

Learning Objectives

To be able to create and deploy a category strategy.

- 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 procurement strategies.

General information



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.



Modalities

Theoretical e-learning through individual selfpaced sessions. This first step has to be considered as the essential pre-work for the group classes.



Learning application in online group classes. Participants use actively their knowledge and put into practice in **workshops**, **role-plays**, case studies, presentations and debates.



Graduation

Digital certificate of attendance

Programme of the trainer-led classes



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.

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 Strategy

- 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.

Self-learning



8 e-modules

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