事例（包括来自他自己的经验和来自他的同事，供应商和在企业界的朋友）来将理论匹配到实际。Francis 以前是北电的项目经理和 Systemk 的高级副总裁同时遵循北电网络公司的项目管理过程指导多个项目，他现在将之适用于自己独立的项目管理咨询业务。

### 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。

### 电信业:

- 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 Systemk 资讯科技（上市公司）的高级副总裁。
- 加拿大陶瓷学会主席。

# 2010年6月22日 星期二

## 第二天

### 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

### 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

### 午餐

### 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

### 利益相关者的分析和管理的

- 进行利益相关者分析
- 制定利益相关者管理计划
- 均衡项目的管理的典型挑战
- 选择和运用的最佳实践
- 案例: 管理项目的成功

### 培训总结&结束

#### 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

### 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:

如果公司有很多人有着类似的培训需要, 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 6552 1255**

电邮: **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。

### 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 Management

SH10030-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 6552 1233

## Fee Per Delegate

Two Day Training Fee US \$1295 per person

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

DOCUMENTATION US \$500

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 6552 1255

Fax:+86 28 6552 1233

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 6552 1255.

## 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.