

Topic: Category Strategy

Course: **CATEGORY MANAGEMENT**

General information

◆ Aim of the course

To be able to create & deploy a category strategy.

◆ Learning goals

- Understand the strategic process to manage a portfolio of spend and adopt the right organisation to manage it
- Integrate and challenge the needs of stakeholders
- Understand the market opportunities and trends
- Define a strategy for each category of spend
- Implement the defined purchasing strategies.

◆ Audience

Category managers, confirmed buyers and strategic buyers.

◆ Prerequisites

- A good command of English or French
- Have the necessary [technical equipment](#) to follow online courses.

◆ Learning mode & pedagogy

- 1) **Theoretical e-learning** through individual self-paced sessions. This first step has to be considered as the essential pre-work for:
- 2) Learning **application in online group classes**. Participants use actively their knowledge and put it into practice in workshops, role-plays, case studies, presentations and debates.

Theoretical learning content - Estim. duration: 3 hrs

8 e-modules:

1. **Portfolio segmentation**
Understanding and example.
2. **Procurement support strategy**
Procurement & Product life cycle - Upstream & downstream procurement organisation - Category buyer's role.
3. **Procurement process steps**
Needs Definition & Market Analysis - Strategy & Supplier Selection - Negotiation & Contract Deployment.
4. **Needs Definition - ABC / Criticality analysis**
Pareto & 20/80 - ABC - Criticality analysis
5. **Stakeholder analysis**
CRM - From CRM to IBP - The Buying Centre
6. **Market dynamics & Porter's 5 Forces**
Under and over-capacity cycle - Porter's 5 forces model - Case study.
7. **Kraljic's matrix - Defining a category strategy**
The Kraljic Matrix - Procurement focus per segment - Category Procurement - Strategy Levers identification.
8. **Strategy alignment**
Strategy definition - Company strategy - Alignment.

Programme of the trainer-led classes | 3,5 hrs x 4

I. Portfolio segmentation and management

- Lecture on the Category Management concept
- Business case analysis of a portfolio segmentation
- Quick business case on category value analysis
- Workshop on the different values expected in different categories
- Brainstorming & presentation.



Dates of first & last classes / 1 session per language:

In **English**: from 02 to 23 September 2025

In **French**: from 01 to 22 September 2025

II. Needs analysis

- Introductory lecture on needs analysis
- Exercise on the scope of stakeholders
- Workshop & presentation on one participants' case
- Workshop on priorities & measurement of needs
- Introductory lecture on unmet needs
- Role-play on exploration of hidden needs.

III. Market analysis and anticipation

- Introductory lecture on the topic
- Class discussion on each of the forces
- Workshop: Porter's 5 forces & presentation on one participants' case
- Presentation of the market anticipation model
- Workshop: model application to a real case of participants' portfolios & presentation
- Class discussion on the factors of a market evolution.

IV. Category Strategies

- Introductory lecture on Category strategy, presentation of the tool
- Class brainstorming on buyers' profiles
- Workshop: Categories vs strategies mapping
- Strategy formulation: brief lecture
- Exercise in sub-group based on real case strategy. Presentation
- Conclusion on strategy definition & formulation.