

TALENT HUB FOR LOGISTICS, PROCUREMENT AND SUPPLY CHAIN MANAGEMENT (LPSCM)

Transforming Africa Through Supply Chain Education Excellence

GEOGRAPHICAL REACH



At HOP, our formula for success is based on a flexible, innovative approach backed by deep supply chain and procurement expertise and the insights gained from working relationships with some of the best procurement professionals in Africa and around the Globe.

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BENARD ODOTE, The Group Managing Director

Message from House of Procurement

If CEO's and Business Leaders want to be sure their business will not just be surviving, but thriving through the next five years and beyond, their supply chain must be at the center of management attention.

Accordingly, if they can honestly answer "yes" to the following questions, they have little cause for concern:

- 1. Do you have closely aligned supply chain and business strategies? Have you thought about your stakeholders?
- 2. Do you regularly review and optimize your supply chain network? Are you capturing all the savings you could?
- 3. Are you continuously and actively seeking supply chain service improvements? Are you connected to your suppliers? Do you have a digital strategy?
- 4. Do you have visibility and control of supply chain costs? Industry and Market Benchmark? Is your information in order?
- 5. Have you implemented a supplier performance management, enterprise and supplier development programs? Are you measuring the right things?
- 6. Are you taking steps to mitigate risk in your supply chain? How are you mitigating risk?
- 7. Is your inventory being managed effectively? How about your working capital? Do you have the insights you need to make good decisions?
- 8. Do you have an active Contract Management and administration program? Do you know how to execute?
- 9. Are you worried of unethical issues and losses due to fraud in your supply chain?
- 10. Have you ever wondered if your supply chain teams are well equipped and knowledgeable to deliver? Does your team have the right skills?

This shows how training of supply chain, logistics and procurement skills is key and needs to happen from the entry level and professional development as well from junior level management to the board level.



Timothy M. BrownMD Georgia Tech Supply Chain & Logistics Institute

Message from Georgia Tech

- For 28 years in a row, the Stewart School of Industrial & Systems Engineering (ISyE) has been ranked the number one program of its kind.
- The Georgia Tech Supply Chain & Logistics Institute (SCL) has been on the leading edge of supply chain education and research for more than 70 years.
- SCL continues the excellence by expanding its reach in Africa through collaborating with the House of Procurement.

Ever-growing global trade leads to a continual need for supply chain professionals. Procurement, Planning, Transportation, Warehousing, Manufacturing, Inventory Management, and Customer Service jobs offer longterm career progression opportunities.

SCL brings you more professional development options to support your career goals. Regardless of where you are in your career, you will find an opportunity with us to expand your knowledge and build new skills.

Our Management Series, which includes traditional short courses, is focused on mid-career professionals. The Fundamental Series is offered online and addresses the needs of entry-level and supervisory-level professionals, as well as those seeking to refresh their knowledge of specific supply chain domains.

SCL also conducts tailored corporate training programs around the globe to assist companies in improving employee skills in supply chain domain knowledge, innovation, and leadership development. The programs are highly customized and include a mix of lectures, team projects, soft skills development, and online self-study as needed.

If you have questions or need assistance, please contact

Tim Brown

WHO WE ARE



ABOUT HOUSE OF PROCUREMENT

We are a leading Pan-African LPSCM (Logistics, Procurement and Supply Chain Management) Solutions Company and a Professional Buying Organization (PBO) who have successfully proven the positive impact of Supply Chain and Procurement Strategies on the bottom line, cost savings, compliance, working capital, operational efficiency, quality and transparency among many other benefits. We are currently registered in Kenya, Uganda, Tanzania and Nigeria with GLOBAL and Pan African Partnerships with leading organizations from across all sectors, industries and in all Continents.





AFRICAN PROCUREMENT GUIDE (APG)

HOP's African Procurement Guide provides the highest value, must-have business intelligence available. With meaningful, timely content African Procurement Guide commands the attention of an audience that truly reflects the global nature of today's supply chains, reaching executives in most African states and digitally to most of the English speaking world. HOP's African Procurement Guide offers a unique, proven channel to unite sellers with buyers of supply chain products and services, including CEOs, Vice Presidents, Directors and Managers involved in procurement, engineering, production, mining, shipping, wholesale, consulting, logistics, retail and manufacturing operations.

Senior professionals-written stories and contributed articles from leading entrepreneurs, business executives, practitioners, academics and consultants provide unparalleled thought leadership on international and domestic supply chain operations. Twelve (12) times a year, the publication delivers fresh, cutting-edge ideas, opportunities on all aspects of the global supply chain, from product design, procurement, transportation and warehousing to human resources, information technology and finance. The magazine and its associated digital content offerings provide insight and advice to help readers make their supply chain operations a success and access to business opportunities.



ABOUT HOUSE OF PROCUREMENT ACADEMY

HOP Academy is the leading Pan-African premier Logistics, Procurement and Supply Chain Education and Capability Development Group with leading global partners such as Georgia Tech Supply Chain and Logistics Institute, IEDC Bled School of Management, MIT Professional Education, Singapore Institute of Purchasing and Materials Management (SIPMM), COMPRARA Australia, Malaysia Institute of Supply Chain and Innovation (MISI) ,Zaragoza Logistics Center (ZLC), Crown Agents, CEL Consulting and Procurement and Supply Institute of Asia (PASIA)



SUPPLY CHAIN BUSINESS SCHOOL OF AFRICA (SCBSOA)

Background:

Until recently, Logistics, Procurement and Supply Chain Management (LPSCM) was seen as a necessity only. In fact, in many developing economies and businesses, the profession is still treated as a 'back-office' function. Meanwhile, not much has been done to explore and address challenges facing businesses and government successes in these economies as a result of poor LPSCM operations and expertise.

Obiectives:

The purpose and key objective of the HOP ACADEMY AND KABARAK UNIVERSITY in forming THE SUPPLY CHAIN BUSINESS SCHOOL OF AFRICA is to demonstrate the critical role played by the Logistics, Procurement and Supply Chain (LPS) functions in businesses, Governments, NGO's and in general economic successes and development and to reveal the challenges, problems, downturns, non-performances, collapse of many Government functions, projects, industries, companies and private business as a result of poor Logistics, Procurement and Supply Chain (LPS) management and talent development.



KABARAK UNIVERSITY

Kabarak University is a private Chartered institution of higher learning that provides holistic christian-based quality education, training research and outreach activities for the service of God and humanity.

It was established in October 2002 by the second President of Kenya, His Excellency Daniel Arap Moi, who is also the Chancellor. This was as a result of his visionary idea of setting up a Christian University that would meet the demand for higher education in Kenya and offer quality education based on string moral principles.

Kabarak University is located 20kms north of Nakuru town, along the Nakuru- Eldama Ravine highway. It is in a serene environment that makes it an ideal place for learning. Students pursue various academic courses in Science, Engineering, Technology, Business, Theology and Education.

The facility stands on a 600 acre farm and is one of the highly equipped institution of higher learning in Kenya. It has an ultra-modern library (with seating capacity of 1,000 users) that is well equipped with up-to-date books, other scholarly materials and easy access to online journals. We also have well equipped Science and Computer Laboratories.

HOP BUSINESS

CONSULTANCY & ADVISORY

SUPPLY CHAIN & PROCUREMENT AUDIT

MARKET INTELLIGENCE (KPG)

SUPPLY CHAIN & PROCUREMENT BPO

ENTERPRISE AND SUPPLIER DEVELOPMENT

TRAINING & EDUCATION

PROJECT MANAGEMENT TALENT
ACQUISITION &
MANAGEMENT

SUPPLY CHAIN SCOR

LOGISTICS MANAGEMENT

SUSTAINABILITY MANAGEMENT

MECHANIZATION

HOP CAPABILITIES

COST AND CASH OPTIMIZATION

MANAGED SERVICES

CONSULTING & ADVISING

BENCHMARKING & INTELLIGENCE

TALENT
RECRUITMENT &
OUTSOURCING

PROCUREMENT OPERATIONS OUTSOURCING

SUPPLY CHAIN STRATEGY DEVELOPMENT PROCUREMENT PROJECT MANAGEMENT SUPPLY CHAIN DIAGNOSIS AND AUDITING

CATEGORY
MANAGEMENT
SOURCING
SUPPORT

CAPABILITY
DEVELOPMENT
& SKILLS GAP
ANALYSIS

& SUPPLIER DEVELOPMENT

INDUSTRY & CORPORATE PARTNERSHIPS

Corporate Partnerships

The HOP Academy Partnership Corporate Partners Profile

- Multinational companies with a high reputation nationally and internationally.
- Public Sector Corporations, Agencies and Government Ministries.
- iii. Leading local businesses and Corporations.
- iv. Investors and grant agencies interested in the development of international management education and recruitment.
- v. Active contributors to the HOP Academy: governance, research, curriculum, internships, graduate recruitment.
- vi. First growing Small and Medium Enterprises (SMEs), global and local Non-Governmental Organizations (NGOs)

The Benefits for Corporate Partners

- Association with a leading higher education global initiative.
- ii. HR branding at the top business schools
- iii. Targeted recruitment of pre-selected internationaloriented M.Sc. graduates
- iv. International networking with schools and companies

The Benefits for Students

- The most international learning experience in a Master's program
- ii. Students international networking & social life. HOP Academy is a Lifestyle!
- iii. Enhanced placement opportunities: through contacts with Corporate Partners and the yearly HOP Academy Career Forum
- iv. An active alumni community. Committees in close to # countries

HOP Academy student profile

- i. HOP Academy is developed for students who aspire to become global business leaders
- ii. Students are selected for their outstanding profile:
- High academic standards and professional skills
- Ability to perform in a fast-changing environment
- Empathy with different values and cultures
- Willingness to take responsibility within society

Corporate Partnership at work

How can companies benefit?

A wide range of exclusive services for Corporate Partnerships;

- Advisory
- Networking
- HR branding
- Recruiting

The Partnership concept: "gives and takes"

- Corporate Partners are expected to contribute in terms of:
- Governance
- Networking
- Curriculum

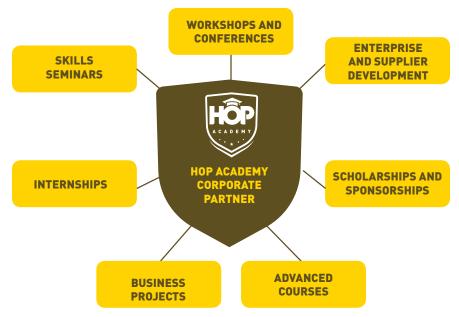
- Budget
- In return they receive professional services from HOP Academy;
- Central recruitment and branding services
- Opportunities offered by member schools

	Senior partnership holders	Main Contacts at HQs	Local contacts
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	Senior partnership holders	Main Contacts at HQs	Local contacts

Advisory Services

- HOP Academy graduate data, statistics, statistics
- Advisory of relevant branding & recruiting HOP Academy channels
- General coordination services with member universities
- Tailored research or study
- Branding Services
- Access to online branding services: company profile and corporate logo featured in the CP section of the website
- Curriculum involvement opportunities: on a priority access basis across member universities
- Targeted emailing: to HOP Academy events
- Advertising: in the student/alumni magazine
- Tailored branding event: in HOP Academy schools

Companies at the core of the HOP Academy



Recruitment Services

Recruitment is aided and supported by:

- Online CV database
- Office support on job-posting
- Career Forum
- Tailored recruiting events

Networking Services

Corporate partners can expect to benefit from:

- 2 annual central HR benchmarking meetings
- Exclusive CP benchmarking meetings at the country level

Governance & FinanceHOP Academy , an alliance governed by its members

The Governance Structure

HOP ACADEMY STRATEGIC BOARD

HOP ACADEMY EXECUTIVE BOARD



TRAINING PROGRAM CATEGORIES

PUBLIC COURSES



Our Faculty have been receiving daily industry insights from the EMEA region for well over a decade. Along with leading global associations and academies, we've used this information to adapt our teachings to regional needs.

Now, our training approach includes:

- Fluid lectures by unchallenged global mentors
- Contemporary AV and printed learning content
- Simulated exams per each topic and exam solutions
- Learning exercises and best practices from the field

You'll gain an exceptional learning experience that will boost your competencies according to the most required standards of today.

And not only that...

In fact, when opting for HOP Academy, you're going for an opportunity that lets you choose among 60+ attractive destinations and hundreds of premium venues, helps you meet and network with leading professionals from the region, and learn from today's most prominent global experts in 20+ industries.

Have a look at the future you; have a look at $\ensuremath{\mathsf{HOP}}$ Academy.

ADVANTAGES OF PUBLIC COURSES

COMPREHENSIVE	Wide range of dates and locations that enable you to choose according to schedule
ESTABLISHED BY EXPERTS	World expert trainers that engage you in participative and cooperative training
CERTIFIED	All our courses are certified by leading world academic institutions such as GTPE, GSCL, SIPMM, PASIA, MIT, ZLC, MISI and many more
NETWORKING	Meet with leading names from across the industry
ATTRACTIVE DESTINATIONS	Choose from one of our global destinations, such as Nairobi, Johannesburg, Lagos, Dar Es Salaam, Kampala, Kigali, Atlanta Georgia, Boston, Zaragoza, Kuala Lumpur, Singapore, Sydney, Indonesia, Hanoi Vietnam, Philippines, India, London, Geneva, Dubai, Paris etc

IN-HOUSE COURSES

Time, Venue, and Content **Entirely Up to You**

Our in-house programs are meant for clients who choose to train their people, in their location of choice, at their preferred schedule.

We'll bring our trainers and our materials to your premises, securing you a custom-made, cost-efficient learning experience.

We'll even break down an in-house and let you choose further:

- Off-The-Shelf.
- Customized,
- Bespoke.

Off-The-Shelf

Like a public course we offer?

We have 500+ public courses certified by global Associations and bodies of Knowledge.

Many of them are delivered as in-houses, too.

See how we can bring public knowledge to your enterprise.





Need to add your touch to one of our pre-made courses?

No problem – We'll restructure the content of our existing training programs to meet the specific learning and development needs of your organization.

We can even help you obtain the membership and Certificates from the Academies and Associations we partner with.

Bespoke

How about an extra mile?

We'd be happy to offer you one of our "bespoke" solutions - in-houses tailored exclusively for you -focused on problem-solving, increasing performance & productivity, and improving the competency levels of employees.

We'll build everything from scratch, according to your core needs, competencies and goals.



Why In-House?

See Why Teams of All Sizes Enjoy Our Training Solutions

The Next One Can Be Yours



LOWER INVESTMENT

In-house group training is a cost-effective solution and helps optimize your training budget



TIME-EFFECTIVE

Traveling won't consume your time. Courses are delivered on-site



FLEXIBILITY

Training sessions are set according to your time/location preferences



ADAPTABLE

Trainer is picked by the client and trainees to fit the exact proficiency level of the group



CUSTOM-MADE

Training is tailored according to your employees' specific needs



SIGNIFICANT

Well-adjusted to latest global industry standards and business requirements

LIVE ON-LINE COURSES



With online learning expanding throughout academia and beyond, we have implemented our distance learning program to stretch your learning experience past the boundaries of time and location the presentation is interactive, and the training goes in "real time". HOP Academy has two competency based online suits, behavioral leadership and management. Most of our courses are conducted live at a scheduled time for a whole week, simulating our public courses in content and quality. By logging in to a virtual classroom, you participate in an interactive course, which only differs from our public courses by being conducted online. Yet, we also offer pre-recorded online sessions to foster the needs of our clients. Our blended learning approach combines virtual classroom methods with online activities to form an integrated instructional approach.

ADVANTAGES OF DISTANCE LEARNING

LOWER INVESTMENT	Fees for HOP Academy Distance Learning courses are substantially lower than the public instructor lead courses.
FLEXIBILITY	Training hours forHOP Academy Distance Learning courses are scheduled around the student's working hours in order to provide the flexibility needed for learning while working.
NO TRAVEL	Taking a HOP Academy Distance Learning course means no travel and/or accommodation expenses
GLOBAL ACCESSIBILITY	Delegates can attend HOP Academy Distance Learning programs from any location in the world
SOCIAL	Meet and network on-line and through social media with peers from all around the world
REAL-LIVE EXPERIENCE	HOP Academy Distance Learning courses have been designed to simulate the live instructor lead ones and offer the same outstanding experience

TALENT DEVELOPMENT SOLUTIONS

Our Our Talent Resource Development (TRD) solutions represent practical toolkit for helping our clients better understand the development needs of their employees, starting from recruitment, employee career development, performance management and development, training, coaching, mentoring, to succession planning.

LEVEL 1 Talent Development Solutions

Corporate Talent Diagnostics

Competency Assessments

Training Needs Analysis

Developing Annual Training Plans

Individual Development Plans

LEVEL 2 HOP Academy PROGRAM IMPLEMENTATION

Coaching on know-how implementation of any of the 200+ training programs

Train the Trainer program implementation

Preparing for International Standards implementation

Developing and implementing
Certification Maps into the organization

Assisting with Change Management programs

LEVEL 3: TECHNICAL CONSULTING ON VARIOUS CORPORATE NEEDS

Assistance in Creating and Developing new LPSCM functions and/or departments

Strategy and Management Consulting

Developing Supply Chain Models

Creating Risk Management frameworks

Implementing LPSCM requirements

Design and Mapping of Business Processes (BPM)

LEADERSHIP COACHING



Coaching is the most effective development tool for senior executives

One of the things we do very well with our coaching programs is helping executives understand the need for change and taking responsibility for their personal development and transformation.

If you are looking to improve performance of your leadership team and need assistance from our international faculty of coaches, please give us a call and we will work with you closely to design your coaching program.

STEPS WE USE IN HELPING SUCCESSFUL LEADERS GET EVEN MORE SUCCESSFUL

1. Leadership Performance Forecasting - Psychometric ASSESSMENT Measures leader's Dominant Competitive Strategy, Ingrained Leadership Culture, Personal Integrity, Deep Thinking, Clear Thinking, personality and predictive LeaderVIEWS.

2. REVIEW OF THE ASSESSMENT RESULTS and DETERMINING GROWTH AREAS Leaders draft development objectives based on Performance forecasts, assisted by HOP Academy coach.

3. COACHING SESSIONS WITH PEER INVOLVMENT Onsite or offsite individual coaching sessions and monitoring of change in behavior

CONSULTING SERVICES

HOP Academy's continued presence in the market has enabled us to detect an increased need for consulting services. By leveraging the expertize of our global experts, we've managed to consolidate our consulting domain toward governance, risk and compliance (GRC), quality management systems (QMS, Supply Chain Diagnosis (SCD), procurement & supply chain management (SCM), HSE services and programs, Talent development solutions, Project development and management and more.



OUR REGIONAL & GLOBAL PARTNERS





Fleming.





































FUNDAMENTALS OF LOGISTICS PROCUREMENT & SUPPLY CHAIN MANAGEMENT PROGRAMS

.0 INTRODUCTION RIEF DESCRIPTION, PURPOSE AND JUSTIFICATIO

Background: Until recently, Logistics, Procurement and Supply Chain (LPS) was seen as a necessity only. In fact, in many developing economies and businesses, the profession is still treated as a 'back-office' function. Meanwhile, not much has been done to explore and address challenges facing businesses and government successes in these economies due to poor or low LPS expertise.

Objectives: The purpose and key objective of the HOP ACADEMY AND SUPPLY CHAIN BUSINESS DSCHOOL OF AFRICA will be to demonstrate the critical role played by the Logistics, Procurement and Supply Chain (LPS) functions in businesses, Governments, NGO's and in general economic successes and development and to reveal the challenges, problems, downturns, nonperformances, collapse of many Government functions, projects, industries, companies and private business due to poor Logistics, Procurement and Supply Chain (LPS) management and talent development.

The Business Case for Logistics Procurement and Supply Chain Education and Capability Development

BUSINESS CASE AND GENERAL ANALYSIS

In Africa, close to 60-80% of failed businesses, government functions and projects are due to poor Logistics, Procurement and Supply Chain Management through and not limited to;

- 1. Lack of alignment of the Supply Chain Strategy to the Business/Corporate Strategy
- 2. Hiring of people with Low or Lack of Supply Chain Skills and Capabilities to perform Supply Chain
- 3. Lack of proper training in Supply Chain disciplines due to low experience in the market and in trainers
- 4. Lack of Supply Chain and Procurement Knowledge by Executives and Boards leading to low or no of focus by CEOs and Boards of Directors on where they spend 50%+ of their turnover.
- 5. Non-experience and market relevant training in the Universities and Colleges producing not ready for market candidates
- 6. Poor Sourcing and Procurement Category Management Strategies
- 7. Poor Contract, Risk and Supplier Performance Management, Process and Systems Management
- 8. Low or Non-Compliance to Policies and Ethics
- 9. Poor and or Non-Bespoke Supply Chain Management Strategy, Training, development and Implementation:
- 10. Besides poor policy implementation in the public sector, poor service to the public is as a direct result of a poorly managed Logistics, Procurement and Supply Chain Functions

ASE: For Top Management (Executive and Professional Programs)

Value: Helps C-Suite level conceptualize how to adopt value as a guiding principle to deliver superior managerial performance with significant business impact.

Alignment: Helps C-Suite discover tools to align core processes for operational excellence.

Sustainability: Helps C-Suite understand frameworks to manage risks and opportunities for sustainable supply chain management on a global scale.

ASE: For Corporations & Government

Supply chain sustainability: the management of environmental, social and economic impacts, and the encouragement of good governance practices, throughout the lifecycles of goods and services.

Efficient Capital utilization: monetary resources are tied up optimally along the entire supply chain from raw materials, WIP, finished goods etc.

Reduction in wastage: Pilferage is minimized

Ethics & Code of conduct: the business upholds high ethical standards with relationships with customers and suppliers.

Managing Risks:

- 1) Minimize business disruption from environmental or labour problems
- Protect company's reputation and brand value and
- 3) Gain greater access to capital, financing, and insurance.

Realizing Efficiencies:

- 1) Reduce cost of material inputs, transportation
- 2) Increase labour productivity
- 3) Develop strategic supplier relationships for optimization.

Creating Sustainable Products:

- 1) Innovate to meet evolving customer and business partner requirements
- 2) Gain access to new markets
- 3) Increase pricing power
- 4) Improve customer loyalty

CASE: For Economic Funding Partners

As we all are aware, year in year out, the Auditor General's report for Public Bodies and Private Audit firms have highlighted weaknesses and irregularities in public and private procurement, an in the public sector the irregularities are at all levels, be it the National and County Government level as well as the Statutory Bodies. Some of these weaknesses and irregularities involve serious violation of established procurement guidelines and procedures. Others include:

- Poor planning of procurement.
- Equipment supplied, work done and services rendered not in accordance with the original scope.

- Cost overrun due to delays in project completion.
- Not utilized or underutilized equipment and facilities upon completion.
- Improper payment made for equipment not supplied, work not done and services not rendered.
- Poor quality of equipment supplied, work done or services rendered.
- Equipment procured at a much higher cost than market value.
- Contract not signed to safeguard the interest of the Business and Government.
- Procurement not managed according to established regulations.
- Non-coordination among parties involved in procurement.
- Collapse of Many Companies due to misappropriation of funds
- Working Capital Mismanagement due to lack of terms follow through hence collapse of many projects and businesses

When these are reported by the media, as is usually the case, it gives the government, business leaders as well as the public service at large, a bad impression in the eyes of the public, the political parties, funding partners and investors. The latter is particularly important because their perception of a lack of efficiency, integrity and transparency in private organization and government procurement processes carry a lot of weight in the Transparency International Corruption Perception Index in which Kenya's current position is really not something that we can be proud of.

SHORT COURSES

Our enhanced short courses in Logistics, Procurement and Supply Chain will give you a head start, while gaining integral knowledge and skills, as more professionals in the industry are in demand. Given its unique geographical positioning, Africa has been greatly impacted as a result of its age-old history related to supply chain management and logistics.

Today, Africa at large boast a sophisticated and comprehensive procurement, supply chain and logistics industry that serves both local and international stakeholders. In response, we offer you the opportunity to catapult your career even further with our selection of courses in supply chain management, operations and strategy, fleet management and mature demand and supply planning.

SUPPLY CHAIN MANAGEMENT FOR JUNIOR PRACTITIONERS

Course Overview:

The purpose of this programme is to equip delegates with a sound fundamental knowledge base and basic skills regarding supply chain management. Delegates apply fundamental principles, terminology and methods in solving well-defined problems.

The programme is aimed at equipping firstline

managers with the knowledge and skills required to fulfil their management role within the supply chain. This includes warehousing, transport, inventory, materials management and purchasing.

Advanced Programme in Supply

SUPPLY CHAIN & PROCUREMENT AUDIT, RISK MANAGEMENT AND COMPLIANCE

Theme: Creating value through process management for results

Objective: aims to provide participants with a clear view of procurement audits and risk management in order to comprehend the tools for decision making, financial management and auditing. To inculcate a culture of compliance and good governance

Target: The course is designed for Board Members, CEOs, Directors, HODs, Audit Managers, Procurement Managers and relevant functional heads and managers across industry requiring a global view of supply chain, procurement and logistics. Investigative agencies involved in anti-corruption and economic crimes issues for better understanding and appreciation of processes

Learning objectives:

- Evaluate all aspects of procurement audits
- Build models of effective procurement audits
- Analyze the impact of processes in the value chain
- Analyze the best in class processes
- Desired outcomes of improved compliance and governance

Programme delivery;

- Case studies
- Exercises
- Examples
- Participatory lectures

Content

- Methodology and techniques of procurement audit
- Define procurement audit
- Evaluate the quality of internal audit
- Audit of the main areas; inventories, procurement processes, cost, cash, strategy, policies, operations and technology
- Conduct of the audit
- Audit reporting
- Value creation; earnings and cash flow
- Working capital, CAPEX, OPEX, and cost of capital
- Procurement audits and continuous improvement
- Elements for monitoring and reporting
- Undesired events reporting and investigation procedure
- Sustainability reporting
- Management of improving actions
- Management system review
- Process gaps
- Magnitude of actions and inactions
- Loss of opportunities
- Benchmarking
- Legal framework and related regulations or procedures
- Compliance, governance and performance
- Contracts review-from agreement to action. What

- are the gaps
- Market intelligence and due diligence; whose role is it?
- Audit and internal control; best practices
- Assessment of risks; the folly of creative accounting
- Scrutiny of internal systems for financial safety: developing a culture of probity and good governance through compliance
- Corporate and procurement; the ignored potential
- Developing risk management culture
- Identifying, assessing and mitigating business risks through procurement
- Dealing with reputation, compliance and crisis management
- Profiling/Listing risks/ testing responses for common structured frameworks
- Delegation of authority
- Procure to pay and supply to pay systems
- Digital challenges and emerging technologies in supply chain

From need identification to closure: the integrity and business sense of the processes to the bottom-line

- Probity in procurement
- Supplier evaluation processes
- Quality & compliance management
- Supplier pre-qualification process
- Supplier quality and supplier development
- Contract performance management/monitoring and evaluation
- Supplier Failure Risk Management
- Business Continuity Planning
- Business Market Intelligence and Performance management and reporting

CHAIN MANAGEMENT FOR SENIOR PRACTITIONERS

Course Overview:

The purpose of this programme is to equip delegates with a sound fundamental knowledge base and basic skills regarding supply chain management. Delegates apply fundamental principles, terminology and methods in solving well-defined problems.

The programme is aimed at equipping first line managers with the knowledge and skills required to fulfil their management role within the supply chain. This includes warehousing, transport, inventory, materials management and purchasing.

ADVANCED PROGRAMME IN SUPPLY CHAIN MANAGEMENT FOR SENIOR PRACTITIONERS

Course Overview:

The purpose of this programme is to equip delegates with a sound fundamental knowledge base and basic skills regarding supply chain management. Delegates apply fundamental principles, terminology and methods in solving well-defined problems. The programme is aimed at equipping first line managers with the knowledge and skills required to fulfil their management role within the supply chain. This

includes warehousing, transport, inventory, materials

management and purchasing.

EXECUTIVE PROGRAMME IN SUPPLY CHAIN MANAGEMENT FOR MASTER PRACTITIONERS

Course Overview:

The purpose of this executive programme is to equip top level managers with the skills

to participate in strategic management of the supply chain within a multi-disciplinary team. The programme is aimed at providing highly skilled managers with conceptual and strategic skills in a field where critical shortages exist at this level. After completion of this course, delegates will be able to apply integrated supply chain management principles on a strategic management level.

MANAGEMENT – OPERATIONS AND STRATEGY

Course Overview:

The objective of this course is to equip service industry employees with the necessary practical skills to manage service operations. Delegates will be taught to understand services, designing the service enterprise and managing service operations, including the role of services in an economy, technology in services, service facility location; forecasting demand for services, managing capacity and demand, managing waiting lines, capacity planning, and service supply relationships.

HANDS-ON SUPPLY CHAIN MANAGEMENT

Course Overview:

This course provides delegates with an understanding of how a truly integrated supply chain creates value – for the firm, its supply chain partners and its shareholders. Delegates get to tap into a realistic business environment using sophisticated computerized simulation where teams are challenged to run their own businesses and achieve their business objectives. Delegates are taught how to align supply, production, distribution and demand, and then how to run the supply chain process.

FLEET MANAGEMENT

Course overview:

Fuel and fleet costs, e-tolls, driver safety and costreduction initiatives are some of the challenges and concerns that face fleet managers. Experts suggest a trained fleet manager could help reduce the cost of running company vehicles by 15 per cent. This course provides delegates with a basic understanding of fleet management principles including vehicle utilization, whole- life costs, tendering, vehicle maintenance and regulatory requirements.

MATURE DEMAND AND SUPPLY PLANNING

Course Overview:

Whether a business is in a growth cycle or facing challenges, the supply chain is consistently under pressure due to margins, cost containment and shortening product life-cycles. The biggest impact one can achieve is to move the planning processes up the maturity curve. The content of this short course takes attendees through supply chain maturity stages, effectively enabling greater understanding of the maturity curve.

CUSTOMER SERVICE AND LOGISTICS INTERFACE MANAGEMENT

Course overview:

The ultimate effect of logistics and supply chain activities/processes should meet the targeted customer requirements. Managing the interface between sales and logistics is of vital importance. Balancing the performance related and cost related targets remains a challenge. Customer service is the source of customer information. It also provides the customer with real time information on scheduling and product availability through interfaces with the company's production and distribution operations. Customer service is also a process for providing significant value-added benefits to the supply chain in a cost effective way.

INTRODUCTION TO FORECASTING

Course overview:

Planning and control of logistic activities require accurate numerical estimates of:

Future product and service volumes which will be dealt with in the logistic chain, and Future conditions which might impact on logistic activities.

Time series data, in particular economic data, form an integral part of these estimates. There are, however, general problems in time series data which must be addressed by the forecaster before making meaningful forecasts. The purpose of this module is to familiarize students with the identification of problems and the proper steps to be taken to avoid these problems. Students also develop competency in the use of computer software to be used for analysis and forecasting.

ROAD TRANSPORT MANAGEMENT

Course overview:

The road transport industry is highly competitive. Therefore it is imperative to have a thorough understanding of the appropriate management aspects in transport operations. In this module a selection of topics relevant to strategic, tactical and operations management are covered which are essential for successfully running a road transport firm.

SUPPLY MANAGEMENT (OUTBOUND)

Course overview:

Students will learn the language of the subject matter and be equipped with the relevant practices typically found in outbound segments of an organization's supply chain (Deliver and Return). The Deliver section of the module will map out the major types of outbound supply chain configuration. It will consider process integration requirements and map out ideal process flows; conduct business process analysis and streamlining, and cover process control and quality management. The Deliver section covers essential elements needed to manage warehousing, packaging and materials handling activities (facilities management) as well as coordinate product deliveries (transport service providers). An overview of the use of relevant documentation to manage deliveries effectively is provided. Core aspects of maritime logistics are also covered. In the Return section of the module, practices to minimize the logistics environmental impact and waste are considered and product returns management and reverse logistics practices are explained.

PACKAGING LOGISTICS DEVELOPMENT

Course objective

The main activity in this course is to conduct a Packaging Logistics Evaluation (PLE) project. Lectures are designed to continuously enhance the students' knowledge and skill in this subject, and guide them in the process of conducting a PLE project. The project is intended to improve students' understanding of packaging logistics in general and particularly the complexity and trade-offs related to a packaging system in a real world context. Therefore, contacts with supply chain actors are part of the project.

WAREHOUSE OPERATIONS MANAGEMENT

Course overview:

The operational management of warehouses typically oversee the distribution and storage of inventory for a manufacturing company (or where the function is also outsourced to a logistics service provider). Although student studying in the field of logistics and supply chain management focus on process integrating principles and cost analysis, students can also prepare to become more knowledgeable in distribution/transport activities (establishing functional excellence).

FORECASTING

Course overview:

In addition to the general problems in time series data considered in the Module (Introduction to forecasting), there are several more intricate problems related to time series data which require more intricate techniques for the identification and forecasting process. Students are familiarized with these techniques in order to identify and solve these problems.

SUPPLY CHAIN STRATEGY, CHANGE MANAGEMENT **& GOVERNANCE**

Course overview:

Derived from the business' strategy, a supply chain strategy defines how the supply chain should be configured and operated in order to compete on a national/international level, with capacity to be created ahead of demand and logistics costs to be lowered and collaborative initiatives on an industry level where appropriate.

SUPPLY MANAGEMENT (INBOUND)

Course overview:

Students will learn the language of the subject matter and be equipped with the relevant procurement, supply and inventory management practices typically found in inbound segments of a manufacturing organization's supply chain (Source and Make). This module is designed to explore the procurement cycle within the context of supply chain management from acquisition to disposal of goods (and services).

SUPPLY CHAIN MANAGEMENT IN THE HUMANITARIAN CONTEXT

Course overview

The course will introduce students to the humanitarian context and humanitarian logistics in particular. During emergencies, the need to respond quickly and efficiently is paramount. An effective and well-coordinated logistics operation becomes crucial in a humanitarian context - it means saving lives and diminishing the impact of communicable diseases.

SUPPLY CHAIN PERFORMANCE MANAGEMENT AND TECHNOLOGY ENABLEMENT

Course overview

The management of a supply chain's performance has become one of the key mechanisms to reaching excellence. Supply chain performance management can offer a structured way to identify and address performance issues of a supply chain. Performance management can enable more effective analyze and improvement of individual supply chain processes. It's aimed at providing operational information and insights across the supply chain by tracking key supply chain metrics (e.g. product quality, inventory levels and delivery performance). Proper performance management will also contribute to the drive for drive proper business management. (Integrate individual performance management with business management). Supply chain performance management is based on the concept of measuring and managing performance at every level of the supply chain, using standards such as the Supply Chain Operations Reference model (SCOR®), Six Sigma and Total Quality Management (TQM), and tools like dashboards and scorecards.

MATHEMATICAL MODELLING FOR TRANSPORT

Course overview:

Mathematical models are fundamental to how we understand, analyze and design transportation systems, but these models face challenges from the rapidly changing nature of mobility. Innovative technologies are being harnessed to deliver new approaches to transport services, and huge volumes of data create new opportunities to examine how patterns of movement are evolving. If you are a highly numerate graduate with a desire to apply your quantitative skills to the real world, or a practitioner working in the sector, this course will take you to the next level and prepare you for a career as a transport modelling specialist.

SUSTAINABILITY IN TRANSPORT

Course overview:

If you are passionate about solving the grand transport challenges of our time - with benefits for climate change, pollution, urban congestion, economic growth, social justice and energy scarcity - this course will inspire and equip you to tackle these issues.

TRANSPORT ECONOMICS

Course overview:

By expanding and deepening your knowledge of economics and relating it to transport, you'll learn how to play a leading role in shaping policy on the significant social and environmental issues of the day. If you're an ambitious graduate, or a practitioner in the field, this course will equip you with the analytical skills for a rewarding career supporting transport delivery and policy-making at national, regional and local level.

TRANSPORT PLANNING

Course overview:

Acquire the knowledge and skills to develop integrated transport plans capable of meeting the biggest challenges of our time: from mitigating the impact of climate change to reducing inequalities by widening economic and social opportunity. If you are an ambitious graduate this course will equip you to play a key role in a rapidly expanding industry with high demand for people with qualitative and quantitative skills. Progress directly from this course to a range of rewarding careers – in a transport consultancy or an operating company, research organisation or a government department.

TRANSPORT PLANNING AND THE ENVIRONMENT

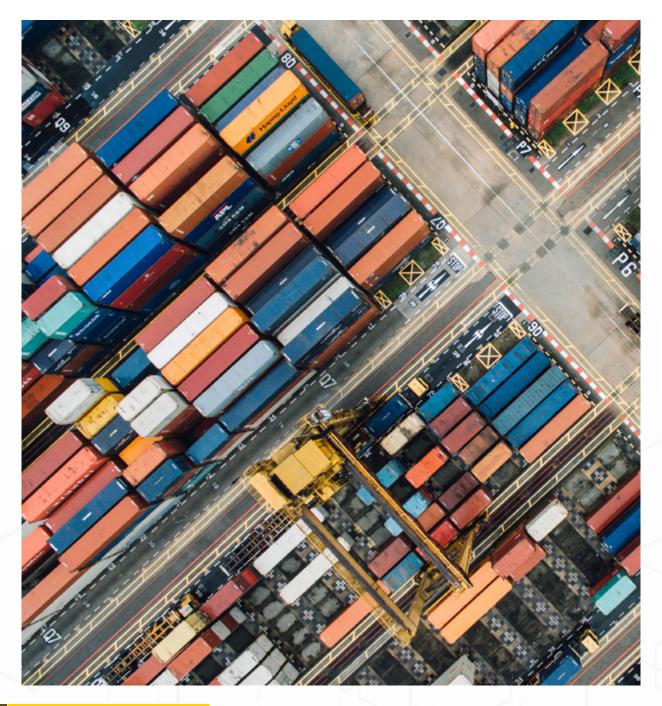
Course overview:

If you are a numerate graduate who wants a smart track to employment in a rapidly expanding sector addressing the environmental impacts of transport, this course will help get you there. Learn the cuttingedge data collection and analytical skills to translate your passion for improving the air quality of our cities and the wellbeing of your fellow citizens into a reality.

Be taught by researchers who are shaping the national and international environmental transport agenda members of our team advise government on emissions control.

TRANSPORT PLANNING AND ENGINEERING

If you're an ambitious engineering graduate from a civil, mechanical, computing or electronic engineering background – this course is the smart route to a career in the expanding field of transport consultancy and public policy. Learn to develop solutions to engineering problems that fit the broader aims of transport and planning policy, from academics with an international reputation whose research sets industry standards.



Offered as a customized program for companies on an as-requested basis

Project and Program Leadership for Supply Chain Professionals



Apply advanced project and program leadership thinking for improved supply chain outcomes

Course Description

This seven-part series of lectures and workshops bringstogether new and emerging concepts in the practice of project and program management and highlights those concepts in the context of rapidly evolving and increasingly demanding project and program leadership roles.

Each component of this customizable series addresses a single, unique project or program leadership topic and provides a focused examination of that topic to illustrate its key attributes. Through the use of examples and models, the sessions are tailored to challenge the participant's thinking about current project and program practice and to inspire new insights for a new and refined approach. At the conclusion of the sessions, participants possess a set of tools that enable them to better serve and effectively lead supply chain initiatives within an organization...not only as these organizations exist today, but as they continue to evolve.

This Course Will Enable You To

- Match a tailored combination of management and leadership approaches to the unique organizations in which you work, selecting the right mix of project, program and program office elements for improved supply chain initiative performance
- Document scope and scope boundaries through the development of effective Work Breakdown Structures that accurately describe the work to be performed
- Develop concise project and program communications that meet the needs of all stakeholders
- Employ a risk management strategy that simplifies and communicates the project/program team's ability to anticipate and take advantage of emerging opportunities, while preparing to effectively navigate through unexpected events
- Prepare and deliver project/program updates that clearly and succinctly answer the five important questions all stakeholders want to know
- Differentiate between supply chain project, program and portfolio initiatives and know when – and how - each is applied in organizations
- Focus supply chain initiatives on the deliberate delivery of value to the organization through planned change management, benefits management, and benefits sustainment activities

COURSE TOPICS

- Preparing Project and Program Leaders for Organizations of the Future (Foundations)
- Developing and Applying Effective Work Breakdown Structures
- Communications Planning and Management
- Risk Management
- Effective Project and Program Status Reporting
- Project Program Portfolio: Differentiating Key Business Functions
- Benefits Realization and Business Change Management

Tailored to the needs of your company

- Onsite delivery
- Delivery at Georgia Tech campuses: Atlanta, Savannah, Costa Rica, Panama, Shenzhen, Lorraine
- Delivery at an off-site location
- Multi-companies may partner to bring the program to your community
- Online delivery
- Hybrid delivery combining elements of the above



LEAD INSTRUCTOR

Eric Norman
PMP, CSM, PgMP, PMI Fellow
CEO Norman & Norman LLC

Contact Information for Questions
To discuss your needs, please contact
Meka Wimberly at 404.385.8663 or
use our contact form



www.scl.gatech.edu/custom

PROCUREMENT & SUPPLY MANAGEMENT



Designed to prepare sourcing, planning, and procurement professionals to lead their companies in successfully navigating the complexities, risks and rewards of the modern global sourcing environment.

Develop critical skills required to identify, implement, and manage opportunities to reduce the total landed cost of materials. Gain understanding of negotiation philosophies and personal negotiation styles. Streamline executive communication to articulate milestone activities and gain leadership support. Take all 3 required courses in one week!



CORE COURSES(3)

Essential Principles of Negotiations (LOG3702P) 2 days | 1.4 CEUs|

Understand negotiation influence and strengthen preparation, planning, and execution activities involved with both simple and complex negotiations. The program includes industry techniques and tools for traditional supplier negotiations, as well as tips for internal cross-functional leadership. Includes personal Negotiation Style "DNA" to help participants embrace their own natural tendencies and strengths. Includes mock negotiations to reinforce techniques and tactics immediately in a "no judgement zone" environment.

Bid Package Development and Supplier Selection (LOG3700P) 1.5 days | 1.05 CEUs

Designed to deepen participants' knowledge base of core activities in the procurement and supply management function. Covers the sourcing process, specifications gathering, common bid package alternatives, cross-functional collaboration, and supplier evaluation and selection. Participants will walk away ready to develop bid packages more thoroughly to help drive sourcing decisions for their organizations. This "hands on" delivery focuses on the professional serving as the main liaison between the buying organization and the selling organization in the company sourcing process.

Contracting Excellence (LOG3701P) 1.5 days | 1.05 CEUs

Provides participants with a holistic and integrated understanding of contract law, contract types, key industry standard contract terms, and contract structure to improve their confidence when creating or modifying contract documents. The program is geared to reinforce standards of excellence for professionals who are responsible for delivering contractual agreements and mitigating financial risk for their organization.

Take four courses within four years to receive your Procurement & Supply Management certificate.

All 3 core courses are required. Select an elective from many online and in-person options at:

pe.gatech.edu/procurement-and-supply-management-certificate

Have questions? EmailPrograms@hop-global.com



pe.gatech.edu/procurement-and-supply-management-certificate

ONLINE PROGRAMS





www.scl.gatech.edu/HOP

The House of Procurement and Georgia Tech Supply Chain & Logistics Institute partner to offer online supply chain and logistics educational programming. It is anticipated that future offerings will include classroom course options, executive training programs, and other programming.

Supply Chain Fundamentals (SCF) Series

8 Online Courses - Start Any Time, Work at Your Own Pace

















- No prerequisites/prior supply chain experience required
- Receive completion certificates from Georgia Tech

Each course requires ~40 hours of engagement Cost per course: \$350

Lean Leadership for the Supply Chain Professional

- Leverage lean principles to become a more effective leader, manage people, and drive operational excellence
- Improve value stream processes that impact the organization
- Learn how to create action-driven measurement systems and build successful teams

Structured around 16 modules, each taking ~1.5 hours to complete Course cost: \$600



Interested organizations and delegates across Africa can email programs@hop-global.com for more details and further guidance.

Visit https://www.scl.gatech.edu/HOP for more information



SINGAPORE INSTITUTE OF PURCHASING AND MATERIALS MANAGEMENT (SIPMM) Executive Certificate Programs

Executive Certificate course comprises 2 modules: an online module to be found at https://online.sipmm.org. sg/ (All students will be given username/password to access the online course. The second module is the Skills Project. The research project should not be less that 100 slides

S/N	Executive Certificate Courses (6-week duration)	Code	Online Module
1	Executive Certificate in Logistics Management	ILM	L1 - Integrated Logistics Management
2	Executive Certificate in Purchasing Management	EPP	P2 - Effective Purchasing Practices
3	Executive Certificate in Warehouse Management	EWP	S3 - Effective Warehouse Practices
4	Executive Certificate in Freight Management	TIL	L2 - Transportation for Integrated Logistics
5	Executive Certificate in Supplier Management	SSE	P1 - Supplier Sourcing and Evaluation
6	Executive Certificate in Inventory Management	WIA	S1 - Warehouse Inventory and Audit
7	Executive Certificate in Supply Chain Management	ESCP	S4 - Effective Supply Chain Practices
8	Executive Certificate in Cost-Price Management	CPAT	P3 - Cost Price Analysis Techniques
9	Executive Certificate in International Trade Management	LIT	L3 - Logistics and International Trade
10	Executive Certificate in Warehouse System	WSD	S2 - Warehouse System and Documentation
11	Executive Certificate in Supply Chain Relationship	SCRM	S5 - Supply Chain Relationship Management

Diploma Programs

There are two Diploma courses:

- a) Diploma in Procurement and Supply Management (DPSM) and
- b) Diploma in Logistics and Supply Management (DLSM).

Each Diploma course comprises 3 modules: two learning modules, and a third module on Research Project (with an online module). The research project should not be less that 100 slides

S/N	Diploma Courses (6-month duration)	Code	Module
1	Diploma in Procurement and Supply Management (DPSM)	LPS303	Purchasing Management
		LPS304	Warehouse Management
		LPS301	Research Project (online EPP or SSE)
2	Diploma in Logistics and Supply Management (DLSM)	LPS302	Logistics Management
		LPS304	Warehouse Management
		LPS301	Research Project (online ILM or TIL)

Qualifications for all courses will be awarded and validated by SIPMM. All courses validated by SIPMM are accredited by World Certification Institute.

SUPPLY CHAIN MANAGEMENT CERTIFICATE COURSES

1. Tactical Decision Making in Inventory and Supply Chain Management

Course overview:

Numerous tactical decisions must be made in response to a public health or humanitarian event. Many of these decisions are concerned with the timely and efficient procurement, allocation, and distribution of resources (e.g., funds, supplies, and volunteers) through a supply chain.

2. Transportation and distribution planning Course overview:

Effective planning of transportation and distribution networks has become more complex and therefore has become a critical corporate function. This course focuses on understanding capacity development, freight consolidation, network alignment, and synchronization. The course develops the principles, practices, and tools required to address all major issues and tradeoffs in domestic and international transportation, including key financial and performance indicators for transportation and design of supply chains to minimize transportation and distribution costs.

3. Demand-Driven Supply Chain Strategy Course overview:

As supply chain executives become more instrumental in supporting long-term strategic objectives, they need to complement traditional supply chain operational knowledge with a more strategic view of their role in delivering aligned results to the business. Learn about different lenses of strategic planning applied to supply chain management and the specific implications on supply chain operations.

4. Lean Inbound Logistics

Course overview:

The efficient flow of inbound materials through your supply chain can have a significant impact on cost, quality, service, and delivery to your customer. With continued pressures from globalization, market volatility, and innovation expectations, companies are extending their reliance on lean principles to outside the four walls of the manufacturing facility. This course focuses on the why and how to implement lean logistics to support the lean supply chain operations –both in manufacturing and distribution.

5. Measuring and Managing Performance in Supply Chain and Logistics Operations

Course overview:

Corporations often struggle with a lack of alignment between financial goals and operational metrics. Additionally, today's information technology often overwhelms management with data and metrics. In this three-day course, you will learn how to develop metrics that synchronize supply chain and logistics metrics with key company financial metrics and goals.

6. Introduction to International Logistics and Compliance

Course overview:

This global trade course provides knowledge needed by international logistics managers to work within the global supply chain, and facilitate the movement of goods efficiently between countries. The course focuses on incoterms, global trade compliance, harmonized tariff schedules, import and export regulations, Free Trade Agreements, and supply chain security.

7. Plan for Every Part (PFEP) and Inventory Layout Course overview:

Breakthrough results in inventory rightsizing, ontime-delivery, manufacturing throughput, and cost reduction. In this two-day course you will learn the critical components of PFEP that ensure delivery of the right parts, at the right time, in the right place, in the right quantity, with the right quality, at the right cost.

8. Defining and Implementing Effective Sourcing Strategies

Course overview:

Strategic sourcing enhances value, which ultimately impacts the profitability of an entire organization. In this essential course, you will learn how to develop and implement a sourcing strategy that aligns with overall competitive strategy. The course and the associated case studies, activities, and discussions provide the context and a framework for making effective sourcing decisions including a comprehensive approach to strategic sourcing.

9. Effectively Managing Global Supply and Risk in an Increasingly Complex World

Course overview:

Today's supply managers are finding that they need to do more work in terms of conceptualizing, designing, and implementing initiatives that may be effective globally. In addition, supply managers need to understand the risks inherent in sourcing globally and be able to develop mitigation strategies for these risks. This course and the associated case studies, activities, and discussions address key issues and topics that are essential to the global aspects of supply and risk management.

10. Lean Leadership for the Supply Chain Professional

Course overview:

While the first two courses in the series focus on strategic and tactical implementation of the lean supply chain, this final course focuses on transforming an organization's culture from traditional thinking to lean thinking. Learn to navigate the waters of change management to successfully execute and sustain the lean supply chain journey.

11. Bid Package Development and Supplier Selection Course overview:

Deepen knowledge of core activities in the procurement and supply management function. Participants will walk away ready to develop bid packages more thoroughly to help drive sourcing decisions for their organizations.

12. Essential Principles of Negotiations

Course overview:

Understand the influence of negotiation and strengthen preparation, planning, and execution activities involved with both simple and complex negotiations. You will leave with your own personal Negotiation Style "DNA" to help embrace your own natural tendencies and strengths.

13. Contracting Excellence

Course overview:

Gain a holistic and integrated understanding of contract law, contract types, key industry standard contract terms, and contract structure to improve their confidence when creating or modifying contract documents. The program is geared to reinforce standards of excellence for professionals who are responsible for delivering contractual agreements and mitigating financial risk for their organization.

14. Engineering the Warehouse

Course overview:

The requirement for high levels of customer service, increasing numbers of SKUs, and high labor costs have dramatically increased the complexity of warehouse operations. Each decision such as where to store or pick products, must be based on careful engineering and economic analysis. Each SKU must identify its own cheapest and fastest path through the warehouse to the customer, and then compete with all the other SKUs for the necessary resources. This results in efficient warehouse operations finely tuned to patterns of customer orders.

15. Management System Warehouse/Distribution Center Layout

Course overview:

Do you work with problems involving the use of material handling equipment in plants, warehouses, and other commercial enterprises? All techniques and layout solutions presented in this course are field-proven and derived from successful implementation. Case exercises are adapted from real situations and projects.

16. Material Handling 101: Fundamentals, Analysis and Selection

Course overview:

This workshop will prepare you to organize and lead material handling improvements. This is essential learning for those who are seeking cost reductions through better handling methods, and will also be valuable for those who must replace, upgrade, or add material handling equipment. This workshop focuses on systems analysis, equipment selection, and the relationship of material handling to other activities and operations of the industrial plant or warehouse.

17. Lean Warehousing

Course overview:

The ultimate goal of lean thinking is reducing reliance on warehousing. However, warehousing and distribution center management are necessary because of extended lead times and unbalanced business process connections. Consequently, we want to manage warehousing as efficiently as possible. To accomplish this goal, we must bring lean principles into the warehouse and the distribution center. This course covers the lean principles that will help participants reduce waste in warehousing operations by as much as 25%, manage and reduce the flow of inventory, instill disciplined processes, and effectively use visual management

18. World Class Sales and Operations Planning Course overview:

This course focuses on defining, executing, and improving the sales and operations planning (S&OP) process. Participants will be introduced to the appropriate stakeholders of S&OP, the importance of S&OP to corporate performance, S&OP cadence, and the use of visionary technology to bring S&OP to the next level. Business cases will be used to show concrete examples of companies where S&OP is effectively applied.

19. Integrated Business Planning Course overview:

This course provides a holistic view toward corporate profitability and supports effective complexity management. Participants will learn about the challenges of today's operating environment with big data, cross-functional consensus and strategies that impact profitability. Integrated Business Planning (IBP) building blocks will be provided that solve these challenges. Break-out sessions allow participants to apply these IBP concepts with an interactive tool.

20. Supply Chain Risk Management Course overview:

In today's global economy, operating risks are increasingly on the minds of executives. The specific context of operating risk can range from general areas of business continuity to the effects of natural disasters. In this course, participants will gain a solid understanding of Supply Chain Risk Management principles including effective ways to identify, mitigate, and measure the impact of potential supply chain disruptions.

21. Supply Chain Project Management Fundamentals Course overview:

Supply Chain Management projects can span a wide range of project types including supply chain strategy, network analysis, facility design build, supply chain technology selection and implementation, and continuous process improvement initiatives. This course provides an overview of project management methodologies as applied in the supply chain environment. Class discussion and projects provide an understanding of how fundamental project management approaches and industry best practices can be used to effectively manage the complexities

22. Supply Chain Project Management: Vendor Selection & Management

Course overview:

This course provides a deeper understanding of project management techniques focused on the PMBOK knowledge areas of project integration and procurement applied in the supply chain vendor selection and management process. To keep pace with the continuous moves toward outsourcing of operations and the advancement of technology, companies need to focus on selecting the right suppliers and partnerships to provide the most value to their customers and to remain profitable. This course provides the knowledge, skills, and tools to ensure that you are selecting the right supply chain partners (including 3PL's) based on your business goals. Emphasis is placed on understanding alternative techniques for supplier selection including applied quantitative decision-making techniques impact to the customer.

23. Supply Chain Project Management: Effectively Managing Transformation Projects

Course overview:

Complex supply chain transformation requires managing resources from many different departments, ensuring internal and external stakeholder alignment, mitigating large amounts of risk, and implementing communication, risk mitigation, and change management plans to ensure a successful project. Successful project management in complex supply chain environments requires application of well-planned integrated approaches. This course conveys an integrated view to supply chain transformation incorporating elements of change management, test plan development, project management techniques, and establishing effective project management teams.

<mark>24. Pre-planning Strategy for Health and</mark> Humanitarian Organizations

Course overview:

Relief requirements for public health and humanitarian events are, in general, unknown in size and type, and are affected by dynamic and hard-to-measure factors. Preparing for long-term development and response to emergency events often involves uncertainty in timing, scope, or scale. Learn how to make pre-planning decisions in advance of an unpredictable event.

25. Tactical Decision Making in Inventory and Supply Chain Management

Course overview:

Numerous tactical decisions must be made in response to a public health or humanitarian event. Many of these decisions are concerned with the timely and efficient procurement, allocation, and distribution of resources (e.g., funds, supplies, and volunteers) through a supply chain.

26. Systems Operations in Health and Humanitarian Response

Course overview:

Despite having common goals, the lack of cooperation and coordination between organizations active in humanitarian response often contributes to inefficiencies. A system view of a humanitarian effort is needed to ensure appropriate use of scarce resources to meet the goals at hand.

This course will focus on conceptual and modeling skills to understand and effectively manage health delivery and humanitarian response from a systems perspective.



PUBLIC PROCUREMENT PROGRAMS

PUBLIC PROCUREMENT TRAINING & CERTIFICATION CATALOGUE 2018-2019

- 1. Introduction to Public Procurement,
- 2. Advanced Public Procurement,
- 3. Strategic Public Procurement,
- 4. Contract and Supplier Relations Management Procurement Strategy Development
- 5. Supply Chain Management in Humanitarian Organizations
- 6. Risk Management in Contracting for Construction Services
- 7. Effective Negotiations in Projects and Procurement Contracting & Management of Individual Contractors
- 8. Logistics & INCOTERMS 2010
- 9. Effective Programme & Procurement Teamwork
- 10. Introduction to Sustainable Public Procurement Anti-Corruption and Ethics in Procurement
- 11. Procurement Change Agents Programme Government Procurement Capacity Development

Tailor-made Courses

Tailor-made courses are designed to meet the specific requirements of your staff and organisation. They can be delivered to suit your preferred location and date(s), and are thus a very cost-effective solution if there is a large group of staff to be trained.

1. Introduction to Public Procurement, Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of the principles of effective public procurement, the generic procurement process and the role of corporate and transactional procurement
- The capability to plan, implement and evaluate a sourcing process appropriate to the value/risk of the category being procured
- Knowledge of what rules and procedures govern Africa and public procurement – and why they exist

Duration

4 days (check the website for locations and dates): www.hop-global.com

2. Advanced Public Procurement Programme Aim

The aim of this course is to provide participants with a clear understanding of:

• Advanced Procurement Planning

To develop the capacity to manage the planning processes associated with the procurement of goods, services and works

Communication and Negotiation Skills

To improve the communication, negotiation and personal professional development skills required by those involved in advanced level procurement

• Advanced Contract Management

To manage the evaluation, contract development, and contract administration process associated with advanced level procurement

Duration

5 days in-class and 4 days self-study

3. Strategic Public Procurement

Programme Aim

The aim of this course is to provide participants with:

Procurement Strategy Development Skills

To develop strategies for significant procurement, including involvement in organizational strategic and financial planning and to organize and manage procurement activities.

• Strategic Negotiation Skills

To improve the strategic communication and negotiation skills, including the management of commercial and legal considerations in negotiations, bargaining and conflict resolution processes.

• Advanced Contract Management

To develop the capacity to manage strategic supply, services and consultancy contracts and conduct advanced offer evaluations.

Duration

5 days in-class followed by a 4 days self-study (check the website for locations and dates): www.hop-global.

4. Contract and Supplier Relations Management Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of main supplier relations management methods, taking account of legal, ethical, financial, and contractual issues
- Essential contracting capabilities, including approval and contractual relationship management methods
- Methods to manage risks, disputes and potential conflicts in the procurement and contracting processes
- Effective contract performance and quality monitoring schemes

Duration

3 days (check the website for locations and dates). On-line course registration: www.hop-global.com

<mark>5. Procurement Strategy Development</mark> Programme Aim

The aim of this course is to enable participants to develop and implement category based procurement strategies, hereby:

- Clearly understand corporate procurement strategy development options
- Manage tools and methods to implement strategies in business units
- Align procurement systems, processes and functions with the procurement spend and risk profile of the organization
- Focus on significant high risk/high spend accounts **Duration**

3 days (check the website for locations and dates).

On-line course registration: www.hop-global.com Supply Chain

<mark>6. Management in Humanitarian Organization</mark> Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of the principles of effective supply chain arrangements and to understand methods of mitigating risks and how to optimize the organization's supply chain
- The capability to plan, implement and evaluate a logistical exercise appropriate to the value/risk of the goods being procured and transported

Duration

3 days (check the website for locations and dates). On-line course registration: www.hop-global.com Risk Management in

7. Contracting for Construction Services Programme Aim

This course will provide participants with a clear understanding of Risk Management as a tool to manage construction projects to improve cost, timeliness and quality and to communicate effectively with stakeholders.

Construction projects can be of high value and/or high risk and if not planned and managed well can easily run over time, over budget and not deliver what was originally expected.

Duration

3 days (check the website for locations and dates). On-line course registration: www.hop-global.com

8. Effective Negotiations in Projects and Procurement Programme Aim

The aim of this course is to provide participants with the skills and knowledge needed for successful negotiations, including:

- Understanding the principles and dynamics of the negotiation process and how to avoid the common traps in negotiation
- Developing win-win strategies based on analysis of the other parties' needs
- Identifying and actively working on their own negotiation strengths and weaknesses through role-plays.

9. Contracting & Management of Individual Contractors

Programme Aim

The aim of this course is to provide participants with a thorough understanding of the procurement policies, principles and procedures that govern the hiring/recruitment and management of Individual Consultants/ Contractors (ICs) and Consultancy Firms in Africa.

Duration

3 days (check the website for locations and dates). On-line course registration: www.hop-global.com

<mark>10. Logistics & INCOTERMS 2010 Incoterms® 2010</mark> Programme Aim

The aim of this course is to provide participants with:

• The capability to plan, implement and evaluate a logistical exercise and select International Commercial Terms appropriate to the value/risk of the goods being procured and transported.

Duration

2 days (check the website for locations and dates). On-line course registration: www.hop-global.com

11. Effective Programme and Procurement Teamwork

Programme Aim

The aim of this course is to provide participants with:

- The capability to identify the optimal approach to handling procurement activities in the context of project implementation and deliver significant value to programmatic outcomes and delivery.
- An understanding of when is makes sense to have a strong team approach to securing goods, services, and works and ultimately, delivery and results.
- Knowledge of immediate relevance to Programme staff and Managers, including integrated planning, development of specifications & TOR, development of Evaluation criteria, Evaluation of bids and proposals, and contract management.

Duration

2 days (check the website for locations and dates). On-line course registration: www.hop-global.com

12. Sustainable Public Procurement

Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of how to start, implement or maintain a Sustainable Public Procurement (SPP) programme
- The capability to manage all aspects of the procurement process as it relates to SPP

Duration

3 days (check the website for locations and dates). On-line course registration: www.hop-global.com

13. Anti-Corruption and Ethics in Procurement Programme Aim

The aim of this course is to provide participants with a clear understanding of how to recognize, reduce and detect corrupt behaviour and conflicts of interest in public procurement, and to increase awareness of the importance of ethical conduct throughout the whole procurement process.

Duration

2 days (check the website for locations and dates).

On-line course registration: www.hop-global.com

14. Public Procurement Change Agents Programme Programme Aim

The Public Procurement Change Agents Programme introduces participants to a toolkit for supporting evidence based public procurement policy development and practice transformation. Participants are enabled to work effectively with stakeholders who identify both problems and opportunities, and to frame cost effective interventions that promote constructive change in public procurement systems, practices, policies and procedures.

Duration

4 days (check the website for locations and dates) Online course registration www.hop-global.com

15. Finance Skills for Procurement Professionals (2 days)

Procurement professionals should know how to interpret and evaluate the financial statements of suppliers and understand the crucial concepts such as price analysis, cost analysis, return on investment and basic forecasting techniques for successful negotiations with suppliers and effective budget management.

This two-day Finance Skills for Procurement Professionals workshop has been specifically designed to ensure that procurement practitioners know how to communicate in the language of finance and how to make sound procurement decisions with positive financial impact, and covers the following key elements:

- Effective financial management
- Capital and operational spend
- Financial statements
- Corporate governance
- Budgetary control
- Procure-to-Pay process

16. Contract Law – Concepts, Principles & Terms (2 days)

Contract law provides a legal framework within which businesses can transact and exchange resources, secure in the knowledge that the law will uphold their agreements and enforce them.

In the broadest definition, a contract is an agreement between two or more parties, with the serious intention of creating a legal obligation. If you're involved in commercial contracting or deal with external parties at any level, you need to be aware of the legal implications to ensure you don't expose your organisation to unnecessary risk.

This popular workshop has been specifically designed for non-lawyers who need to learn the fundamental legal elements of commercial contracts, including:

- Foundation Principles of Contract Law
- Offer and Acceptance
- Options & Pre-Emption Agreements
- Other Requirements for Validity
- Mistake

- Improperly Obtained Consent Misrepresentation
- Terms in Contracts
- Breach of Contract & Remedies
- Typical Clauses in Contracts
- Termination of Agreements

Total Cost of Ownership & Opportunity Analysis (2 days)

Total Cost of Ownership (TCO) analysis uncovers all lifetime costs that follow from owning assets. Opportunity Analysis identifies methods for capturing value through sourcing.

The central aim of effective procurement is to satisfy business needs while providing value for money.

In order to meet this aim, it is first necessary to understand the needs, then to establish all the costs associated with satisfying those needs over time and, finally, to ensure the best use of financial and other resources for achieving this. This two- day workshop includes case studies and worked examples as delegates explore how to establish asset ownership cost elements and how to optimise the allocation of financial and other resources to capture maximum value:

- Demand management.
- Budgeting and planning.
- Prioritising asset purchase proposals.
- Evaluating project proposals.
- Capturing value through sourcing
- Asset life cycle management

18. Strategic Sourcing & Category Management (2 days)

Strategic Sourcing is the process of identifying, evaluating, negotiating and implementing the optimal mix of goods and services that best support the objectives of the business. Category management is a strategic activity which organises procurement resources to focus on specific areas of spend thus creating new opportunities for savings and extracting more value from suppliers.

The 7-Step Strategic Sourcing process is a practical approach to strategic sourcing and is designed to standardise the sourcing process in an organisation. Through superior management of the sourcing process, organisations are able to place more spend under the prudent eye of Procurement and at the same time ensure that savings opportunities are properly realised, implemented, measured and reported on.

This two-day workshop will cover the above aims, including the following additional objectives of the 7-Step Strategic Sourcing process and its associated Category

Management approach:

- Identifying cost reductions / savings
- Streamline the sourcing process
- Centralise processes for efficiency
- Define the category and sub-categories
- Improve supplier relationship management
- Mitigate risks in the supply chain
- Improve contract compliance

19. Fundamentals of Procurement & Sourcing (2 days)

Fundamentals of Procurement describes the key concepts of operational and tactical procurement, tendering processes, strategic sourcing, supplier relationship management, contract management and the promotion of ethics and fraud prevention.

This workshop will assist participants to gain an understanding of the importance of procurement within their organisation to enable them to provide clients and customers with quality products and services that's competitively sourced and affordably priced from reliable suppliers.

This three-day workshop comprehensively responds to the above aims and objectives, covering the fundamentals of procurement, including:

- Improved Quality of Product / Services
- Cost effectiveness (Price vs Total Cost of Ownership)
- Competitiveness
- Delivery
- Transparency and fairness
- Sustainability
- Innovation

Participants will gain understanding and knowledge on the following aspects of procurement:

- Tender Processes (RFI, RFQ, RFP)
- Strategic Sourcing
- Demand Management
- Supplier Relationship Management
- Ethics in Procurement, Fraud Detection & Prevention
- Contract Management

20. Procurement Negotiations for a Win-Win (2 days)

Negotiation is a core skill needed by procurement professionals and requires continuous improvement in the everchanging commercial world. The effective implementation of best practice solutions for negotiation is essential in the modern business environment where costeffectiveness, quality management and service excellence are key to ensuring and retaining a competitive advantage. Procurement negotiation is no longer only about the 'best price'. Beating down the supplier on price may only work once. Modern procurement negotiation is about getting the best overall deal for your organisation, whilst projecting the right image and creating sustainable supplier relationships. This Procurement Negotiation workshop will give you the essential steps to positively influence commercial negotiations in favour of your organisation. It will also help you to:

- Recognize your own negotiation strengths and weaknesses
- Structure tactical and strategic negotiations
- Plan, implement and manage a win-win negotiation
- Use the art of persuasion to achieve your goals

21. Tender Management – Specify, Manage & Award (2 days)

Effective management of the tender process is an essential pre-requisite for a sustainable value-formoney contract and for successful contract execution.

The central aim of tender management is to ensure an effective and systematic approach to tendering and contract execution, through the employment of a professional and equitable process. Tender Management requires a clear understanding of business requirements, effective communication and stakeholder management. It also involves the compilation of tender documents, bid evaluation, adjudication and awarding of the contract.

This two-day workshop comprehensively responds to the above aims and objectives, covering the complete tender process:

- The tendering team
- The tender document
- Pre-qualification process
- Bidding process
- Evaluation, adjudication and award
- Concluding and executing the contract

22. Collaborative Supplier Relationship Management (2 days)

Collaborative Supplier Relationship Management is about aligning your organisation's goals and those of key suppliers to provide long term sustainable value to both parties.

The development of collaborative relationships across strategic suppliers allows organisations to improve and coordinate inter-company communication activities, increase innovation and value creating opportunities, minimise supply chain risk and provide win-win scenarios for both parties.

Best practice Supplier Relationship Management will deliver mutually beneficial relationships with suppliers, encourage improved communication, enhance openness and transparency and lead to trusting partnerships.

This two-day workshop comprehensively responds to the above aims, including the following key aspects:

- How to become a customer of choice
- Developing supplier sourcing and relationship strategy
- Supplier segmentation models
- Effective relationship management practices
- Stakeholder management and communication plans
- Relationship exit strategy planning

23. Contract Lifecycle Management (3 days)

Contract Management continues throughout the life of the contract. It is a process that enables both parties to a contract to meet their obligations in order to deliver the objectives required.

The central aim of contract management is to obtain the services as agreed in the contract and to achieve value for money. This means optimising the efficiency, effectiveness and economy of the service or relationship described by the contract, balancing costs against risks and actively managing the customer-supplier relationship. It also involves aiming for continuous improvement in performance over the life of the contract.

This 2-day workshop comprehensively responds to the above aims and objectives, covering both the 'Buy Side'

and 'Sell Side' in

Contract Management:

- Getting the contract right
- Service delivery management
- Relationship management
- Continuous improvement
- Administration and compliance

24. Supplier & Enterprise Development (2 days)

Supplier and Enterprise Development is a process of working collaboratively with suppliers that are vital to the success of the organisation to realise maximum value.

By enhancing relationships with suppliers, organisations are able to improve communication, increase value creating opportunities and minimise risk in the supply chain.

Effective Supplier Relationship Management and Supplier Development requires two-way, mutually beneficial relationships with suppliers, whilst encouraging improved communication, openness and transparency.

This two-day workshop comprehensively responds to the above aims, including the following key aspects:

- Supplier qualification
- Supplier evaluation and audit
- Supplier segmentation
- Effective relationship management
- Measuring performance
- Supplier development and localisation
- Value based relationships
- The dynamics of entrepreneurship (SME's)
- Enterprise development the business life cycle

25. Effective Expediting (1 day)

Take positive steps within your organization to achieve on-time arrival of important goods and services needed to support your company's operations through the use of Effective Expediting techniques.

Late delivery of equipment and materials frequently results in additional costs for the organisation. Typically, these arise through failure to meet production plans, the impact on the delivery of capital projects and the consequences of not having critical items in stock. There can also be potential impacts on the company's health, safety and environmental performance.

Employees in many of the company's functions – such as Engineering, Finance, Operations and Purchasing – are often unaware how their actions and decisions (or lack of them!) will influence the chances of ordered items arriving by the time they are needed.

This workshop identifies key strategies, tools and techniques that can be adopted within (and across) various departments during the procurement & supply of equipment and materials, all aimed at achieving ontime arrival of the items.

This one-day workshop comprehensively responds to the above aims, including the following key aspects:

- The 5 rights of purchasing
- Types of expediting
- Expediting strategies and plan
- Expediting check list

- Monitoring, measuring and reporting
- Aligning procurement culture with expediting principles

Understanding General Terms & Conditions of Purchase / Sale

General terms and conditions of purchase or sale define the rights and obligations of the contracting parties, when a purchase is awarded or a sale is entered into.

Terms and conditions of sale or purchase are mostly non-negotiable and are attached to a sale or award. These include 'general conditions' which are common to all types of contracts.

General Terms and Conditions of Purchase and Sale should be balanced between the supplier and the purchaser. If, however, one party wants a set of clauses that lean towards a disadvantage to the other party, these should be modified so that a negotiating position to move is created rather than simply accepting the terms as they are.

This workshop is designed to aid in the understanding and interpretation of General Terms and Conditions of Sale or Purchase, including:

- Definitions;
- Legislation, including the Consumer Protection Act;
- Essentials
- Price;
- Legal effects;
- Obligations of the Seller;
- Obligations of the Buyer;
- Risk and Benefit;
- Conditional Sales / Purchase.

27. Tendering & Contracting

Using IFMIS Known as IFMIS, this contract format is used world-wide and in Kenya by a number of public and private sector organisations.

IFMIS is simpler and more flexible than most other contract formats.

The IFMIS approach calls for all parties to an IFMIS contract to fully understand the purpose and meaning of the contract and how it should be compiled, especially when used with the tendering and quotation processes and with sub-contractors.

This 3-day workshop has been specifically designed to ensure a simpler, more flexible approach to the contract format and to facilitate successful project and supplier management outcomes.

The workshop comprehensively responds to the aforementioned aims and objectives, covering both the theory behind IFMIS and practical application through comprehensive case studies, including:

- Introduction to IFMIS
- Exploring IFMIS objectives and processes
- Defining obligations and contracts
- Understanding the conditions of tender case study 1
- Identifying a genuine tender and its contract implications case study 2
- Explaining and demonstrating complex aspects of effective tender document completion

HEALTHCARE AND HOSPITALITY LPSCM PROGRAMS

Supply chain management in the food processing industry:

Problems and Implications for business performance Course Overview

Orientation: In emerging economies such as most in Africa, the implementation of supply chain management is characterized by significant problems. Despite its continued growth and importance to the economy, the food processing industry in the country remains vulnerable to these problems, which threaten its viability.

Motivation for this Module: The aim of this training/ study is to investigate supply chain management problems in the food processing industry and their influence on business performance. The study is motivated by the need to use supply chain management practices as a tool to improve business performance in the food processing industry.

Key Objectives: Identify Supply chain management key problem areas, such as;

- human resource management,
- technology,
- facilities,
- supplier relationship management,
- customer relationship management,
- regulatory factors and
- logistics and transportation.

Learning Methods & Purpose: Practically, this training enables supply chain professionals in the food processing industry to understand the sources of problems and use this information to develop solutions for the improvement of business performance. Theoretically, the study endorses the view that part of the key to resolving business performance complications in the food processing industry involves streamlining supply chain management by resolving its identifiable problems.

COURSE CONTENT

- Introduction and Principles
- Supply Chain problems
- Ethics, Compliance and Regulations
- Supplier Development and Relationship Management
- Supply Chain Skills
- Supply Chain Technology and business performance
- Customer, Stakeholder Management
- Inventory management
- Logistics an Transport Optimization
- Storage and Post-harvest management

Supply Chain Management of Health Commodities and Logistics:

Fundamental Components of Medical and Healthcare Supply Chain Logistics

Course Overview

Over time, the profession of supply chain management has evolved to meet the changing needs of the global supply chain. According to the various leading global supply professional associations — "Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies."

If a logistics system provides a reliable supply of commodities, more people are likely to use health services. Customers feel more confident about the health program when they have a constant supply of commodities— it motivates them to seek and use services

Course Content

- Why Logistics Matters
- Logistics Cycle: Organizing Logistics System Activities
- Key Logistics Required for Efficiency and Effectiveness
- Logistics Service Level Agreements with KPIs
- Logistics performance management and optimization
- Risk Assessment, Analysis and Mitigation
- Contract Management
- Inventory and Warehousing Management
- Planning Strategies and Distribution Management

Supply Chain Management for Medical Commodities

Course Overview

The success of these nationwide health care programs fully depends upon the ability to reliably and consistently supply the commodities to health facilities at all levels of the health system. The consequence of supply interruption can be dire, including antibiotic and antiretroviral drug resistance, which could have a wider global impact on the availability of drugs for treatment. Medical health commodity supply chains are different because they usually have large, extended global pipelines, require high levels of product availability and have a high uncertainty in supply and demand. It is therefore paramount that supply chain or logistics systems are treated as an important and critical function in getting the products to their destination. In fact, in order to sustain and expand the successful interventions experienced to date, the supply chains will need to be made more robust, agile and flexible through better management and increased investment of resources to achieve supply chain optimization.

The term supply chain describes the links and the inter- relationships among the many organizations, people, resources, and procedures involved in getting commodities to the customers (in this case, health care consumers). A typical supply chain would include partners from manufacturing, transportation, warehousing and, service delivery. Together, these organizations orchestrate the flow of products to the end-consumer, information for better planning and, finances to cover the transaction costs. A key ingredient of a successful supply chain is that partners are focused on improved coordination, information-sharing and, serving the end-customers.

Course Content

Introduction to Supply Chain Management

- SUPPLY CHAIN MANAGEMENT FOR HEALTHCARE PROGRAMS
- LOGISTICS MANAGEMENT FOR HEALTHCARE COMMODITIES
- Category Management and PRODUCT SELECTION
- Planning and FORECASTING
- PROCUREMENT AND FINANCING -STRATEGIC SOURCING
- STORAGE AND DISTRIBUTION
- STORAGE AND DISTRIBUTION
- LOGISTICS MANAGEMENT TECHNOLOGY/ INFORMATION SYSTEMS (LMIS)
- QUALITY CONTROL AND ASSURANCE
- DEMAND AND MARKET INTELLIGENCE

Procurement for Successful Hotel Operations:

Importance of Effective Procurement Practices

Course Overview

The role of procurement in a hotel operation is not immediately apparent. However, procurement costs are a core part of the profitability performance of a hotel business. The sustained availability of products and services used in the generation of revenue streams as well as for internal consumption keeps the business running like a well-oiled machine. Moreover, such availability at the best quality for the least cost is what businesses strive for. Procurement costs are different for an operating and opening hotel. However, before we look at that, it is important to understand what constitutes procurement and what costs are involved in that.

Course Content:

- Introduction to Hospitality Procurement; Terminology of Procurement versus Purchasing
- Procurement Costs Management
- Standalone and Group Hotels
- Procurement Costs management and Cash Flows
- Procurement Function and Direct Operating Costs

Procurement and Contract Life Cycle Management Supplier Relationship and perfomance Management Storage and Inventory Management Strategic MRO, Engineering and Utilities Management Strategic Sourcing and Supply Chain Management

HEALTHCARE SUPPLY CHAIN MANAGEMENT

Elements, Strategies and Operations

Course Overview

Developing a best-in-class supply chain is no easy task, and it takes time. The time is worth taking though and investments worth making, Healthcare Supply Chain is more critical that most Supply Chains and must focus on key areas such as;

- Cost to Serve
- Quality Control and Assurance
- Quantity Assurance
- Lean, Agile and Responsive
- Ethics and Compliance

Course Content

- Introduction to The Healthcare Supply Chain
- Purchasing, Procurement and Acquisition
- Moving, Storing and Dispensing
- Route Design, Security and Compliance in the Supply Chain
- Technology/Information Systems for the Healthcare Supply Chain
- Operations and Supply Chain management
- Storage and Inventory management
- Distribution and Network Design
- Lean and Agile Supply Chain No stocks outs
- Planning Management in the Healthcare Supply Chain-DRP, S&OP, MRP etc
- Capability Gaps Assessments, Improvement and Mitigation plans for Strategy Development
- Stakeholder and Supplier relationship Management
- Contract and Perfomance Management
- THE FOUR 'P's in the Healthcare Supply Chain Management-PROFITABILITY, PATIENTS, POPULATIONS AND PROCESSES

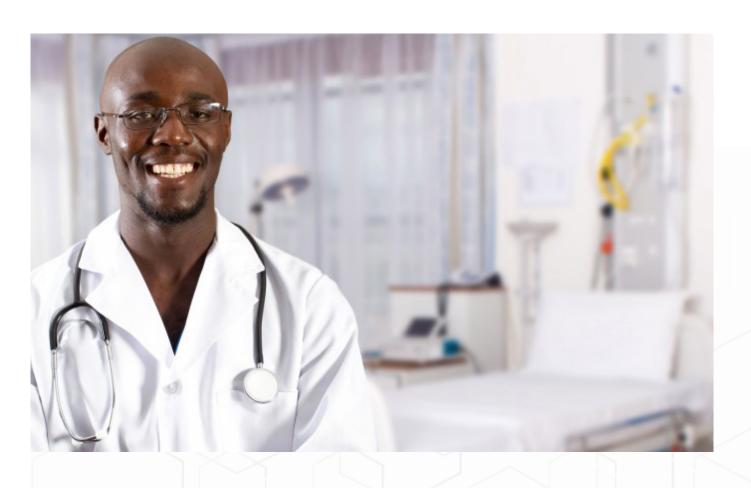
Integrated Supply Chain Management in Public Health

Course Overview

A strong health system cannot function without a well-designed, well-operated, and well-maintained supply chain management system—one that can ensure an adequate supply of essential health commodities to the clients who need them. With our Supply Chain expertise we offer an innovative approach, which draws from commercial sector best practices, to solve supply chain management problems in the public health sector. By applying a framework of solutions spanning the breadth of the supply chain from procurement to the last mile, tailored to local needs, this delivers sustainable results in challenging environments.

Course Content

- Introduction The Changing Environment of the Public Health Sector Supply Chain
- What is Public Health Supply Chain
- Integrated Supply Chain Management
- Applying Commercial Model to the Public Sector
- What is Integrated Supply Chain for Public Health Sector
- Characteristics of an Integrated supply Chain
- Supply Chain Evolution Path to Integration
- Supply Chain Strategy and Planning
- Supply Chain Integration Framework
- Monitoring and Evaluation



HUMANITARIAN LPSCM PROGRAMS

Humanitarian LPSCM programs

Human Essential Logistics Modules (HELM) were developed following feedback from major humanitarian aid agencies on the need for short face to face events to allow staff to gain a wider understanding of the world of Humanitarian supply chain and logistics.

The HELM events serve as a development programme covering the essential functions and roles within humanitarian logistics and the supply chain. Attendance at the events is open to those who are looking at developing new skills, refreshing their professional knowledge and expanding their supply chain and logistics knowledge.

The HELM modules can be used either as an introduction to or to supplement the learning on the Humanitarian Certification programmes.

All of the HELM programmes are delivered as an open course in various locations globally. If your organisation has specific learning requirements the HELM 1 and 2 content can be tailored and delivered to meet your organisations' needs.

The suite consists of the following programmes below.

1. **HELM** 1

For front-line logisticians, the essential understanding of Supply Chain operations, Warehousing, Inventory Control, Transport Operations and Fleet Management. This is a four-day classroom-based programme that will cover:

Supply Chain

What is Supply Chain Management, The Role of the Humanitarian Supply Chain Manager, How the Supply Chain Works and Improving the Supply Chain.

Warehousing&Inventory

The Function of the Warehouse, Layout of the Warehouse, Stock Control and Health and Safety in the Warehouse.

Transport & Fleet Management

The Role of Transport in the Supply Chain, Modes of Transport, Third Parties involved with Transport and Handling Requirements for Goods Movement.

2. **HELM 2**

For front-line logisticians, the essential understanding of Procurement, Medical Logistics, Management and Leadership.

This is a four-day classroom-based programme that will cover:

Procurement

The Role of Procurement in the Supply Chain, Procurement Objectives, Determining the Specification Types and The Supplier Market.

Medical Supply Chain

Analysis of the Medical Logistics Operation, Medical Supply Chains, Storage Requirements, Procedures and Processes and Quality Assurance.

Management (Leaders vs Managers)

Managing a Humanitarian Logistics Team, Developing Personal Skills to Become a Leader, Organisational Skills and The Attributes of a Leader.

3. Advanced HELM

For more experienced logisticians, the programme covers Supply Chain Management through different phases of humanitarian relief, Stock Pre-Positioning, Team Management and Cash Transfer Programmes. This is a four-day classroom-based programme that will cover:

Supply Chain Management Assessing the programme requirements and understanding the global supply chain and programme strategies. Ensuring we plan supply chain behaviour to follow any rules contained in organisation policies and standards. Understanding the supply chain network, planning the types of network and levels of resources needed to operate them and identifying the internal and external interfaces which will need to be built to sustain them.

Stock Repositioning

Providing supplies quickly and cost effectively, reducing the lead time to respond to emergencies, identifying critical material to be held in "stock" at strategic locations. Pre-Positioning models such as Framework agreements, Supplier stock, Government stocks, Organisation stock, Local agreements and Strategic pre-positioning networks.

Phases of Humanitarian Response

Disaster Risk Reduction, Disaster Preparedness, Emergency Relief, Reconstruction and Development.

Team Management & HR

Administer and coordinate groups of individuals to perform tasks, communication, objective setting and performance appraisals, guidance, instruction, direction and leadership.

Cash Transfer Programming

The world of humanitarian aid is changing and organisations are now recognising the importance of Cash Transfer Programming (CTP) in place of direct-aid to meet beneficiaries' needs. This approach requires different expertise, skills, and resources, particularly the importance of the Supply Chain team in establishing that the right circumstances exist to effectively establish a CTP. Areas covered include – Supply Chain Assessments, Analyses, Preparedness, Retail Market Assessment, Procurement, Risk Identification, Monitoring the programme and suppliers.

4. Warehouse Managers CPC

This course is aimed at middle and senior warehouse management teams. Accredited to a globally accepted standards of competence by IFWLA and UKWA.

The program consists of two units:

- Management of Warehouse Operations
- Leadership and Management

Certificate in professional development IFWLA WAREHOUSE MANAGER CPC

LLA international has been working in collaboration with International Federation of Warehousing & Logistics Associations (IFWLA) in partnership with Unite Kingdom Warehouse Association (UKWA) to develop a new Warehouse Manager Certificate of Professional Competence (CPC)

Developed on feedback from the IFWLA membership regarding the requirements of a warehouse manager, it is ideal for employees at middle management level and is expected to become the recognized industry standard of achievement for Warehouse Managers internationally.

This course is equivalent to Level 4/5 of the Qualifications and Credit Framework (QCF). Aimed at middle and senior management levels.

- Management of Warehouse Operations
- People Management

Each module should take approximately 80 Guided Learning Hours (GLH) to complete, which is a total of 160 GLH for the full qualification.

lumanitarian Logistics Certification Programs

Humanitarian Logisticians and Supply Chain Managers are called upon to provide responses in a variety of situations, sometimes planned for, but often happening without warning. In such situations, they must have the ability to quickly construct and operate a supply chain to bring relief to those in need.

Uniquely, the Fritz Institute/CILT Humanitarian Logistics and Supply Chain programmes are designed to certify the practitioners application of their skills in relevant humanitarian aid situations. LLA is proud to be the exclusive learning partner delivering these programmes for the humanitarian community.

Where other qualifications are not related to the humanitarian world, the Certification programmes have been designed by the sector for the sector. Updating the programmes in 2017 to include CTP has demonstrated that the programmes remain as relevant and current now as they were when they were first launched in 2006.

Developed with funding from DFID, ECHO and USAID, by experienced logisticians from ICRC, the International Rescue Committee, Medecins Sans Frontieres (MSF) (Holland), Oxfam (GB), Save the Children (US), UNICEF, UNHCR, and WFP, CHSCM offers best practices in supply chain management from the humanitarian community, in combination with leading practices from the commercial sector and academia, in order to teach the essential planning and management skills required of humanitarian logistics managers.

The HELM events serve as a development programme covering the essential functions and roles within humanitarian logistics and the supply chain. Attendance at the events is open to those who are looking at developing new skills, refreshing their professional knowledge and expanding their supply chain and logistics knowledge.

All of the HELM programmes are delivered as an open course in various locations globally. If your organisation has specific learning requirements the HELM 1 and 2 content can be tailored and delivered to meet your organisations' needs.

The suite consists of the following programmes below.

1. Certification in Humanitarian Logistics (English &

CHL is aimed at people working (or aspire to work) within humanitarian aid organisations in (or interacting with) supply functions, typically involving warehousing, transport and inventory.

The self- paced distance learning is designed specifically for those presently working, often in deep field locations, with busy schedules, and require flexibility in their learning schedules. There are no academic pre-requisites to joining the programmes Benefits for the course

i. For the student

- Professional training based on best practices
- Broad understanding of the supply chain, its functions and how it fits into the overarching humanitarian organisations and response
- Increased skill and confidence level
- Standard vocabulary and common understanding world-wide
- Internationally-recognised professional qualification from CILT (UK).

ii. For the organisation

- Improved programmes support and achievement of organizational goals
- Increased motivation and retention of key personnel
- More ownership and responsibility to find solutions taken at the field level
- Increased collaboration and understanding throughout the organization and with its partners
- Ultimately results in improved service to end beneficiaries

iii. For the Humanitarian Community

- Raises the profile of logistics internally and externally
- Establishes a community of professionals worldwide
- Creates common processes, standards and vocabulary across organisations
- Supports retention of institutional knowledge to enable continuous improvements
- Ultimately results in improved service to end beneficiaries

How will you learn?

CHL uses the innovative 'competence model approach, which emphasizes application of skills, as opposed to the examination of knowledge. At the start of the course, the candidate (or student) is inserted into a realistic scenario in which they have to advise on and manage logistics functions. The tasks that they are requested to do are designed to facilitate the development of the required skills or the demonstration of experience, as defined in the competence model.

Throughout the programmes, which is administered by Logistics Learning Alliance (LLA), candidates are supported by coaches experienced in humanitarian logistics. The team at LLA also assess candidates' assignments and determine when they are ready to proceed to the next unit.

Candidates should expect to take 18 months to complete the programmes, studying approximately 5 hours per week. During that time, a portfolio documenting the candidate's achievements and skills is collated for submission at the end of the programmes to the awarding body [CILT-UK] for final assessment. What will you learn?

Unit 1: Humanitarian Supply Chains

The first unit introduces the world of humanitarian aid and specifically the operation of the supply chain in enabling humanitarian organizations to achieve their aims and objectives.

The situations and places in the world where humanitarian aid is required

The objectives and activities of humanitarian organizations and other participants;

- Supporting beneficiary service programmes
- The role of logistics and supply chain management in humanitarian aid
- Preparing humanitarian supply chains
- Improving humanitarian supply chains

Unit 2: Warehousing and Inventory

The role of warehouse and inventory management is to make the goods available to be delivered. To help with making the goods available, warehouses are used to store goods between the times of delivery from suppliers until the goods are required to be delivered into the next stage in the supply chain and, ultimately, to the beneficiaries. The function of warehouse and inventory management;

- Setting up a warehouse
- Managing warehouse operations

- The provision and care of warehouse operations
- Managing inventory

Unit 3: Procurement

Procurement is a key part of the supply chain process; it ensures that required good and services are sourced and obtained. To achieve this, it is important that people carrying out procurement build relationships with people who are requesting goods and services as well as with the suppliers who provide the goods and services

- The function of procurement and the procurement process
- The sourcing of goods and services
- The different stages of the procurement process
- Progress monitoring and control
- Monitoring of supplier performance
- Management of risk in international transactions
- The requirements of international trade and commerce including INCO terms
- The documentation used when importing and exporting

Unit 4: Transport

The unit looks at aspects of international and local movements and the modes of transport available. It considers the role of third parties in assisting in the movements and in the use of outsourced transport providers. International and local movements;

- The different modes of transport available and their respective characteristics
- The role of third parties and of third-party transport providers
- The nature of transport movements
- The goods to be moved and their planning and scheduling

Unit 5: Fleet Management

This unit examines the function of fleet management in humanitarian supply chains, the selection of vehicles and equipment and the setting up of systems and procedures necessary to monitor and manage a fleet of vehicles.

- The function of fleet management
- Fleet management systems and procedures
- Planning a fleet to meet programmes needs
- Processes for selecting suitable vehicles, equipment and facilities
- Procedures for repair and maintenance and the value of preventative maintenance systems
- Systems for measuring and monitoring the performance of the fleet
- Recruitment selection and management of drivers
- Compliance with legislation and security requirements
- The management of non-vehicles

Unit 6: Cash Transfer Programming (CTP)

Cash transfer programming (CTP) is the standard term used to refer to humanitarian programmes using cash or vouchers as the mode for assisting beneficiaries in preference to direct aid.

- Assessments, Analyses, & Building to Decision Making
- The Retail Market Assessment
- The Procurement Options Analysis
- The Operational Design Options Analysis
- Feeding into the Programme Analyses
- CTP & Competitive Procurement
- Monitoring CTP
- Working with others

Unit 7: Managing a Humanitarian Supply Chain Response

If humanitarian operations are to successfully meet the twin needs of achieving what they are planned to do within the resources allocated, there needs to be good management.

Previous units looked at setting up and operating warehouses, managing transport, procuring goods and services, setting up and managing a fleet, and importing and exporting goods. This unit looks at how the different elements of logistics and supply chain are brought together, along with techniques to manage the operational resources and personnel involved. (Testimonial needed?)

2. Certification in Humanitarian Supply Chain Management

The Certification in Humanitarian Supply Chain Management (CHSCM) is offered as part of the Fritz Institute/CILT (UK) Humanitarian Logistics Certification Programme.

Humanitarian logisticians are called upon to provide responses in a variety of situations, sometimes planned for, but often happening without warning. In such situations, humanitarian logistics managers must have the ability to quickly construct and operate a supply chain to bring relief to those in need.

Who should participate?

CHSCM is aimed at humanitarian logisticians who are operating at a tactical level and are engaged in planning, resourcing and managing the supply chain and the implementation of supply chain strategy. Typically, candidates hold positions such as Logistics Coordinator, Logistics Manager and Head of Logistics. While there are no set academic prerequisites, candidates are required to have experience as well as knowledge in humanitarian logistics and operations. A quick checklist (available from LLA at) confirms candidates' suitability prior to enrolment. In some cases, candidates may be recommended to take the Certification in Humanitarian Logistics (CHL) first; however, CHL alone does not provide sufficient qualification to take CHSCM.

The self-paced distance learning is designed specifically for those presently working, with busy schedules, who require flexibility in their learning schedules.

Course duration:

15-18 months (based on average study time of 5 hours per week)

Course Delivery:

This is a supported distance learning, online programme – ideally suited for those who need the flexibility to fit their studying around their own work and other commitments.

Registration may be done at any time through HLC certification, by clicking on the button below:

(Registration link)

For further information please contact hlcregistrations at: hlcregistrations@logisticslearningalliance.com

How will you learn?

CHSCM uses the innovative 'competence model' approach, which emphasises the application of skills and experience, as opposed to the examination of knowledge. At the start of the course, the candidate (or student) is inserted into a realistic scenario in which they play a management role in a simulated humanitarian relief operation.

The tasks they are requested to complete are designed to facilitate the development and demonstration of the required skills, as defined in the CHSCM competence model. Throughout the learning programme, which is administered by Logistics Learning Alliance (LLA), candidates are supported by LLA's experienced and professional learning coaches. These coaches also assess candidates' assignments and determine when they are ready to proceed to the next unit.

Candidates should expect to take 24 months to complete the programme, studying approximately 10 hours per week. During that time, a portfolio documenting the candidate's achievements and skills is compiled for submission at the end of the programme to the awarding body [CILT-UK] for final assessment.

What will you learn?

Unit 1: Supply Chain Management in the Humanitarian World

The purpose of this unit is to provide a framework for the accountabilities, responsibilities, and activities of the supply chain function in a humanitarian organisation and developing an appropriate strategy to achieve the organizations mandate and programme objectives in a given operational context.

The unit provides an interface with others to ensure that supply chain activity supports the aims of the humanitarian organization. t further provides the mechanisms that enable the logistician to develop appropriate relationships and to provide direction to those whose actions can affect the performance of the supply chain

In this unit, you will cover:

- Key Chain Concepts & Terminology
- Supply Chain & Delivering an Organisation's Mandate
- Developing and communicating a supply chain strategy and high-level plan
- Identifying and communicating relevant supply chain inputs for implementation of programme strategy and plans
- Identifying & Evaluating Options
- Developing and analysing supply chain configuration options and a recommend approach

• Managing People, Relationships, & Communications

Unit 2: Planning for In-Kind Supply Chains

The purpose of this unit is to provide a framework for planning and setting up an in-kind supply chain. This unit focuses on technical expertise relevant for physical supply chains for in-kind aid and the responsibilities and accountabilities of the supply chain function related to the physical supply chain.

Planning is a decision-making process about what to do and then how to do it. Underpinning an organisation's purpose is usually a mandate and policies that define what can be done and in what ways. Planning is the tool that enables the mandate and policies to be applied in a way that ensures actions are taken that allow the organization to provide solutions in specific situations. In Unit 2, supply chain planning is approached as a deliberate act requiring analysis and assessment of the current situation, interpretation of policies, and design of solutions to fulfil the desired objectives. Supply chain planning processes provide the signal or trigger for the supply chain operational processes. Often, particularly in emergency situations, the expectation to act is high. But action undertaken without effective planning often leads to longer response times.

Spending time on planning can make the difference between action that is effective and timely and action that is immediate but ineffective. Good planning will lead to better results delivered on time with the consequence that human suffering is relieved in a more cost-effective way.

This unit will cover the following topics:

- Designing an in-kind supply chain
- Configuring an in-kind supply chain
- Managing the flow if inventory in a humanitarian supply chain
- Developing and managing relationships with suppliers for goods and services related to the inkind supply chain
- Evaluating risk exposure associated with an in-kind supply chain

Unit 3: Planning for Cash Transfer Programming

The purpose of this unit is to provide a framework for planning for supply chain's responsibilities, accountabilities, and activities in support of cash transfer programming (CTP).

This unit focuses on technical expertise relevant for supply chain to advise on and support CTP.

CTP uses the markets to deliver on the organisation's behalf, but Supply Chain must still plan effectively in order to achieve a project's desired outcome. Supply Chain must assess the market's capability and reliability as well as quantifying the impact of choosing CTP over in-kind. Further, the contracting of service providers to implement CTP requires specific knowledge and attention to detail. Unit 3 focuses on preparing Supply Chain personnel for their roles and responsibilities in assessing, planning and supporting implementation set-up of CTP projects. In this unit you will be covering:

• The function of procurement and the procurement process;

- CTP & Supply Chain
- Assessments & Analyses
- The Action Plan
- Procurement for CTP

Unit 4: Supply Chain Coordination and Operation

It is a rather obvious, but still very important, statement that good planning does not necessarily mean that the supply chain will perform as required. Even with the best planning, the situation can develop in ways never anticipated in the planning scenario. Even if things happen as planned, performance must be monitored to confirm that the needs of the programmes are being met and operations are in line with the global supply chain strategy.

This unit focuses on operating and coordinating supply chain activity. It involves monitoring and measuring performance to ensure that it is on track to meet expectations. Where there is a deviation, appropriate action must be taken to restore progress.

The unit covers the following activities:

- Identifying controls for the in-kind supply chain and supply chain's CTP accountabilities
- Measuring and monitoring performance
- Resolving problems and adapt the in-kind supply chain and supply chain's CTP accountabilities
- Introduce changes to the in-kind supply chain and supply chain's CTP accountabilities
- Providing advice and support

3. Humanitarian Medical Logistics Practices

MedLog is aimed at experienced logisticians and medical specialists handing the medical supply within humanitarian organizations. The self-paced distance learning is designed specifically for those presently working (or plan to work) in operational supply chain positions within humanitarian organizations.

There are no academic pre-requisites to joining the programmes. Less experienced logisticians are recommended to take the Certification in Humanitarian Logistics programmes first.

How will you benefit?

Logisticians will be able to:

- Plan and operate the medical supply chain with more confidence in your knowledge of the special technical and quality assurance requirements of the medical supply chain.
- Advise medical programmes planners on medical items' supply chain and quality assurance requirements.
- Make more informed responses and get the information needed sooner, when programmes colleagues request logistics support.
- Medical specialists will be able to:
- Plan medical programmes with an understanding of what logistics can and cannot do, and the logistics implications of medical programmes
- Handle the medical supply while following the supply chain and quality assurance requirements of the medical item
- Make requests of logistics colleagues that are

more informed and specific to ensure the medical supply is properly handled and quality assurance is maintained

Course duration:

6 months (based on average study time of 5 hours per

Course Delivery:

This is a supported distance learning, online programme - ideally suited for those who need the flexibility to fit their studying around their own work and other commitments.

Registration may be done at any time through HLC certification, by clicking on the button below:

(HLC REGISTRATION LINK)

For further information please contact hlcregistrations at: hlcregistrations@logisticslearningalliance.com How will you learn?

MedLog uses the innovative 'competence model' approach, which emphasizes application of skills, as opposed to the examination of knowledge. At the start of the course, the candidate (or student) is inserted into a reality-based scenario in which they must advise on and manage a medical supply chain. The tasks that they are requested to do are designed to facilitate the development of and demonstration that they have the required skills, as defined in the competence model.

Throughout the programmes, which is administered by the Logistics Learning Alliance, candidates are supported by learning coaches experienced in logistics. These coaches also assess candidates' assignments and determine when they are ready to proceed to the next unit.

Candidates should expect to take 6 months to complete the programmes, studying approximately 5 hours per week. During that time, a portfolio documenting the candidates' achievements and skills is collated for submission at the end of the programmes to the awarding body (CILT-UK) for final assessment.

What will you learn?

Unit 1: Humanitarian Supply Chains

Medical programmes and the supply of medical items place certain requirements on the supply chain process. An existing supply chain may not always be able to meet these requirements and will need changes to its design and/or operation to effectively support medical programmes.

This unit looks at the different types of medical programmes, their main characteristics, and the impact on the design and operation of the supply chain. It identifies that the characteristics of the items used in medical programmes have significant implications to the planning and operation of the supply chain. It considers these requirements as well as barriers and constraints to supplying, storing and transporting items used in medical programmes.

To plan and operate a medical supply chain requires information; the unit considers the type of information and documentation needed.

Finally, the unit also looks at how to maintain the flow within a medical supply chain. It does this by considering the actions that people take that can affect flow and performance of the overall supply chain.

Unit 2: Procurement

Procurement is a key part of the medical supply chain process in ensuring not only that items are sourced and obtained, but that these items meet the quality standards required. Procurement in different organizations may be carried out by a range of people, with various job titles and, because of its importance, there will usually be clear procedures and rules that need to be followed.

The unit focuses on the specific requirements for procuring medical items. These requirements may not be unique to medical items, but they are particularly important when procuring medical items compared to other non-medical items.

The unit starts by looking briefly at the function of procurement and the procurement process. It then looks at the specific requirements for procuring medical items. This is done by considering the stages in the procurement process where the requirements for procuring medical items are particularly important and/or require specific attention.

Unit 3: Storage

Storage is a key part of the medical supply chain process in ensuring that whenever and wherever items have to be stored in the supply chain network, they are stored in such a way that the quality of the items is maintained. The nature of medical supply chains means that there are often a number of places (warehouses and stores) where the items are stored before they are finally delivered or administered to beneficiaries. There are therefore a number of different people responsible for, and involved in the storage of medical items.

This unit focuses on the specific requirements for storing medical items. These requirements may not be unique to medical items, although there are a number that are unique, but they are particularly important when storing medical items compared to other nonmedical items.

The unit begins by looking at the role of storage in medical supply chains. It then looks at the specific requirements for storing medical items followed by considering the role of inventory and how inventory must be managed. Finally, the unit finishes by considering the options for acquiring, owning and operating the storage facilities.

Unit 4: Transport

Transportation is a key part of the medical supply chain process in ensuring that whenever and wherever items need to be moved in the supply chain network, they are transported in such a way that the quality of the item is maintained. The nature of medical supply chains means that there are a number of occasions when the items need to be transported before they are delivered/ administered to patients. There are therefore often a

number of different people responsible for, and involved in, the transport and movement of the items.

The unit focuses on the specific requirements for transporting medical items. These requirements may not all be unique to medical items, but they are particularly important when transporting medical items compared to non-medical items.

The unit starts by looking at the role of transport in medical supply chains. It then considers the specific requirements for transporting and handling medical items. Finally, it considers the use of external transport providers to move medical items.

Unit 5: Disposal

The activities of a medical programme will lead to the production of waste. Some, if not most of this waste, is general waste that is not dangerous and will be disposed of in the same ways as general waste from other aspects of humanitarian aid programmes. However, some types of medical waste, if not disposed of correctly, can lead to risk to health and the environment. Unwanted and unused medical items often accumulate during a programme and after the programme has finished. These items will also need to be disposed of in a way that doesn't lead to risks.

This unit focuses on the specific requirements for the disposal of medical waste – both waste from medical activities and waste in the form of unusable medical items.

The unit begins by looking at the importance of correct disposal of waste. It then considers the different types of waste. It continues on to look at the sources of unusable items that will require disposal. It finishes by considering the disposal process, the different methods of disposal and the consequences of improper or non-disposal of medical waste.



OIL AND GAS LPSCM,PROJECT MANAGEMENT AND HSE PROGRAMS

CHALLENGES FACING THE IMPLEMENTATION OF LOCAL AND NATIONAL CONTENT IN AFRICA

For over 30 years many African countries have been exploring their natural resources, whether oil, gas or minerals. In the last ten years many more have joined the natural resource exploitation club. Many have also witnessed economic growth and development.

The issue of local communities feeling disenfranchised and the lack of clarity on the extent to which they will benefit from oil and gas discoveries has come to a head on a number of occasions and has led to serious unrests/conflicts in some cases.

There are many problems being faced by Developing Countries especially African countries in implementing national content and national's participation with limited capacities and also dealing with IOCs, EPCs and sub-contractors which are well established and are well connected globally.

As developing countries with very little experience in the oil and gas industry, one of the main obstacles faced by the implementation of the national content policy is the lack of local capacity and capabilities in virtually all sectors of the oil and gas industry.

These short comings would obviously affect our hopes of taking advantage of the numerous business, employment, skill development, training opportunities in the industry and also make it difficult for national's businesses to be able to provide goods and services which are competitive in terms of "price, quality and timely availability" as stipulated in the policy framework.

One of the main challenges is the fact that local professionals and businesses servicing or aiming to service the oil and gas industry require a sound knowledge and skills in the following areas with a bias to Oil and Gas but not limited to:

- 1. Business Leadership and Management training
- 2. Logistics, Procurement and Supply Chain Management
- 3. Security and Business Management Systems
- 4. Health Safety and Environmental Management
- 5. Ethics and Compliance Management
- 6. Governance and Contract Management
- 7. Engineering and Operations Management
- 8. Project and Program Management
- 9. Risk Management and Analysis
- 10. Community development and audit etc.

Despite these challenges, there is a clear benefit to local content development for host governments because it helps:

- stimulate job creation and business development,
- increase a skilled national workforce on the various aspects of handling, processing, trading and utilization of produced crude oil Value Addition);
- increase technical capacity of nationals

- develop international competitiveness in national suppliers,
- protect a nation's key strategic industries.
- Secure the future leadership of the oil and gas industry and cross industry participation
- well-tailored social contributions for greater impact and benefits (Societal Benefits).

For this reasons we have collaborated with IFP Group Training to deliver Skills Training on basic to advanced business and technical skills, we will also partner with Local Universities and Colleges and develop and offer short training programs, placement, internship programs and Graduate Management training programs to build capacity for future Oil and Gas industry leaders



OIL AND GAS ESSENTIALS

Why Attend

The global oil and gas industry is under sweeping changes due to international pricing competition and with the dynamics of the industry changing, with aging asset infrastructure and the need to decommission equipment in a safe and environmentally friendly way. However as well as aging infrastructure, there is also an aging workforce which is leaving the industry and taking valuable knowledge and expertise with it. With the industry in need of a new workforce to take it strongly in to the future, this clear practical and exciting course gives you the foundation knowledge to help you on your oil and gas industry career.

Course Methodology

The material used in the training course will be based on exercises as well as regional and international case studies. Participants will frequently work in pairs with one another as well as in larger teams.

Course Objectives

By the end of the course, participants will be able to:

- Recall the structure and lifecycle of the oil and gas industry, and understand how the industry functions from upstream, through midstream to downstream
- Recognize how oil is formed, found, recovered/ extracted, processed, transported and sold
- Describe terminologies and functions, including installations, production facilities and onshore/ offshore operations and support requirements
- Explain oil and gas operations and the associated challenges, as well as the various systems monitoring and controlling equipment
- Examine why the industry is classified as a high risk safety critical industry

Target Audience

Anyone wishing to gain an overview or basic understanding of oil and gas, the industry or its operations. This includes, but is not limited to, anyone new to the oil and gas industry, contractors working with clients in the industry, or anyone within a non-technical role in the industry who is seeking a greater understanding of operations.

Target Competencies

- Principles of Oil Production
- Onshore/Offshore Operations
- Oil and Gas Operations
- Oil and Gas Safety

Course Outline

Introduction to oil and gas and the industry

- History of the industry
- Scope of onshore operations
- Scope of offshore operations
- Global market outlook: energy requirements and statistics
- Characteristics of oil and gas
- Characteristics of rock

- Origin of oil
- Gas migration
- Accumulation of oil and gas
- Traps

Upstream production and equipment

- Production processes
- Onshore
- Offshore
- Equipment requirements and uses
- Onshore
- Offshore

Risks and upstream exploration activities

- Health and safety
- Security
- Quality management
- Environmental management
- Risk management
- Exploration surveys
- Obtaining drilling rights

Oil and gas drilling

- Drilling rigs
- Bottom-supported units
- Floating units
- Land based units
- Drilling a well
- Bits and drilling fluid
- Circulating system
- Rotating systems
- Power system
- Hoisting system
- Drilling personnel
- Selecting a rig
- Drilling from bottom-supported units
- Drilling from floating units
- Formation valuation
- Well abandonment
- Completion
- Drilling platforms and land based units
- Mobile offshore drilling units
- Directional and horizontal drilling
- Well completion

Midstream, downstream and decommissioning

- Processing requirements
- Storage and its importance
- Fuel transportation
- Refinery
- Unconventional explanations
- Decommissioning



OIL & GAS, ENERGY, PETROCHEMICALS AND POWERTRAINS

TRAINING

ADAPTED TO YOUR NEEDS

IFP Training offers a large choice of training solutions: in our centers or your premises, face-to-face or distant learning, some of them which may lead to a certification or a diploma.



Whether short or long-lasting, our training courses are articulated on four levels: Discovery, Foundation, Proficiency and Expertise.

By consolidating, developing and certifying your teams' knowledge in different Oil & Gas and powertrain businesses, we improve your company's performance in terms of efficiency and security.

In total, we organize each year more than 1400 sessions all around the world.

OUR TEACHING METHODS

To optimize the process of developing knowledge, know-how and attitudes forming the basis of professional skills, our teaching methods are based on:

- A scenarisation of each of our sessions (motivational sequences, acquisition, appropriation and evaluation)
- A structure consisting of training situations, learning modes and pedagogical activities
- A Learning Management System (LMS) educational platform (quizzes, documentation, forums between participants and lecturers)

In parallel, we are constantly developing educational solutions allowing the implementation of interactive and immersive activities such as:

- 3D visualizations
- Interactive videos,
- Applied training games...

OUR TRAINING SOLUTIONS



COMPETENCY CERTIFICATION

We have a complete offer to certify the skills of professionnals of the Oil & Gas industry. An IFP Training Certification formally validates operators, technicians, engineers and managers' achievements made during our sessions. Four levels of certification are available: the Professional Certificate, the Graduate Certificate, the Advanced Certificate and the Executive Certificate.



CUSTOMIZED TRAINING

These are courses designed specifically to meet your company and/or your employees' needs. After a listening phase and an analysis of your stakes and objectives, we build a personalized training program together. Our tailor-made courses can take the form of mixed-learning integrating both face-to-face modules and distance learning in the form of e-learning.



PUBLIC COURSES

In one of our training centers, participants will benefit from the lecturer's input as well as a rich experience sharing.



IN-HOUSE TRAINING

In face-to-face format, these sessions bring together employees from the same company to follow the same IFP Training course. In this case, you choose the date and the place (in your premises or ours).



TRAINING ON REAL INDUSTRIAL UNITS

In partnership with TOTAL Learning Solutions, we offer training that can lead to certification, with practice on real industrial units converted into secured educational tools. The courses cover various fields and target every actor of the industry: from operators and technicians to engineers.



MASTER'S DEGREE

IFP Training frequently partners with IFP School to offer locally Master's Degree programs to companies looking to enhance their most promising employees' skills and knowledge. These long programs allow our clients to prepare their future leaders.

60 HOUSE OF PROCUREMENT IFP Training

IFP GROUP TRAINING PROGRAMS

PROGRAM	LANGUANGE	DURATION
HSE Management	French & English	5 days
Fundamentals of Process Safety	French & English	5 days
Process Safety Management	French & English	10 days
Environmental & Social Risk Management	French & English	5 days
Social Risk Management	French & English	5 days
Environmental Management	French & English	5 days
Unconventional Resources: Environmental Management	French & English	5 days
Unconventional Resources: Water Management	French & English	5 days
Gas Flaring Reduction: Operational & Environmental Stakes	French & English	3 days
Environmental Management of Water in E&P	French & English	4 days
Environmental Pollution & Waste Management	French & English	5 days
Oil Spill Management	French & English	5 days
Emergency Response Planning	French & English	3 days
Major Emergency Management - Initial Response Training	French & English	3 days
Safety Engineering - Module 1 Hazid/Hazop - Risk identification, reduction and mitigation of risks	French & English	5 days
Safety Engineering Module 2 Major hazard assessment, QRA, F&G systems design, SIS design	French & English	5 days
Safety Engineering - Module 3 (Project)	French & English	5 days
Area Classification & Control of Ignition Sources Classified Areas Definition & Management	French & English	3 days
NEBOSH International Certificate in Oil & Gas Operational Safety Essential Health & Safety for those who work in O&G around the world	French & English	5 days
HSE in Drilling Operations	French & English	3 days
HSE in Laboratory	French & English	4 days
HSE in Maintenance & Construction Activities	French & English	5 days
HSE Management of Contractors	French & English	4 days
HSE Management of Logistics	French & English	5 days
Construction HSE Management Application to Oil & Gas Upstream Projects	French & English	5 days
E&P Project Cost Estimation & Control Certification	French & English	5 days
E&P Project Management Certification	French & English	5 days

Oil Markets & Trading	French & English	3 days
Price Risk Management in Energy Markets	French & English	3 days
Profitability Analysis of Downstream Investment Projects	French & English	3 days
Strategic Management in International Oil & Gas Business		
Essential Business Management Skills for Oil & Gas		
Professionals	French & English	5 days
Financial Management of an International Oil & Gas Company	French & English	10 days
Introduction to Petroleum Engineering	French & English	5 days
E&P Project Logistics Management	French & English	10 days
Fundamentals of Project Logistics Management	French & English	5 days
Building a Project Management Office (PMO)	French & English	3 days
E&P Project Control Tools	French & English	5 days
E&P Technical Service Contracts	French & English	5 days
E&P Technical Contract Negotiation	French & English	4 days
E&P Project Operating Expenses Optimization	French & English	2 days
E&P Project Planning & Scheduling Workshop	French & English	5 days
E&P Project Management Certification	French & English	5 days
E&P Value Chain & Front-End Development	French & English	5 days
E&P Project Quality & Risk Management	French & English	3 days
Fundamentals of Project Logistics Management	French & English	5 days
Supply Chain Management	French & English	5 days



CHINA SOURCING AND SUPPLY CHAIN MANAGEMENT PROGRAMS

(GLOBALIZATION)

GLOBAL SOURCING AND SUPPLY CHAIN MANAGEMENT IN CHINA

Course description

This course introduces global sourcing and supply chain management in China, an enormous player in the world economy. In the competitive global marketplace, great emphasis is placed on both cost reduction and fast reaction time. Global sourcing refers to the process of locating goods and services in the most efficient manner (particularly with regard to cost and delivery times) wherever in the world they might be. The supply chain refers to both the physical activities related to delivering products and services to customers, as well as informational activities such as product design and planning. These activities may involve the linking of different companies in this process or the coordination of different functional areas within a single company.

Students will learn the most important theories involved in supply chain management and global sourcing, and match that with actual case studies. The course is structured to look at procurement and manufacturing, distribution and logistics, the information technology that supports the process, innovations in the supply chain that fuel China's growth, as well as the integrated administration of the entire process.

After completing the course, students should:

- be able to identify and describe important features and concepts of supply chain management,
- be knowledgeable about specific market players of supply chain management and global sourcing in China
- have a command of the particular features of supply chain management in China, and
- be able to conduct a detailed analysis of a business sourcing problem set in China that involves identifying challenges and their possible solutions.

Student profile/target group

Students of social sciences (incl. law, economics, business), sciences and engineering at senior undergraduate or graduate level with an interest in business, governance, commerce and sustainability. A general background in either business or economics is desirable, but no specific expertise is required.

STRATEGIC SOURCING FROM CHINA

Who is this suited to?

This course is aimed at start-up sellers or those who are looking create a new supply chain and typically delegates.

What will you learn?

Module 1 - Introduction - China Sourcing Overview

A Short History of China Sourcing – why source from China, importing from China, culture & communication

Questions, fears, worries, advantages & disadvantages Capabilities of China

Module 2 – Getting Started – Managing Expectations

Who am I dealing with? Middlemen / agents Avoiding Scams Sourcing Feasibility

Module 3 - Your Product / Product Ranges

Product Research Competitor Research Knowing the market – pricing Organising Samples

Module 4 - Finding the Right Supplier - China Visit

Product Research

Finding the Right Supplier in China with & without visiting China

Visiting Chinese Tradeshows and Factories

OEM – Hiring a factory in China to make products to your spec

Quote request

Due diligence – who am I working with?

Module 5 Negotiation Strategies (Negotiating with Chinese to get the best value)

Face-to-Face Structure, Strategies & Negotiations Virtual communication & Negotiation

Module 6 - Processes

Purchase Order

T&C

Sampling

Module 7 - Documentation and Verification

Contracts, Purchase Orders & Payments and Intellectual Property Protection

Quality Control

Safety Testing

3rd Party Support: How to Find, Manage and Pay for Supply Chain Services

Module 8 - Logistics

Packing

Shipping

Duty

Arrival

Module 9 - Best Practices of Successful Buyers

Managing suppliers

What to do when things go wrong

Module 10 - Understanding legal, financial and cultural differences

Module 11 - Shipping your order. Cruising through customs. Safe delivery.

NEGOTIATE SUCCESSFULLY IN AND WITH CHINA PROGRAM

PROGRAM OVERVIEW

This course offers professionals an introduction to the negotiating process in China. The course aims to equip you with the knowledge and skills to negotiate effectively with Chinese in different situations and win business. The course will show you how to build the kinds of relationships and deal structures you need to earn profits while protecting your assets. The China market is one of the greatest opportunities of our time -- and the most significant business risk you'll ever face.

Expected Learning Outcomes:

At the end of this course, the participants will be able to;

- Construct a negotiation plan that leads to profitable business not empty promises.
- Develop and maintain value-adding relationships and networks.
- Find the right partners and keep them loyal.
- Protect your technology, intellectual property and assets.
- Identify and leverage your sources of power.
- Understand what Chinese negotiators really want and what they really mean.
- Negotiate with Chinese in both competitive and collaborative situations.
- Increase the level of awareness and understanding of the Chinese negotiation process
- Learn the best practices for negotiation

Course content

Key Topics

- Introduction to Chineses Negotiation and its Key Concepts
- Principles of Chinese Negotiation
- Negotiations: Chinese Style
- How To Handle Chinese Negotiating Tactics
- Negotiating International Business China
- Negotiating Sourcing Successfully in China
- The Art of Negotiating and Dealing with Chinese Business Partners
- The chinese negotiation process
- Overcoming barriers to agreement in Negotiation
- Body Language and Hidden Meanings in Conversation

Who should attend:

- This course is intended for professionals or business students who plan on engaging in business with Mainland Chinese counter-parties.
- Professionals who have already had some experience with Chinese negotiations and want insight into the deal dynamics and thought processes of the Chinese side will find this course particularly useful.

CONTRACTING FOR SUCCESS WITH CHINESE STATE OWNED ENTERPRISES

Course Overview

Foreign firms doing business in or with China are likely to sell products and services to Chinese state-owned enterprises. When a dispute requires the Chinese legal system for resolution, the SOE is likely to be favored. Self- enforcing contracts are a viable workaround to help level the playing field. When a dispute with a Chinese SOE requires the Chinese legal system for resolution, the harsh reality is that Chinese courts typically do not view the parties as equals. This puts foreign firms at a significant disadvantage.

That inspires some to generalize that "contracts with Chinese companies are not worth the paper they're printed on." We have seen contracts that, in fact, were not enforceable in China. It is not uncommon. Unfortunately, these companies did not leverage the right tools and strategies to develop an enforceable contract. But it doesn't have to be that way.

Self-enforcing contracts that bypass the United States and Chinese legal systems all together do work. We have found this to be a better, cheaper and more effective strategy. It structures the relationship so that court involvement is not necessary. This training highlights the why and how to do just that and it provides recommendations and strategies for a winning, self-enforcing contract with a Chinese SOE.

Course Content

- Understanding the SOE landscape
- How the courts view SOEs
- Understanding the five core beliefs
 - a) The price is too high.
 - b) Training is not necessary.
 - c) Proper equipment setup is not necessary.
 - d) After-sale support and maintenance is not necessary.
 - e) Attempts to protect IP is foreign oppression.
- The basics of self-enforcing contracts
 - a) How to offer and Counter offer
 - b) Payment Terms
 - c) Delivery and commissioning terms
 - d) Intellectual Property and Design
 - e) Risk Management tools
 - f) Technology and Knowledge transfer
 - g) Local content and supplier development
 - h) Corporate citizenship
- The power of the self-enforcing contract

Key Outcomes

Protect intellectual property
Embed delivery and payment terms
Ensure knowledge and technology transfer
Benchmark and compare
Project timeline achievement
Embed corporate citizenship
Grow the partnership
Performance and relationship management
Risk Management and contingency plans

UNDERSTANDING CHINA'S MANUFACTURING VALUE CHAIN

Course Overview:

China's manufacturing capabilities have developed rapidly over recent years and Chinese value chains have become increasingly sophisticated. They present opportunities for overseas companies to engage in China and Chinese companies to move overseas. This study seeks to review the impact of globalization on Chinese industries from R&D through to production, service and disposal.

The value chain structure reveals multiple opportunities for engagement by Chinese companies with the global industrial system, as well as providing a way to understand the dynamics of increasingly influential Chinese businesses. The approach has already led to an active network of senior industrialists, policy advisers and academics and we hope that this growing community will be well-placed to understand patterns of global industrial structures through what is likely to be a turbulent period.

Course Objectives

China's dominant position in mass production is well established. More recently the country

has been seeking to extract greater benefits from its manufacturing sector by increasing its involvement in higher-end activities and across all elements of the manufacturing value chain. These developments present significant opportunities for UK businesses who can offer complementary capabilities and who are prepared to enter into partnerships with Chinese firms. This study of manufacturing in China identifies opportunities for Africa and Chinese companies to work together for mutual benefit. Case studies from three selected sectors identify key characteristics of China's manufacturing value chain, and the opportunities that may result from further international collaboration.

Content Introduction

- Regional Segmentation
- Manufacturing Focus
- Global Economic overview
- Sustained growth over the last 20 years
- China the workshop of the world?
- International trade

A value-chain overview of Chinese manufacturing capabilities

- Research and development
- Supply chain management
- Production
- Distribution/route-to-market
- After-sales services
- Emerging Chinese manufacturing capabilities

Africa and China Manufacturing Complementariness

China Manufacturing Operations Supply chain strategies

Course Overview

Value chain transformation

Taking advantage of cross-border tax implications can help optimize the way you set up your multinational operations, and transform your entire value chain. Key considerations include transfer pricing, a tax incurred when goods are services are moved across borders, based on the value added to the product. Value chain transformation (VCT) can help determine where key parts of your operations need to be located in China and globally to best serve the needs of both your management and your customers in the most efficient manner. This can be combined with tools such as the Supply Chain Management Council's SCOR model (based on the five management processes of plan, source, make, deliver and return), in helping to analyze and articulate an optimal solution.

Combining these models will help you understand how to consolidate products for different markets into a more efficient workflow. And by looking equally at both tax and operations, you'll find astute ways to save on tax payments.

Many supply chain management changes have historically placed emphasis on tax savings. VCT, however, aligns tax considerations with your operational and business goals, overall profitability and performance, to arrive at a more sustainable result. VCT will be of particular benefit to businesses that have or can anticipate the following:

- Recent acquisitions or mergers
- New lines of business or geographical expansion
- Significant investment in product research and development or IP
- New or updated technology systems
- Challenges in managing tax positions and an effective tax rate

China Supply Chain Observations

- 1. Rising productivity and moves inland are offsetting declining cost advantages.
- 2. Due to the country's size, proper location selection for your supply chain is critical for corporate strategies that position China as a key market.
- 3. China still boasts unsurpassed flexibility and robust infrastructure.
- 4. Product quality risks can stem from China's pricing pressures and low profit margins.
- 5. Lower costs, talent, incentives and proximity to market are compelling reasons to move research & development functions to China.

Expected Course Outcomes

1. Make sure you balance your China cost considerations against other supply chain attributes such as asset performance, flexibility and responsiveness.

- 2. Align tax considerations with supply chain models such as SCOR to drive operational sustainability and cost savings.
- 3. Consider multiple manufacturing hubs as a potential solution, factoring in global logistics, transfer pricing and local incentives.
- 4. Work with your suppliers, and provide them with the tools to monitor the quality standards of their operations and that of their contractors.
- 5. Be prepared to make commitments to train new research staff on practical analysis, standard methods and processes.

Course Content

- 1. Choosing the right location
- 2. Maintaining Operations flexibility
- 3. Optimizing quality and supply assurance
- 4. Aligning suppliers with your sustainability agenda
- 5. Innovation and Research and development (R&D)
- 6. China's future place in global supply chains

Public Procurement in China: A Case Study for African Governments

International Business Experiences Competing for Public Contracts in China Course Overview

Overall Public Procurement in China represents well over 20% of China's rapidly growing economy. The regulatory framework governing this enormous and increasing amount of economic activity is fragmented, inconsistent and unevenly implemented. In its current state, the regulatory framework for government procurement in China is a drag on efficiency and innovation for the Chinese economy as a whole. This represents a missed opportunity the size of the South Korean economy for example for European business in China. Still, the implications of China's public procurement system(s) remain relatively unknown or misunderstood outside specialist circles. Given the importance of public procurement for the Chinese and world economies as a whole, it is important that public debate surrounding necessary reforms especially in Africa occur within an accurate, focused set of terms given the growing influence China has on the financial positions and solvency of the African Economies.

Common challenges encountered by Global businesses when competing for public contracts included (but are not limited to): Looks Familiar?

- Difficulty in obtaining timely, accurate information about upcoming projects
- Lack of communication of detailed evaluation criteria for projects
- Trend towards decentralization of tenders leading to more costs, less transparency
- Unfair implementation of public procurement awards
- Unsatisfactory appeals procedures

Course Content Introduction

The Legal Framework of Public Procurement in China

- 1. The Government Procurement Law
- 2. The Bidding Law
- 3. Other Relevant Chinese Laws
- 4. The Government Procurement Agreement of the World Trade Organisation
- 5. The Legal Framework for Public Procurement in most of Africa

Size of the Public Procurement Market in China The Typical Bidding Process in China

- 1. Identification of End-user Needs
- 2. Studies: Feasibility, Environmental, Financial
- 3. Government Approval
- 4. Selection of Bidding Agency for Projects Regulated by the BL
- 5. Publication of the Bid Announcement
- 6. Spreading the Word Communication Channels for Bid Announcements
- 7. Bid Announcement Timeline
- 8. Bid Announcement and the Eligibility of Bidders
- 9. Bid Documents
- 10. Bid Evaluation Process
- 11. Bid Award
- 12. Appeals

Experiences from Three Sectors -Case Studies Lessons & General Recommendations

- 1. Ensure all bidders have equal access to information at the start of the bid
- 2. Enforce transparency and fair evaluation during the tendering process
- 3. Mind the impact of public procurement on other policies goals
- 4. Streamline the legal framework for public procurement

MASTER CLASS AND EXECUTIVE PROGRAMS

MASTER CLASS AND EXECUTIVE PROGRAMS

INTRODUCTION

Whether you are the Director or CEO of an expanding corporation or the owner of a fledgling enterprise, SME or the Executive Chairman of a Top NSE Listed Company, its fortunes are subject to an undeniable truth. The success of your business is inextricably linked to the performance of your Supply Chain.

These programs provide supply chain professionals with the necessary skills to maintain a competitive edge in an ever-changing marketplace. In less time than a traditional degree program, students can earn a certificate that offers them the opportunity to learn from internationally recognized experts, build leadership skills, and improve problem solving capabilities.

These modules contain the following topics;

- i. Supply Chain Strategy
- ii. Supply Chain Network Design
- iii. Supply Chain Service Performance
- iv. Supply Chain Costs
- v. Supplier Performance
- vi. Ethical Procurement and Corporate Responsibility
- vii. Risk and Contract Management
- viii.Supply Chain Talent Acquisition, development and retention
- ix. Inventory Management

1. GET STRATEGIC ABOUT YOUR SUPPLIERS IN 2019: YOUR PROCUREMENT RESOLUTION

A new year means many things for you and your employer. You may want to focus on getting more yoga into your life while your employer wants to focus on year-end. We all have goals and tasks that need to be completed as we roll into a new year.

Here are some common questions that I will ask my team or organization to get the ball rolling towards a strategic transformation around supplier management:

- Who negotiates our contracts with suppliers?
- Let procurement negotiate all financial terms with your suppliers and provide an objective review.
 This will allow the stakeholders to focus on quality versus the price.
- What is legal role?

Contracts need to be reviewed by legal, not negotiated.

- •
- How do we get updated information for our supplier?
- Leverage sourcing tools to gather and collect supplier information via portals and web forms.
 Make sure you understand how this data will update within your purchasing tools.
- How does accounts payable fit in the supplier management process?

Accounts Payable needs to own the accounts receivable relationships with your suppliers.

If you can answer these questions about your organization, you are ready to make the leap into a strategic supplier management program. Take the

plunge this year and have your procurement team move forward from just processing orders and sourcing.

2. KEY SUPPLY CHAIN LEADERS' SKILLS AND WHY YOU NEED THEM

What are the important skills you need either to possess or develop if you want to become one of tomorrow's supply chain leaders? Is it enough to have a business-related degree and a little supply chain experience, or is supply chain leadership something that you must work hard to acquire specific qualities for?

In reality, it's probably a little bit of both. Certainly, there are many elements of supply chain leadership which can't effectively be learned through academic channels alone:

We shall discuss the following under this module;

- 1. Information Technology and Automation Knowledge
- 2. A Grasp of Economics and Market Dynamics
- 3. Understanding Cost-to-serve
- 4. The Skill of Flexibility
- 5. Project Management Skills
- 6. The Ability to Get the Best from People

THE 3 CS OF SUPPLY CHAIN LEADERSHIP

While designing / re-engineering a supply chain one has to consider all the three Cs.

In the module, we shall cover the following:

- i. Communication:
- ii. Collaboration:
- iii. Change:

THE 7 TRAITS OF TOP PROCUREMENT PROFESSIONALS

What makes a great procurement professional? We all know procurement is growing in stature and importance, and being asked to take on more within the organization. One of the biggest challenges to executing on that is finding top talent. With that in mind, we thought it would be interesting to share one professional's perspective.

Under this module, we shall be looking at the following traits;

- 1. People person
- 2. Likes KPI and metrics
- 3. Negotiator by nature
- 4. Unconventional thinker
- 5. Generates process and procedures
- 6. Curious
- 7. Tactical

3. IMPORTANCE OF STRATEGIC SOURCING SKILL FOR EFFECTIVE PROCUREMENT

Strategic sourcing is an institutional procurement process that continuously improves and re-evaluates the purchasing activities of a company. Procurement operations support tactical day-to-day transactions such as issuing Purchase Orders to suppliers, whereas strategic sourcing represents to strategic planning, supplier development, contract negotiation, supply chain infrastructure, and outsourcing models.

Discussions here will be mainly on:

a) Benefits of Strategic Sourcing

b) Strategic sourcing between of purchasing and procurement.

The topics of purchasing, procurement, and strategic sourcing are all receiving significant attention as organizations attempt to improve the overall efficiency and effectiveness of their supply networks. A better understanding of where the benefits can be obtained requires a thorough knowledge of some of the similarities, differences, and linkages between purchasing, procurement, and strategic sourcing. Many times, these terms are used somewhat interchangeably, which does not allow for clarity or optimization of the buying decision. Here is how we see them:

- i. Purchasing
- ii. Procurement
- iii. Strategic Sourcing

c) Strategic Sourcing Methodology

As noted previously, strategic sourcing is a broader and more comprehensive process than procurement. Overall, the process begins with the development of the appropriate strategy, which provides direction for all ongoing organizational efforts. The appropriate strategy is influenced by the value discipline of the organization. As highlighted next, there are three generic competitive strategies for positioning the organization in the marketplace:

- i. Overall Cost Leadership Requires efficientscale facilities, tight cost and overhead control, standardized customer offerings, reduced network costs, and a low-cost operational model.
- ii. Differentiation Requires creating products and services that are unique and build customer loyalty.
- iii. Focus Requires serving a target segment very well by addressing its specific needs based on a clear understanding of the marketplace.

d) Approach to Strategic Sourcing Success

As the premier Group Purchasing Organization (GPO), HOP helps companies strategically source from top to bottom. Here are some of the core competencies and methodologies in this realm that has helped beef up their purchasing prowess and elevate their businesses that should be learnt by Managers and Executives: Here we discuss frameworks to achieve

- i. Cost Savings
- ii. Best Practice Sharing
- iii. Reduce Supply Chain Risk
- iv. Improve Procurement, Engineering, and Production Bandwidth
- v. Access to New Suppliers and Innovations
- vi. Create True Business Partnerships

4. 5 CRITICAL STRATEGIES FOR A SUCCESSFUL PROCUREMENT OR PURCHASING NEGOTIATION

Business negotiation can make or break a crucial contract deal. It is thus important for procurement or purchasing professionals to be creative when negotiating in a business setting. Business negotiation strategies require breaking the problem into smaller parts, considering unusual deal terms, and having your team to brainstorm new ideas.

We shall cover the following topics in this module;

- 1. Procurement or Purchasing Negotiation
- 2. Negotiation Strategy of Making Multiple Offers Simultaneously
- 3. Negotiation Strategy of Including a Matching Right
- 4. Negotiation Strategy of Preparing a Contingent Agreement
- 5. Negotiation Strategy of Finalizing Damages Upfront
- Negotiation Strategy of Searching for Post-Settlement Settlements

5. CRITICAL ISSUES TO AVOID PROCUREMENT FRAUD

It is essential that employees and stakeholders strictly adhere to and must apply the highest level of ethical and probity behavior in all areas of work. Particular importance must be emphasized on those engaged in procurement or purchasing activities that involve public money and are subject to more than the usual public scrutiny.

In this module, we shall look at;

- I. Terminology of Procurement versus Purchasing
- II. Probity in Procurement

ATTRIBUTES OF ETHICAL PROCUREMENT AND PROBITY

All procurement activity must be undertaken to the highest standards of ethics and probity. In this module, we shall cover these elements;

- 1. Conflict of Interest
- 2. Transparency, Confidentiality & Fairness
- 3. Corruption
- 4. Business gifts & Hospitality
- 5. Ensuring Compliance
- Internal organization and decision-making processes
- 7. Transparency

6. DIGITAL PROCUREMENT FOR EFFECTIVE SUPPLY CHAIN MANAGEMENT

Organizations must understand and adapt the changes. In the digital era, it is critical for organizations to adapt their procurement operation to Digital Procurement and ride on the rapid changes that are transforming industry.

Our module shall include the following topics;

- Contrasting Processes of Conventional and Digital Procurement
- 2. Conventional Procurement Process-
- i. Step 1 Need Recognition
- ii. Step 2 Specific Need
- iii. Step 3 Source/Examine Supplier Options
- iv. Step 4 Price and Terms
- v. Step 5 Purchase Order
- vi. Step 6 Acknowledgement
- vii. Step 7 Expediting
- viii. Step 8 Receipt and inspection
- ix. Step 9 Invoice Approval and Payment
- x. Step 10 Record Keeping

DIGITAL PROCUREMENT PROCESS

Procurement's role is becoming increasingly

complex, and increasingly integral to enterprise-wide performance. But many procurement teams find themselves encumbered by legacy processes and past investments, forcing them to settle for unsatisfactory status quos.

Digital procurement transformation can be the key to a fresh start and true step change – but where and how to begin?

In the module, we shall be looking at the following steps/topics;

Step 1 - Requisitioning

Step 2 – Approval Routing and Workflow

Step 3 - E-Purchase Orders

Step 4 - E-Receipts

Step 5 - E-Invoicing

Step 6 – Automatic Reconciliation

Step 7 - E-Payment Options

Step 8 – Reclamation of Taxes

Step 9 - Digital Analytics

KEY BENEFITS OF TRANSITING INTO A DIGITAL PROCUREMENT SYSTEM

The starting point is to compare conventional procurement system with that of the digital procurement evolution. We will explore the following key benefits of transiting from conventional to a digital procurement system.

We shall look at the following topics;

I. Reducing Cost

II. Visibility of Spend

III. Controls

IV. Technology

V. Productivity

7. KEY STRATEGIES TO BUILD AN EFFECTIVE SUPPLIER RELATIONSHIP MANAGEMENT

Supplier Relationship Management (SRM) is an important approach used for engaging with supplier on a level that reflects the priorities of the customer organization and how best these needs can be achieved. In this module, we shall be looking at;

- i. Types of values achieved with SRM
 - Increased Efficiency
 - Revenue Growth
 - Cost Savings
 - Continual Improvement
 - Preferred Buyer Status
- ii. The challenges of implementing SRM
- iii. Key factors for developing reliable relationship with suppliers
 - Communications
 - A Solid Agreement
 - A Supplier Relationship Management Program
 - Performance Management
 - Training
 - Conclusion

8. KEY STRATEGIES TO IMPLEMENT A DIGITAL SUPPLY CHAIN

Digital framework connects data in supply chain and provides an integrated view throughout the supply

chain lifecycle. Explosion of connections, information, innovations and technologies have brought great news for the business and the consumers alike. Many companies are already working to introduce digital technology into their operations. However, simply adding digital technology is not the answer.

In this module, we shall cover the following topics;

- i. The Evolution of the Digital Supply Chain
- ii. Digital Applications on the Supply Chain
- iii. The Future Value Chain
- iv. Keys Challenges-
 - Challenge 1 Creating Customer Centric Supply Chain
 - Challenge 2 Managing Supply Networks
- 7. The Four Elements of a Customer-Centric Supply Chain
- Strategy
- Shared Value:
- Staff.
- Skills
- vi. Strategic and Operational Planning
- vii. Developing Capability of an Agile Supply Chain
- i. Structure Change
- ii. Process Change
- iii. IT Systems
- iv. Been obsessed with Customer Experience
- v Re Fas
- vi. Focus on Continuous Improvement

9. KEY SUCCESS FACTORS FOR AN EFFECTIVE PROCUREMENT OR PURCHASING PROCESS

The information age has brought forth convenience of global sourcing and purchasing. This approach has motivated to accessing new sources of procurement, cost reduction where raw materials and services can be obtained from low-cost regions, and the opportunity to acquire newfound knowledge and technology from global suppliers.

Under this module we shall cover these areas;

- i. Terminology of Procurement versus Purchasing
- ii. The Changing Role of Traditional to Contemporary Purchasing
- iii. Critical Success of Strategic Sourcing
- iv. A Case of Poor Procurement
- v. Implication of Poor Procurement
- vi. Importance of Purchasing to Organization
- vii. Evolution of Purchasing In the Digital Age
- viii. A Case of Developing Buyer-Seller Relationship
- ix. Conclusion

10. MITIGATING KEY SUPPLY CHAIN RISKS AND DISRUPTIONS

Supply chain is the network of all the individuals, organizations, resources, activities and technology involved in the creation and sale of a product, from the delivery of source materials from the supplier to the manufacturer, and eventually delivery to the end user. The key to an efficient supply chain is to make sure that the process runs as smoothly as possible. One needs to follow through each and every step of the process and make sure that things go efficiently and smoothly. Under this module we shall look at;

- i. Risk and Vulnerability in Supply Chain
- ii. Supply Chain Disruptions and its Impact
- iii. Ways to Mitigate Risks and Disruptions-
- Maintain additional inventories
- Planning for unforeseeable disruptions
- Choosing the right supplier
- Engaging a third-party logistics provider
- Enhance Visibility
- Other Risk Management Strategies
- i. Postponement
- ii. Speculation
- iii. Hedging
- iv. Control/share/transfer
- v. Security
- vi. Avoidance

11. ENSURING SUSTAINABLE PRACTICES IN PROCUREMENT FOR EFFECTIVE SUPPLY MANAGEMENT

Today, companies are beginning to realize the importance and impact of sustainability in procurement on the well-being of the organization. However, there are some that do not fully understand what sustainability in procurement actually entails and how this can be implemented effectively in the organization.

We shall be looking at these areas;

- Adopting Sustainability Practices for Procurement
- Building Good Supplier Relationship is Key
- Five Ways to Achieve Sustainability for Effective Procurement
- Competitive Strategy Ensures Sustainability in Procurement

12. THE 5 CRITICAL FACTORS TO BE CONSIDERED FOR BUILDING A SUSTAINABLE SUPPLY CHAIN

In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development and its Seventeen Sustainable Development Goals. There is a growing awareness of sustainability developments and their impacts on people, economy, as well as the environment by consumers, customers, shareholders and governments.

In this module, we shall cover topics;

- Factors Affecting Sustainability of Supply Chain
- The Executive Sponsorship Factor
- The Procurement Factor
- The Transparency Factor
- The Environment Factor
- The Collaboration Factor

13. TOP FIVE EMERGING TRENDS IN PROCUREMENT

Technology is now the largest change agent and driving force in today's society and digital connectivity world. Most organizations deploy several forms of core procurement technologies. These platforms usually include a combination of spend analytics, e-Sourcing, contract management, eProcurement and e-wallet (e-Catalogs, e-Invoicing)

The topics to be covered in this module include;

• Top 1 – Adopting Automated Procurement

- Top 2 Big Data Becomes a Bigger Part
- Top 3 Using E-Wallets to make Payments
- The Advantages of using E-Wallets
- Top 4 Al Helps Procurement Solve Big Challenges
- Top 5 Collaboration and Cooperation
- Specialized Skills for Purchasing Professionals
- Conclusion

14. SUPPLY CHAIN FORENSICS: USING BIG DATA TO IDENTIFY AND FIGHT FRAUD

And, finally, we have the risk that dare not speak its name – supply chain fraud. Despite reports that the typical organization loses five percent of its revenues each year to fraud – which equates to nearly US\$3.7 trillion global loss annually – supply chain fraud remains significantly under scrutinized within many organizations.

Here, we shall be looking at the following procurement red flags:

- Inconsistent data across procurement-related systems
- Data quality issues relating to spend data and vendor data
- Lack of transparency of procurement data
- Lack of controls around use of preferred vendors, negotiated contracts
- Low compliance with corporate preferred buying guidelines
- Buying power not fully leveraged due to lack of reporting/knowledge of historical spend
- Multiple instances of the same vendor within master file
- Inconsistent vendor payment terms across the organization
- Lack of controls around vendor creation and management
- Failure to actively manage high-risk vendor relationships

Duplicate payments

- Inefficient invoice processing
- Failure to optimize cash flow and payment terms to vendors and suppliers
- Limited segregation of duties involving payments, credits, and reconciliation of vendors

15. BLOCK-CHAIN TECHNOLOGY – THE NEXT REVOLUTION OF SUPPLY CHAIN

The popularity of bitcoin among the internet world spurred many to look at the underlying technology application.

What makes bitcoin ungoverned, stateless and independent, a currency the world is so actively trading daily without regulation by any agency?

Why are financial institutions so involved in using block-chain technology to develop integrated banking applications?

Are there other business applications for block-chain technology?

What is all this mind-bending excitement about blockchain technology? Let us run though some of the facts.

WHY BLOCK-CHAIN TECHNOLOGY FOR SUPPLY **CHAIN MANAGEMENT**

Discussions in this section on why blockchain technology will include considerations on reasons such

- 1. A block-chain record cannot be controlled by a single entity
- 2. Information recorded is shared by a large number of entities
- 3. Information recorded in a block-chain cannot be corrupted
- 4. Large network of computers form governing body to oversee integrity of the block-chain record
- 5. The governing Programme can be set to self-audit in regular intervals to maintain the integrity of the block-chain record
- 6. Block-chain records can be programmed to act only if certain conditions are fulfilled - "Smart contracts"

POSSIBLE BITCOIN APPLICATIONS FOR SUPPLY CHAIN MANAGEMENT

Discussions in this section on why blockchain technology will include considerations on reasons such as;

- Product trail recording from origin to customer
- Use of Smart contracts to execute an action when criteria is fulfilled
- Enables peer-to-peer data transfer or payments without a governing host
- Providing a recording system to authenticate original and genuine items
- Proof of ownership
- Transparent and open resource allocation system
- Self-auditing of supply chain activities
- De-centralized distributed data records

16. SIGNS YOU NEED PROFESSIONAL SUPPLY CHAIN ANALYSIS

Never underestimate the value of having an expert on your side. If your supply chain is struggling to meet its goals or seems to be continually leaking money, your company could be due for a supply chain analysis. To remedy these issues in a quick, efficient and longlasting way, it's often advised to enlist the help of a professional analyst. While some businesses are reluctant to invest financially in an analysis, refusing to have one performed could cost them far more down

Keep reading to find out five urgent scenarios wherein supply chains require some extra assistance to get back on their feet.

- 1. Goals Without a Standard Process
- 2. Outdated Planning and Methodology
- 3. Overworked and Unproductive Staff
- 4. Inability to Keep Up with Demand
- 5. Staff Looking to Jump Ship

YOUR SUPPLY CHAIN ANALYSIS: ARE DARK DAYS AHEAD?

Below are the six metrics you should be tracking for insight into your supply chain's health and efficiency. But, like a doctor's diagnosis, supply chain analysis has

little value if you don't use it for continuous improvement. Unfortunately, using analysis for strategic planning can be as challenging as collecting the data is easy.

Here are the topics covered under this module:

- 1. Perfect Order Measurement
- 2. Inventory Days of Supply
- 3. Freight Cost per Unit
- 4. Value of Unusable Stock
- 5. Value of Wasted Stock
- 6. On-Time Arrivals

ARE YOU MAKING THESE 4 SUPPLY CHAIN ANALYSIS BLUNDERS?

People usually ask which metrics matter the most for supply chain optimization. If you track those metrics, you'll have an extremely accurate portrayal of how well your supply chain is functioning. But far too many organizations make the same mistake when it comes to supply chain analysis: They do a great job of analyzing historical data, but that's where they stop.

The topics covered in this module include:

- 1. Relying on Data Scientists with Little or No Supply Chain Experience
- 2. Underutilizing Real-Time Data
- 3. Underutilizing Unstructured Data
- 4. Misidentifying Critical Predictors

OTHER LOGSTICS, PURCHASING AND SUPPLY CHAI MANAGEMENT MASTER CLASSES MODULES

- 1. Strategies to develop expertise in managing Supply Chain
- 2. Strategies for Successful E-Commerce in a Supply Chain Fulfilment Centre
- 3. Strategies for a Successful Operation in a Distribution Centre
- 4. Contract Management and Performance Based contracting
- 5. Impact of the Emerging 5G Network
- 6. Technology on Logistics and Supply Chain Management
- 7. Importance of Warehouse Automation for Achieving Critical Green Benefits
- 8. Intermodal Freight Transportation for Effective Supply Chain Management
- 9. Key Factors Impacting Transportation, Logistics in Supply Chain Management
- 10. The Key Factors to Consider When Choosing Third Party Logistics Provider
- 11. Techniques to improve the Warehouse Order Picking Process
- 12. Strategies to Reduce Cost of Maintenance-(MRO)
- 13. Supply Chain Talent Acquisition, Development and Retention

17. ADVANCED NEGOTIATION

Objectives

The course aims to equip you with the knowledge and skills to negotiate effectively in different situations. The course provides an enriching learning experience that combines facilitated sessions with hands-on practice.

Invaluable concepts and tools will be provided to improve one's ability to negotiate.

Expected Learning Outcomes:

At the end of this course, the participants will be able to:

- Improve their ability to negotiate in both competitive and collaborative situations.
- Familiarize themselves with specific concepts and principles that could enhance negotiation effectiveness.
- Increase their level of awareness of the negotiation process
- Reflect on their personal negotiation style and consider the impact it has on others.
- Enhance their ability to negotiate across cultures.
- Improve their ability to negotiate in team situations.

Modules

- Introduction to Negotiations and key concepts in Negotiation
- Principles of Negotiation.
- Styles of Negotiation
- Competitive and Collaborative Negotiations:
- Overcoming barriers to agreement in Negotiation:
- The Psychology of Negotiation and Decision Making:
- Cultural Issues in Negotiation
- Body Language and Hidden Meanings in Conversation
- Negotiation and Contracts:
- Team Negotiations:

TRANSNOVA Master Classes

EAC TRAANSPORT MASTER CLASS: OTIMISING COSTS & EFFICIENCY ON OUTSOURCED TRANSPORT

Many companies/cargo owners in the EAC region believe their transport operations are efficient with little room for improvement – "if costs are the same or less than last year then we're doing ok?". Very often the only area where attention is focused is upon negotiating 'a better rate' – a simplistic solution

for what is a complex problem. However - the companies that are achieving exceptional savings in their logistics are successful by taking a new, integrated approach to the entire transportation process.

This workshop offers a unique opportunity to gain valuable, fresh insights into this integrated approach to transport optimisation. Delegates will benefit from the first-hand knowledge and experience of some of Southern Africa's foremost consultants in this specialised field, to uncover hidden inefficiencies and unlock new areas for savings and performance enhancement. The session will also enable delegates to benchmark their own organisation against industry best practice to help develop their own Transport Improvement Plan.

The presenters will share insights from the coalface, shedding light on issues such as:

- Understanding the real cost of Transport in your organisation
- The importance of developing a holistic transport strategy that supports your business objectives
- Your business through the eyes of the Transporter
- The correct way to approach the sourcing of Transport
- Why benchmarking is a critical part of the process
- The value to be realised in optimised planning
- Good governance practices to manage Transporters
- The hidden area of lost value controlling Transporter payments
- Visibility, Collaboration & Technology how to drive value in your organisation through innovation

Executive Education Georgia Tech

HOP Partnership with Georgia Tech Supply Chain & Logistics Institute certifications provide supply chain professionals with the necessary skills to maintain a competitive edge in an ever-changing marketplace. In less time than a traditional degree program, students can earn a certificate that offers them the opportunity to learn from internationally recognized experts, build leadership skills, and improve problem solving capabilities.

1. Supply Chain Management Certificate (SCM)

Developed to provide participants with both a solid cross-domain understanding of supply chain, as well as an opportunity to expand knowledge in specific domains or techniques of interest. Gain essential industry skills to advance your career and start applying practical knowledge, tools, and techniques immediately at your organization.

2. Distribution Operations Analysis and Design Certificate (DOAD)

Formulated to arm distribution operations professionals to stand out in their careers as experts in facility operations improvement. Emphasis is placed on topics such as: Systematic Methodologies to Facility Layout; Quantitative Analysis of Needed Facility Capabilities; Lean Warehousing Concepts; and Rigorous Trade off Analysis of Labour, Equipment, and Facility Alternatives. Develop critical skills needed in both designing new facilities and reengineering a wide variety of existing distribution facility types.

Supply and Demand Planning Certificate (SDP) Please note, this certificate will not be offered in 2017. The program is designed for professionals with broad planning responsibilities, as well as professionals with more focused areas of concern who want to gain a solid understanding of the important techniques, tools, and components associated with integrated supply chain planning.

3. Lean Supply Chain Professional Certificate (LSCP)

This executive learning program is geared toward supply chain professionals who want to advance their

lean knowledge and increase supply chain efficiencies that produce tangible results for their organizations. Over a three-month period participants meet for three days per month and complete application projects between courses to leverage their understanding of learned concepts. Courses are offered in Panama: www.gatech.pa

4. Supply Chain Project Management Certificate (SCPM)

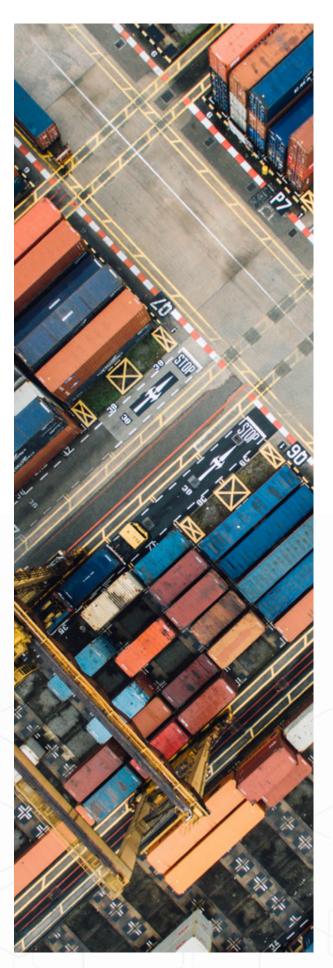
Individuals who can manage complex supply chain projects and programs are in high demand. These courses help prepare students for project management certification while going beyond that - in preparing students for the complexities of managing projects in the multi-functional supply chain environment. Participants learn techniques to be successful in key areas such as: vendor selection and management, change management concepts, and cross-organization collaboration.

5. Procurement and Supply Management Certificate (PSM)

Designed to prepare sourcing, planning, and procurement professionals to lead their companies in successfully navigating the complexities, risks and rewards of the modern global sourcing environment. Gain understanding of negotiation philosophies and personal negotiation styles while streamlining executive communication to articulate milestone activities and gain leadership support.

6. Health and Humanitarian Supply Management Certificate (HHSCM)

Designed for practitioners in non-governmental organizations (NGOs), government, industry, and military who are active participants in humanitarian relief operations. Learn new logistics concepts and strategies to help you improve decision making in preparedness, response, and system design through face-to-face instruction and online interactive tools.



INTERNATIONAL TECHNICAL AND ACADEMIC SUPPLY CHAIN TOUR PROGRAMS



EXECUTIVE EDUCATION PROGRAM-ZARAGOZA LOGISTCIS CENTER SPAIN

Objective:

Deliver strategic Supply Chain insights, by academic sessions and site visits, enabling participants to discover the tools to align Supply Chain Core processes for operational excellence and to adopt value as a principle to deliver superior performance.

Program Timing and Location:

The dates of the training are to be confirmed each Quarter by HOP.

The sessions would take place in Zaragoza, at ZLC facilities, with sites visits based in the city.

Program Language:

All lecture sessions and material will be in English. On technical visits, Spanish to English translation will be provided by ZLC if required.

ZLC approach and Faculty Team:

All the educational programs organized by ZLC combine the latest methodologies in the corresponding matter, based on the concepts that support it and complemented with practical cases, and discussion groups, always under parameters of excellence.

All the professors in ZLC Faculty team have received first level international education, bring wide experience in teaching executive programs and reach the highest evaluation levels in the programs they teach.

Suggested Program Contents:

Technical Visits: Depend on the combination and mix of the delegates we will arrange 3-5 technical visits to reference facilities and one information/networking meeting with local government agencies and institutions.

Role of supply chain in organizations performance and in economic development

There is a strong relationship between supply chain strategy, management of core operational functions and performance. The interest in the strategic issues begins with the organization needs to look at the bigger picture as local optimum is no longer sufficient for them and economic development enters to affect the situation. Supply chain management is gaining

strategic importance for every business. This course focuses on highlighting the role of supply chain management in business strategy and the effects that economic development may have on a supply chain.

Supply chain Finance:

This two sessions link supply chain management to the financial systems and objectives of the corporation. It is aimed to provide supply chain professionals with an overview of the very basic language and tools to assess and communicate the impact of the supply chain on a company's financial performance. The relationship between response time and the financial metrics of the business will be addressed.

Risk and resilience:

One of the most interesting issues in supply chain management is how much supply chain enterprises rely on each other's when they do business together. Trends like globalization and outsourcing are driving companies in spending their budgets on external parties rather than internal sources. However, as many experts are pointing out, these trends are amplifying the exposure of supply chains to disruptions. For example, lean driven managerial strategies focusing on reducing inventories, etc. may reduce the flexibility of companies whenever a disruption takes place, or even when it is about to take place. In this course participants will briefly understand trade-offs risk mitigation vs supply chain performance and understand the importance of Partnerships to mitigate risks and improve resilience. Ethics and compliance in procurement in supply chain Businesses are growing globally and that means that they have to rely on extensive webs of thirdparty suppliers, facing risk of ethics and compliance breakdowns, which can damage reputation and create legal and financial consequences. In this 2 session course, participants will know about real life compliance cases in supply chain and learn the importance of security from the private and public perspectives.

Certification:

A certificate of course completion will be provided to participants. The certificate will have the logo of MIT Global SCALE Network and ZLC, and will be signed by the Director of ZLC. It is required at least 70% of attendance to obtain the certificate.





Malaysia Institute for Supply Chain Innovation

Program 1 - Pan-African Strategic Supply Chain Management Program

Overview

The following program is developed for the House of Procurement, Kenya and consists of 4 modules. The program titled the Pan-African Strategic Supply Chain Management Program will be run both at Africa and Malaysia. 3 modules will be run in Africa while 1 module will be conducted in Malaysia. The participants will be professionals and holding positions of senior managers and above. There are expected to be 20 participants for this program.

Program Objectives and Outcome

Enterprises are becoming increasingly global, with supply chains spanning geographical boundaries. To navigate the global marketplace, leaders need to know how to optimize their procurement spend, plan the most efficient use of material resources, manage complex global networks, and optimize service and quality. This course will draw on real issues confronting companies today to provide strategic frameworks for undertaking major decisions to increase competitive advantage.

The objective of the course is to enable practicing managers understand the strategic role of procurement and supply chains, and acquiring practical knowledge required in building organizational competitiveness.

Program Outline

Module 1- Strategic Supply Chain Management (2 Days) Location -Africa

Day	Session	Topic	Description
1	Session 1	What is Supply Chain Strategy?	This session will discuss how to align supply chain strategy to business strategy, why achieving strategic fit is critical to a company's overall success, how a company achieves strategic fit between its supply chain strategy and competitive strategy.
	Decisions to Sales and		This session will discuss how to implement S&OP, what are the key success factors for S&OP, how to use S&OP to maximize profitability under uncertainty.
Session 3 Case Analysis: Uniqlo Uniqlo was faced rising manufacturing going Global was experimenting with new supply clocations like Bangladesh. Uniqlo's su		Uniqlo was faced rising manufacturing costs in China and was experimenting with new supply chain models in lowcost locations like Bangladesh. Uniqlo's supply chain had proved effective in the Asia Pacific region, but could the same model be scaled worldwide?	
	Session 4	Transforming Supply Chains with Innovation and Reengineering	This session will discuss how to redesign supply chain processes with breakthrough improvements, illustrate some of the common archetypes in supply chain reengineering.
2	Session 1	Strategic Sourcing and Supplier Management	This session will focus on how sourcing has assumed strategic importance in supply chains, how do firms undertake makevsbuy decisions, how can firms design effective sourcing strategies and supply chain contracts.
	Session 2	Designing Distribution Networks	This session will discuss role of effective distribution strategies in supply chains, state-of-the-art distribution network designs, centralization vs. decentralization of stocks and innovative approaches to meeting customer demand.
	Session 3	Case Analysis: Marks and Spencer	This case examines the strategic steps that a large international retail company undertakes to redefine its sourcing and segmentation strategy. The case examines if the firm should consider re-entering international retail markets?
	Session 4	Contemporary Developments in Supply Chains	This session will discuss advances in supply chains that have brought improvements in information flow and seamlessly integrated supply chains, topics include Blockchains, IoT and Analytics.



Module 2 (Africa) – Strategic Procurement (2 Days)

Day	Session	Topic	Description
1	Session 1	Overview of Procurement	This session will explain the purpose and objectives of the procurement function. It will cover the structure of the purchasing organization, its functional relationships, internal and external performance metrics; and similarities and differences in sourcing material, IT, logistics, & services
	Session 2	Negotiations	This session will cover the key aspects to be taken in consideration when preparing for negotiations. Some of the factors covered will be people factor, analyzing supplier cost structure & position, data analysis, 10 key negotiation steps and ethics in negotiation.
2	Session 1	Total Landed Cost Analysis	This session will cover the key elements in total cost and methods in conducting a cost analysis. It will also cover topics such as product segmentation/ABC analysis, identifying key cost drivers, volatility and uncertainty; and hedging.
	Session 2	Supplier Relationship Management	This session will cover the critical topics in SRM such as performance measures, supplier segmentation, supplier performance improvement, risk management, collaboration and alliances; and supplier recognition. It will also cover industry best practices in SRM.

Module 3 (Africa) – Agile and Adaptable Supply Chain & Business Analytics (2 Days)

Day	Session	Topic	Description		
1	Session 1	Introduction: Agile and Adaptable Supply Chains			
Session 2 Supply chain ag		Supply chain agility: Case of Zara	gility: Case • Case discussion: Zara: Fast Fashion (HBS case 9-703497) • Important components of Zara's business model		
	Case of Borders Group 03		 Case discussion: Borders Group, Inc. (HBS case: 9601-037) Important components of Borders' adaptation 		
2	2 Session 1 Analytics on Spreadsheet - Data Visualization an Exploration		• Learn applications of business analytics, understand how data is used in business decisions, learn data types and decisions models		
	Session 2	Descriptive Statistics, probability measures, sampling and estimation	• Understand statistical notations, learn sampling techniques and conduct statistical tests.		
	Session 3	Trend lines and Regression Analysis	• Learn application of regression analysis in business decisions, apply a systematic approach to build good regression models		
	Session 4	Case Study and Analysis	• Apply the tools learnt to a real life business case, understand data analysis methods and undertaken strategic decisions based on analytics		

Module 4 (Malaysia) – Supply Chain Finance and Industry 4.0 (3 Days)

Day	Session	Topic	Description
1	Session 1	Introduction to supply chain financial analysis	 Why learn finance in operations? Supply chain contribution to three pillars of company's performance (profit margin, growth, asset utilization)
	Session 2	Activity-based costing	Dakota office products – case study
	Session 3	Cash conversion cycle	 Working capital components Connecting the components of working capital and C2C analysis Interpretation of C2C cycle in various settings
	Session 4	Supply chain finance and reverse factoring	Supply chain finance @ Procter & Gamble – case study
2	Session 1	Introduction to Industry 4.0	 What is Industry 4.0? Different Components of Industry 4.0 Applications of Industry 4.0: Examples from Industry
	Session 2	Implications of Industry 4.0 for Supply Chain Management	 Supply Chain Management: Key Concepts Effect of Industry 4.0 on Supply Chains Framework for Identifying Effect on Your Supply Chain
	Session 3	Case Study 1:	 Automotive Supply Chains: Brief Overview Workshop: Applying Framework to Automotive Supply Chains Summary: Improving Automotive Supply Chains Using Industry 4.0
	Session 4	Case Study 2:	 Introduction to Retail and E-commerce Supply Chains Workshop: Applying Framework to Retail/E-commerce Supply Chains Summary: Improving Retail/E-commerce Supply Chains using Industry 4.0
3	Morning Session	Industry visit and dialogue session with supply chain leaders	Visit to a company (TBD) and a dialogue session with an experienced supply chain leader from the region.
	Afternoon Session	Integration and review of lessons learned	Dialogue session with MISI faculty and review the learnings from the entire program



Program 2 - Supply Chain Management Master Class

Overview

The following 3-day Supply Chain Management Masterclass program is developed for CEOs, senior executives and business leaders and will be conducted at MISI Campus, Malaysia. It is estimated that there will be 15 to 20 participants for this program.

Program Objectives and Outcome

In today's global marketplace, enterprises compete with their global supply chains. This poses two major challenges. One, a supply chain involves multiple functional areas within a company as well as different companies. The functioning of these different units need to be aligned to achieve the desired goal for the single enterprise whose supply chain they constitute. Two, because of their global scope, supply chains are affected by ongoing developments in policy, technology, environment, and demographics in different parts of the world. As a result, supply chains need to be designed to adapt to uncertain events. This program is designed to provide supply chain leaders a toolkit to handle these supply chain challenges and enable them to lead their enterprises to compete successfully in the global marketplace.

This program provides participants relevant frameworks that have been developed through real-world application and applied in several companies in the US, Europe, Asia, and Latin America. The program consists of lectures as well as hands-on workshops.

Day 1

The first day of the program will present two frameworks developed, applied, and published at the MIT Center for Transportation & Logistics: Supply Chain Strategy framework, and Scenario Planning Toolkit (used for making strategic decisions in uncertain and volatile environment). The program will also discuss innovative ideas that business leaders can employ in their business.

The first part is designed to have three takeaways: One, the participants will have a good understanding of what a supply chain strategy is and how this can be developed for their business in a holistic manner by considering the operating policies and incentives for different parties in the supply chain. Two, the participants will appreciate the difficulty of making long-term decisions under unpredictable future. The participants will learn how scenario planning can be applied to their businesses and making more effective decisions. Three, the participants will learn about the concept of supply chain innovation, which describes how businesses can use innovative approaches for managing the supply chain to generate competitive advantage for their business.

Day 2

The second day of the program will delve into operations management and cover essential topics that are crucial for business leaders in steering their businesses profitably. The program will also touch on sustainability issues that is becoming very important in today's marketplace. The growing dominance of e-commerce also requires business leaders to develop strategies that will embrace this channel.

The second day of the program will have 4 key outcomes. One, the participants will understand the essentials in drawing out a distribution network for their businesses. Two, the participants will understand how a well implemented sourcing and outsourcing strategy can help greatly in managing cost. Three, the participants will understand how having a sustainable supply network will ensure the resilience of their business. Four, the participants will develop an understanding of how to tap into the e-commerce marketplace and explore the possibility of adding an additional revenue channel to their business.

Day 3

The third day of the program will include an industry visit, a dialogue session with a supply chain business leader. The final part of the day will be a session to integrate the lessons learned and a dialogue session with the instructors.

Day	Session	Topic	Description
1	Session 1	Holistic View of Supply Chain Strategy	• Presents the Supply Chain (SC) Strategy framework, which has been used by over a dozen companies worldwide to formulate their SC strategy.
	Session 2	Strategy in Uncertain Environment and Scenario Planning	 Presents the challenges of developing SC strategy in the real-world due to the uncertainty about the long-term business environment Describes how the scenarios can be used to structure the uncertainty to simplify the strategic decision making
	Session 3	Workshop: Supply Chain Strategy Using Scenarios	Learn to use the SC strategy and scenario toolkits through hands-on application
	Session 4	Supply Chain Innovation	• Describes how innovative approach to managing the supply chain can create competitive advantage
2	Session 1	Distribution Strategies and Network Design	 Centralization vs Decentralization of Stocks Push vs Pull Strategy Innovative approaches to meeting customer demand
	Session 2	Strategic Sourcing and Outsourcing	 The decision to partner / outsource Foundations of supply chain contracting and collaboration Designing better supply chain contracts
	Session 3	Sustainability Issues in Supply Chain	Pillars of SustainabilityContemporary issues in sustainabilityChallenges of going green
	Session 4	Supply Chain	 E-commerce growth in emerging economies Designing e-commerce operations and supply chains Role of IT in enabling E-commerce
3	Morning Session	Industry visit and dialogue session with supply chain leaders	Visit to a company (TBD) and a dialogue session with an experienced supply chain leader from the region.
	Afternoon Session	Integration and review of lessons learned	Dialogue session with MISI faculty and review the learnings from this module

Certification

Upon the successful completion of the program participants will receive a certificate of completion from the MIT Global SCALE Network.



A School with a View

Management

IEDC BLED SCHOOL OF MANAGEMENT

Young Managers Program - YMP Group 1&2

JUMP-START YOUR CAREER AND DEVELOP YOUR MANAGERIAL SKILLS

Get ready to grab new opportunities and boost your talent and knowledge. YMP is your fast-track to developing your managerial skills.

Why should you take the next business step with the YMP?

• GET READY TO FACE NEW BUSINESS CHALLENGES

The program will give you a holistic view of your organization and your managerial role within it. You will be immersed in a highly interactive learning experience that promises to broaden your business and managerial perspectives. You will return to your organization with a solid base for continuous personal and organizational growth.

• BE ABLE TO APPLY NEWLY DEVELOPED CONCEPTS TO REAL-WORLD MANAGEMENT SITUATIONS

The program is practice-oriented, addressing your own business challenges. It integrates participative learning, the case method, group work, class discussions, business simulations, role plays, presentations, team

building exercises and extra-curricular activities in the evenings.

• DESIGNED TO BOOST YOUR CAREER

Learn from world-renowned professors and take your career path to the next level.

EXPAND YOUR NETWORK

You will have the opportunity to network with international peers from more than 20 countries around the world.

Who is this program for?

- Individuals who have recently assumed managerial responsibilities
- High-potential individuals who are candidates for managerial jobs
- Professionals from a variety of disciplines
- Average age: 30

Topics

FUNCTIONAL TOPICS

- Measuring Company Performance
- Customers & Markets
- Project Management
- Business Strategy

LEADERSHIP TOPICS

- General Management
- Leadership
- Arts & Leadership
- Team Skills
- Communication Skills

When

Group I: June 18, 2019 at 5:00 PM - June 28, 2019 at 2:00 PM

OR

Group II: June 25, 2019 at $5:00\ PM$ - July 5, 2019 at $2:00\ PM$

Admission requirements

- Minimum 3 years of work experience
- Completed application form
- Admission interview
- High-level of proficiency in English

GMP with specialization in Purchasing Management

MAXIMIZE YOUR IMPACT AT WORK AND GET READY FOR CHALLENGES OF PURCHASING MANAGEMENT

Develop your purchasing and leadership skills. The program focuses on the organisational aspects of purchasing management, combined with business and leadership courses.

Who should attend?

GMP Program with Specialization in Purchasing Management is targeted at purchasing managers and executives who wish to strengthen their strategic and leadership skills. The program combines purchasing management courses with business and leadership courses.

What are the program objectives?

GMP Program with Specialization in Purchasing Management focuses mainly on management and leadership capabilities as well as on the organizational aspects of purchasing. Among the purchasing courses are purchasing strategy and organizational issues, purchasing management skills and performance indicators and supply chain optimization management. Among business and leadership courses are reinventing the business, developing communication skills, developing competitive advantage, leading people, measuring organizational performance and customers and markets.

Program topics

Purchasing Courses

- Purchasing Excellence (2 days)
- Internet of Things (1 day)
- Purchasing: Strategies and organisation (3 days)
 Business and Leadership Courses
- Measuring Organizational Performance (3 days)
- Customers and Markets (3 days)
- Developing Competitive Advantage (3 days)
- Developing Communication Skills (2 days)
- Leading Change (2 days)

Project work

- Each participant will under mentorship of program faculty prepare a project dealing with an important business issue from his/her company.
- The development of a project is an essential part of the learning process and has to demonstrate a participant's capacity to implement the tools and methodology covered during the Program.

When

Module I: May 12 - 25, 2019 Module II: November 4 - 15, 2019

Admission

Admission Criteria

- A working level of business English (verified during the phone interview)
- At least three years of management experience
- Completed application form

Purchasing Management Program

TRANSFROM YOUR PURCHASING FUNCTION Show All Programs

This 6-day long course focuses particularly on the organizational aspects of purchasing, covering key topics to help you transform the purchasing function and significantly improve performance.

Why should I attend?

- Develop your analytical skills and leadership effectiveness
- Implement new practices and enhance today's performance and be able to sustain performance in the future
- Transform the Purchasing function and use external resources for competitive advantage
- Increase the performance at individual, team and organisation levels

Who should attend?

Purchasing managers and executives who wish to strengthen their strategic and leadership skills.

Topics covered

- Purchasing Excellence (2 days)
- Internet of Things (1 day)
- Purchasing: Strategies and organisation (3 days)

When

Start date: November 4, 2019 End date: November 9, 2019

> Advanced Management Program - AMP

STRENGHTEN YOUR MANAGERIAL COMPETENCES AND SKILLS

Show All Programs

Transform yourself to be more effective in your job, as well as boost your personal development. AMP is designed for managers who are moving from a functional to strategic level of their responsibilities.

Why Should I attend?

LEARN TO COPE WITH A CHALLENGING MARKET ENVIRONMENT

Develop a keen understanding of how to create value for your organization. Become a more effective and informed decision-maker at the general management level.

BOOST YOUR LEADERSHIP POTENTIAL

Make the shift from managing to leading. Develop strong and sustainable leadership and team building capabilities. Understand the interaction between leadership and team performance.

IMPROVE YOUR UNDERSTANDING OF A FINANCIAL PERFORMANCE OF YOUR COMPANY

Use financial information in both long-term strategic analysis as well as short-term tactical decisions with confidence.

Who Should attend?

- Functional experts, managers and entrepreneurs who are responsible for translating strategic objectives of the company into operational goals and their execution
- Managers, executives and entrepreneurs in any area of an organization who want to become more effective leaders
- Mid-level to senior executives who oversee general management, finance, operations, communications, marketing, legal or compliance initiatives
- Management and operations consultants and communications advisers

Modules

- Customers and Markets, October 22 24, 2019 by Prof. Vikas Tibrewala
- Measuring Organisational Performance, November 25 - 27, 2019 by Prof. Danny Szpiro
- Business Transformation, December 10 12, 2019 by Dr. Nenad Filipović

Participants attending all three modules will be awarded the Advanced Management Program certificate. Participants attending only one module will obtain the confirmation of attendance.

Where

Falkensteiner hotel (Bulevar Mihajla Pupina 10k), Belgrade, Serbia

> Measuring Organizational Performance -AMP module II

ENHANCE THE SKILLS OF NON-FINANCIAL MANAGERS AND DECISION-MAKERS.

Show All Programs

Learn the skills and get the tools to enhance your decision-making and understanding of your company financial performance.

About the seminar

Measuring Organizational Performance Seminar is part of a series of three seminars offered under the scope of the Advanced Management Program - AMP. The seminar can be taken separately or as a part of the whole AMP.

Most organizations have financial managers and staff to support the financial functions of the organization. Most decision-makers in organizations, however, are not financial managers yet they must utilize financial information in both long-term strategic analysis as well as short-term tactical decisions. The goal of this seminar is to address key tools and concepts to enhance the skills of non-financial managers and decision-makers. This should lead to at least two key benefits. First, an increased willingness and ability by participants to incorporate financial analysis into decision-making process. Second, a similarly increased willingness and ability to partner with the financial managers in the organization to identify or develop the relevant financial data needed to informed decision-making.

What are the benefits of attending this program?

- To better understand how external stakeholders and shareholders evaluate the financial performance of your organization
- To improve the analysis of strategic long-term capital investment decisions
- To build dynamic models of the interaction between costs, volume, and profits
- To make more effective tactical and short decisions based on relevant cost analysis

Who should attend?

- Middle and senior managers who want to expand their skills
- Recently promoted managers with new financial responsibilities
- Decision-makers who want additional tools for enhanced strategic analysis
- Decision-makers who want additional tools for enhanced strategic analysis

Topics

• Financial Reporting: Mid-level and senior managers should be familiar with how the standard financial reports used by shareholders, boards, and senior management to evaluate the organization are prepared and analyzed. This topic will introduce participants to how business transactions are recorded in financial records, how Generally Accepted Accounting Principles [GAAP] influence that process, and how this information is used to prepare a Balance Sheet, Income Statement, and Statement of Cash Flows. The session will then

examine sample Annual Reports to understand how shareholders would analyze the performance of the firm and compare it with other, similar organizations.

- Strategic Investment Analysis: Mid-level and senior managers are regularly involved in identifying and selecting long-term capital projects that will allow the organization to achieve its strategic goals. This topic addresses the financial elements to this strategic capital investment process. Participants will be introduced to how an organization's financing choices creates a cost of capital and how this is used to select investment opportunities. Participants will be introduced to the concept of the time value of money as the basis for understanding the discounted cash flow (DCF) approach to using various capital budgeting metrics. Specific tools, such as Internal Rate of Return (IRR), Net Present Value (NPV), and Payback will be developed in the module.
- Understanding Costs: The most common financial input used by managers in the decision-making process is cost. Whether this is the cost of producing output or the cost of a specific operation, the data is typically prepared by the finance department in an organization and arrives as a "black box" for decision-makers to use. This topic focuses on two characteristics of costs to provide participants with new skills to analyze costs and, potentially, identify new or specific information needed for a specific question or decision. Participants will cover the cost measurement system by focusing on how direct costs are traced to cost objects and the allocation process used to attach indirect costs to cost objects. The seminar will also examine cost behavior to model how fixed and variable costs should be incorporated in dynamic decision-making. The topic of cost behavior is extended to introduce the flexible budgeting.

When

Start date: November 25, 2019 at 9:00 AM End date: November 27, 2019 at 5:00 PM

Where

Falkensteiner hotel (Bulevar Mihajla Pupina 10k), Belgrade, Serbia



MIT PROFESSIONAL EDUCATION SHORT PROGRAMS

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THE PROGRAMS ARE SCEHDUELD BETWEEN MAY-AUGUST EACH YEAR

Biotechnology & Pharmaceuticals	Instructor(s)	DAYS
Controlled Release Technology: Delivery Systems for Pharmaceuticals and Other Agents	Robert Langer	4
Downstream Processing	Charles Cooney	4
Fermentation Technology	Daniel Wang, Kristala Prather	4
Formulation and Stabilization of Biotherapeutics	Bernhardt Trout	4
Quantitative Cardiorespiratory Physiology and Clinical Applications for Engineers	Thomas Heldt, Roger Mark	4
Computer Science	Instructor(s)	DAYS
Applied Cybersecurity	John Williams, Abel Sanchez	4
MIT Master Trainers Program in Educational Mobile Computing	Hal Abelson	4
Data Modeling & Analysis	Instructor(s)	Date
Advanced Machine Learning for Big Data and Text Processing	Regina Barzilay, Tommi Jaakkola, Stefanie Jegelka	3
Data and Models: Regression Analytics	Frank Dale Morgan	4
Design and Analysis of Experiments	Paul Berger	4
Designing Efficient Deep Learning Systems	Vivienne Sze	2
Discrete Choice Analysis: Predicting Demand and Market Shares	Moshe Ben - Akiva	4
Machine Learning for Big Data and Text Processing: Foundations	Regina Barzilay, Tommi Jaakkola, Stefanie Jegelka	2

	D :16	
Machine Learning for Healthcare	David Sontag	2
Modeling and Optimization for Machine Learning and Applications	Justin Solomon, Suvrit Sra	4
Modeling and Simulation of Transportation Networks	Moshe Ben-Akiva	4
People Analytics: Transforming Management with Behavioral Data	Alex Pentland, Ben Waber	3
Understanding and Predicting Technological Innovation: New Data and Theory	Jessika Trancik	4
Design & Manufacturing	Instructor(s)	Date
Additive Manufacturing: From 3D Printing to the Factory Floor	John Hart	4
Computational Design for Manufacturing	Wojciech Matusik	3
Design of Electric Motors, Generators, and Drive Systems	James Kirtley, Steven Leeb	5
High-Speed Imaging for Motion Analysis: Systems and Techniques	James Bales	4
Multiscale Materials Design	Markus Buehler	4
Precision Engineering Principles for Mechanical Design	Alex Slocum, Nevan Hanumara	4
Product Platform and Product Family Design: From Strategy to Implementation	Olivier de Weck, Timothy Simpson, Bruce Cameron	43
Rapid Prototyping Technology	Martin Culpepper	4
Tribology: Friction, Wear, and Lubrication	Nannaji Saka, Nam Pyo Suh	5
Energy & Sustainability	Instructor(s)	DAYS
Beyond Smart Cities	Kent Larson	3
Climate Change: From Science to Solutions	Noelle Selin, Daniel Cziczo	5
Nuclear Plant Safety	Neil Todreas, Benoit Forget	5
Technology and Sustainability	Timothy Gutowski	4
Innovation	Instructor(s)	DAYS
Advances in Food Innovation	Markus Buehler	4
Humans, Technology, and the Future of Work	Ashley Nunes, Yossi Sheffi	3
Innovation: Beyond the Buzzword	Federico Casalegno	3
Mastering Innovation and Design-Thinking	Joel Schindall, Blade Kotelly	4
Organizations, Innovation, and Technology: Putting Ideas to Work	Sanford Weiner, Richard Cohen	4
Radical Innovation	Sanjay Sarma	3
The Invention Process: Invention in the Context of Innovation	Emanuel Sachs	4
Leadership & Communication	Instructor(s)	DAYS
Crisis Management and Business Continuity	Steve Goldman, Richard Larson	4
Engineering Leadership for Emerging Leaders	David Niño, Joel Schindall	4
Leadership Skills for Engineering and Science Faculty	Charles Leiserson, Chuck McVinney	3
Persuasive Communication for Technology Professionals	Edward Schiappa	5
Real Estate	Instructor(s)	DAYS
Commercial Real Estate Development	Chris Gordon, Tod McGrath	4
Evaluating Real Estate Markets	William Wheaton	2
Global Real Estate Markets	Albert Saiz	4
Real Estate Finance: Advanced	David Geltner	3
Real Estate Finance: Fundamentals	Walter Torous	2
Other	Instructor(s)	DAYS
Advances in Imaging: VR-AR, Machine Learning, and Self-Driving		
Cars	Ramesh Raskar	4
		4
Cars	Ramesh Raskar	



Georgia Tech Supply Chain & Logistics Institute HOP short cohort course

Thank you for your interest in the Georgia Tech Supply Chain & Logistics Institute (SCL) conducting a Supply Chain Short Course in Savannah, Georgia for the House of Procurement Limited. Below please find a Statement of Work to address the needs.

Project Name: House of Procurement Short Course

Introduction:

House of Procurement Limited (HOP) has a need for professionals traveling from Africa to participate in a supply chain education program consisting of classroom activities and interactions with local supply chain professionals in the field. The main objective is to learn new skills for student and organizational development. Emphasis will be placed on developing skills in supply chain management and project management applications.

Participants will be required to complete an online course in Supply Chain Management Principles prior to attending the onsite portion of the program. The cost of the online course is included in this SOW.

SCL will provide a 5-day program on the Georgia Tech Savannah Campus and nearby supply chain facilities to meet HOP's needs. The program will be conducted in English.

Project Objectives:

- To provide a cohort of up to 30 HOP participants with training in supply chain management through classroom training and engagement with industry professionals
- To conduct an assessment at the end of the course to ensure participants learning outcomes have been sufficiently met

 To provide successful participants with Continuing Education Units (CEU) and a course completion certificate

Course Description:

Key course topics include:

Online Course – Supply Chain Fundamentals: Supply Chain Principles (4.0 CEUs) – Modules:

- o Supply Chain Concepts
- o Customer Service Operations
- o Manufacturing & Service Operations
- o Procurement and Supply Management
- o Inventory Management
- o Demand Planning
- o Warehousing Operations
- o Transportation Operations

Classroom Course – Supply Chain & Logistics Performance and Project Management: Daily Course Agenda:

Start each day: 8:00 AM Break: 10:15

Lunch: 12:00 – 13:00 PM Breaks: 14:15 & 15:45

Adjourn Days 1 - 5: 17:00

High-level Description:

Supply Chain Management projects can span a wide range of project types including supply chain strategy, network analysis, facility design build, supply chain technology selection and implementation, and continuous process improvement initiatives. This course provides an overview of supply chain management and project management methodologies as applied in the supply chain environment. Class discussion and projects provide an understanding of how fundamental project management approaches and industry best practices can be used to effectively manage the complexities.

In addition to classroom discussion and projects, the class will participate in a lecture by the Georgia Ports Authority (GPA) at the Port of Savannah to engage in discussion on how GPA measures and manages performance. Additionally, the class will visit a local distribution center and/or manufacturing plant to learn how they manage supply chain performance.

Course Outline:

Day 1 - Supply Chain Management Overview

Overview of Leading Supply Chain Management Methodologies and Frameworks

Types of Supply Chain Projects – Process/Functional Impacts

Lunch

Importance of Collaboration in the Supply Chain

Supply Chain Game

Day 2 - Project Management Fundamentals

Overview of Leading Project Management Methodologies & Certifications

PMBOK knowledge areas in context of Supply Chain Projects

Lunch

Developing the Work Breakdown Structure for SC Projects

Estimating Cost, Duration, and Resources

Day 3 - Logistics Management

Resource Management & Developing Dependency Diagrams

Defining, Assessing, & Mitigating Risk

Lunch

The Role of Ports in Global Trade

GPA Port Logistics Performance Management

Day 2 - Procurement Management Principles

Defining the Project & the Effective Supply Chain Project Manager

Best Practices in Procurement - Strategic Sourcing

Lunch

Best Practices in Procurement – Supplier Management

Best Practices in Procurement – Transaction Execution

Day 3 - Application of LEAN in Supply Chain & Logistics

Introduction to LEAN Frameworks

Distribution Performance Management Meeting

Lunch

Manufacturing or Distribution Performance Management Meeting

Assessment

Course Materials:

Participants will receive a course notebook

Arrangement Timeline

It is anticipated that the course will take place in mid- 2019 on Quarter 2 and 3.



SUPPLY CHAIN PROCUREMENT LOGISTICS

	Pı	ublic Training and Events 2019 as of December 17, 2018 (ASEAN Region)	Venue
		JANUARY	
21-22	M-T	Essentials of Strategic Sourcing	MANILA
21-22	M-T	Essentials Of Warehouse And Logistics	MANILA
23-24	W-TH	Supply Chain Planning And Demand Management	MANILA
23-24	W-TH	Contracts And Performance Management	MANILA
28-29	M-T	Negotiating For Procurement And Supply Chain Professional	MANILA
28-29	M-T	Strategic Sourcing Tools and Techniques	MANILA
0-31	W-TH	Essentials Of Warehouse And Logistics	CEBU
		FEBRUARY	
8-19	M-T	Supplier Relationship Management	MANILA
8-19	M-T	Supply Management And Inventory Planning	MANILA
7-28	W-TH	Warehouse and Inventory Practices	MANILA
7-28	W-TH	Cost Analysis for Procurement and Contracting	MANILA
7-28	W-TH	Essentials Of Warehouse And Logistics	DAVAO
		MARCH	1
1-12	M-T	PASIAWorld Malaysia Forum – Marriott Hotel	MALAYSIA
4-15	TH-F	Essentials Of Strategic Sourcing	SINGAPORE
18-19	M-T	Category Management: Implementing Strategic Sourcing	MANILA
20-21	W-TH	Essentials Of Warehouse And Logistics	MANILA
20-21	W-TH	Negotiating For Procurement And Supply Chain Professional	MANILA
25-26	M-T	Supply Chain Planning And Demand Management	CEBU
25-26	M-T	Essentials Of Warehouse And Logistics	INDONESIA
		APRIL	II.
4-5	TH-F	Essentials Of Strategic Sourcing	MALAYSIA
15-16	M-T	PASIAWorld Indonesia Forum – Marriott Hotel	INDONESIA
24-25	W-TH	Supply Risk Management, Managing Rfx's And Supplier Assessment	MANILA
24-25	W-TH	Advance Warehouse And Logistics	MANILA
25-26	TH-F	Procurement Tactical And Strategic Cost Analysis	SINGAPORE
29-30	M-T	Supply Chain Planning And Demand Management	DAVAO
		MAY	1
20-21	M-T	Strategic Sourcing Tools And Techniques	MANILA
20-21	M-T	Managing Logistics In The Supply Chain	MANILA
23-24	TH-F	Contracts And Performance Management	MANILA
23-24	TH-F	Supply Management And Inventory Planning	MANILA
29-30	W-TH	Advance Warehouse And Logistics	CEBU
30-31	TH-F	Supply Chain Planning And Demand Management	SINGAPORE
		JUNE	1
11-12	T-W	PASIAWorld Singapore	SINGAPORE
13-14	TH-F	Supply Chain Planning And Demand Management	MALAYSIA
17-18	M-T	Warehouse And Inventory Practices	MANILA
17-18	M-T	Category Management: Implementing Strategic Sourcing	MANILA
20-21	TH-F	Supply Chain Planning And Demand Management	MANILA
20-21	TH-F	Negotiating For Procurement And Supply Chain Professional	MANILA
24-25	M-T	Essentials of Strategic Sourcing	INDONESIA
27-28	TH-F	Advance Warehouse And Logistics	DAVAO

For More Information please contact us on: info@hop-global.com, programs@hop-global.com, www.hop-global.com +254719172178 for WhatsApp



SUPPLY CHAIN PROCUREMENT LOGISTICS

		JULY	
18-19	TH-F	Essentials Of Strategic Sourcing	MANILA
18-19	TH-F	Essentials Of Warehouse And Logistics	MANILA
22-23	M-T	Sales And Operations Planning	MANILA
22-23	M-T	Total Cost Of Ownership	MANILA
30-31	T-W	Supply Management And Inventory Planning	CEBU
30-31	T-W	Strategic Sourcing Tools and Techniques	MALAYSIA
		AUGUST	
1-2	TH-F	Essentials of Warehouse and Logistics	MALAYSIA
15-16	TH-F	Strategic Sourcing Tools And Techniques	MANILA
15-16	TH-F	Advance Warehouse And Logistics	MANILA
19-20	M-T	Supplier Relationship Management	MANILA
19-20	M-T	Managing Logistics In The Supply Chain	MANILA
22-23	TH-F	Supply Chain Management And Inventory Planning	DAVAO
		SEPTEMBER	
12-13	TH-F	Supply Risk Management, Managing Rfx's And Supplier Assessment	MANILA
12-13	TH-F	Category Management: Implementing Strategic Sourcing	MANILA
19-20	TH-F	Essentials Of Strategic Sourcing	SINGAPORE
19-20	TH-F	Rules And Guidelines On International Trade	MANILA
19-20	TH-F	Contracts And Performance Management	MANILA
23-24	M-T	Warehouse And Inventory Practices	CEBU
24-25	T-W	Strategic Sourcing Tools and Techniques	INDONESIA
26-27	TH-F	Supply Chain Planning and Demand Management	INDONESIA
		OCTOBER	
3-4	TH-F	Essentials of Warehouse and Logistics	DAVAO
14-15	M-T	Essentials of Strategic Sourcing	MANILA
14-15	M-T	Warehouse and Inventory Practices	MANILA
17-18	TH-F	Essentials of Warehouse and Logistics	SINGAPORE
17-18	TH-F	Cost Analysis For Procurement And Contracting	MANILA
17-18	TH-F	Supply Chain Planning And Demand Management	MANILA
		NOVEMBER	
28-29	TH-F	Negotiations for Procurement and Supply Chain	SINGAPORE
14-15	TH-F	PASIAWorld2019 Conference	MANILA
		DECEMBER	
10-11	T-W	Negotiating For Procurement And Supply Chain Professional	MANILA
12-13	TH-F	Managing Finance In The Supply Chain	MANILA
12-13	TH-F	Warehouse And Inventory Practices	MANILA

Note: dates are subject to change without prior notice

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SUPPLY CHAIN & OPERATIONS IN EMERGING MARKETS

EXPERIENCE THE FINEST PROFESSIONAL TRAINING IN SUPPLY CHAIN & OPERATIONS



Training Language: **English**Class Size Minimum: **10 Pax**Class Size Minimum: **20 Pax**

Course	Language	Length
CLTD Certified in Logistics, Transportation and Distribution	English	6 days
CPIM M1 Basics of Supply Chain Management	English	4 days
CPIM M2 Master Planning of Resources	English	3 days
CPIM M3 Detailed Scheduling and Planning	English	3 days
CPIM M4 Execution and Control of Operations	English	3 days
CPIM M5 Strategic Management of Resources	English	3 days
CSCP Certified Supply Chain Professional	English	6 days
Inventory Management	English	2 days
Demand Planning Management & Sales Forecast Best Practices	English	2 days
Sales and Operations Planning - S&OP Advance	English	2 days

World Class Management Training Workshops

Material Requirements Planning	English	1 day
The Essential of ERP/SCM/Lean Thinking	English	2 days
Inventory Management	English	1 day
Inventory Management And Cycle Counting	English	1 day
Integrating The Theory Of Constraints (TOC) With The Supply Chain	English	1 days
Supply Chain and Sustainability	English	1 day
Sales & Operations Planning Advanced	English	2 days

Georgia | Supply Chain & Tech | Logistics Institute

GEORGIA TECH SUPPLY CHAIN AND LOGISTICS INSTITUTE DEGREE PROGRAMS:

SUPPLY CHAIN MANAGEMENT BACHELORS

Supply Chain Management integrates topics from manufacturing operations, purchasing, transportation, and physical distribution into a unified program. The program offers integration among these critical, value-adding components to enhance global competitiveness. The objectives are to provide students with a comprehensive background in each area and also to allow students to pursue concentrations within their areas of interest.

GT-SCLI Degree Programs

The Georgia Institute of Technology offers a wide range of supply chain, operations management, logistics, and related degree programs in the United States. Students may pursue degrees at the Bachelor of Science, Master of Science, Professional Masters, and PhD levels. Programs are offered in full-residential, partial residential, and fully online formats.

Operations and Supply Chain Management – Delivered by the Scheller College of Business

- BSc, BA Operations and Supply Chain Management
- MBA Operations and Supply Chain Management
- PhD. Operations and Supply Chain Management

https://www.scheller.gatech.edu/degree-programs/undergraduate/courses-curriculum/curriculum-operations.html

Supply Chain Engineering – Delivered by the Stewart School of Industrial & Systems Engineering Supply Chain Engineering Concentration Supply Chain Engineering (SCE)

Supply chain engineers design and synchronize the networks and processes that move raw materials and supplies into production facilities, transform them into finished goods, and distribute products to customer

markets.

The depth courses in this concentration include logistics, manufacturing (or operations) and advanced courses useful in the distribution of goods and services. Logistics deals with facility location, supply network design, transportation and vehicle routing. Manufacturing deals with operations within one facility such as planning and scheduling, inventory control, system dynamics and facility layout.

https://www.isye.gatech.edu/academics/bachelors/industrial-engineering/curriculum/supply-chain-engineering-concentration

- BS, IE Supply Chain Engineering
- Master of Science in Supply Chain Engineering
- PhD, IE Supply Chain Engineering

PROFESSIONAL MASTERS – INTERDISCIPLINARY, HYBRID DELIVERY, IN CONJUNCTION WITH GT PROFESSIONAL EDUCATION

https://pe.gatech.edu/degrees/pmase and https://pe.gatech.edu/degrees/pmml

- Professional Masters in Applied Systems Engineering
- Professional Masters in Manufacturing Leadership

Online Master of Science Degrees – Delivered in conjunction with GT Professional Education

- Master of Science in Analytics- https://pe.gatech. edu/degrees/analytics
- Master of Science in Industrial Engineering -https://pe.gatech.edu/degrees/industrialengineering
- Master of Science in Operations Research https:// pe.gatech.edu/degrees/operations-research

PROPOSED SUPLLY CHAIN BUSINESS SCHOOL OF AFRICA (SCBSOA)



CERTIFICATE, UNDERGRADUATE, MBA/MASTER'S AND PHD PROGRAMS

MSc Supply Chain Management

Duration: 2 years | Start date: TBC. 2020 | Location: Nairobi

This Masters in supply chain focuses on the design, improvement, and management of supply chain management strategies. It is multidisciplinary and builds on several scientific disciplines. It also helps students develop their skills in general management, logistics, marketing, purchasing, and transport. The courses and master's thesis include diverse educational ideas and teaching methods appropriate to fulfil your learning goals. Problem-based learning including case studies with quantitative and qualitative models is amongst the important aspect of this masters in supply chain management.

Master in Global Supply Chain Management

Duration: Full time 12 months | Start date: TBC. 2020 | Location: Nairobi

This program aims at offering quality insight into international supply chains to young experts, who have little to zero experience in logistics and supply chain management. With this Masters in Supply Chain, you are ready to accomplish global and multifaceted supply chains.

Masters in Supply Chain and Purchasing Management Duration: 18 months | Location: Nairobi| Start date: TBC. 2020|

This Masters in Supply Chain and Purchasing Management (MSCPM) prepares you for a thrilling career in a field that is strategic to any corporation today. The Supply Chain and Purchasing Management program offers a truly global experience and international view – with an exceptional style that merges both global sourcing and supply chain in addition to logistics operations, warehousing, and transport management. SCBSOA & KBK-U will also works alongside the corporate world in a bid to become a leader in responsible management practices.

The MSc Logistics and Supply Chain Management course at Kabarak University's SCBSOA to be a full-time one-year course: | Start date: TBC. 2020|

Students can gain skills and knowledge to make contributions to a logistics-related role and an understanding of global business from a strategic and operational perspective.

BA Business Administration in Logistics and Supply Chain Management | Start date: TBC. 2020|

Provides students with a broad understanding of business logistics issues. Students earning the supply chain management degree online learn to streamline processes to increase profitability, and they become familiar with supply chain technology applications.

BSc (Hons) International Supply Chain and Procurement Management | Start date: TBC. 2020|

This course contains core modules which are; International Logistics Management, Research Skills for International Business, Project Dissertation, Procurement Management Processes, Procurement and Supply Chain Law and International Supply Chain Management.

BSc (Hons) International Supply Chain and Shipping Management. | Start date: TBC. 2020|

The core modules for this course are; International Logistics Management, Research Skills for International Business, International Shipping, Current Issues in Management, Ports and Intermodalism, International Trade Laws and Treaties, Global Sourcing and International Supply Chain Management.

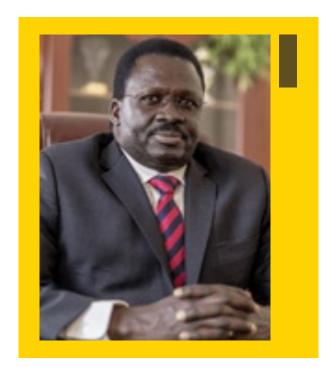
MSc Value Chain Management.

The course can be studied on a full-time basis for one year or two years on a part-time basis.

The programme helps you to decide which decisions to make in any logistic area within an organisation. Logistics and supply chain management problems may include inventory, transportation, warehousing, location, reverse and green logistics and customer and supplier relationships.

Graduates of this MSc should be able to respond to the challenges in an area that is constantly evolving.

ADVISORY COUNCIL





PROF. HENRY KIPTIONY KIPLANGAT PhD.

MBS, OGW, VC, Kabarak University

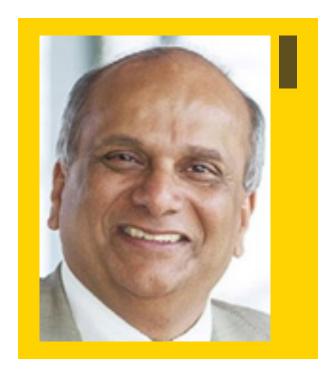
Prof. Henry Kiptiony Kiplangat, PhD, MBS, OGW, Vice Chancellor, Kabarak University was born on 29th June, 1966 and has served Kabarak University from its inception in 2002. He is a founder member of the University Council and served in the Council until May 2015 when he was appointed Deputy Vice Chancellor (Administration & Finance), Kabarak University.

He also serves as a member of the Board of Trustees. Kabarak University, a position he has held since February, 2003. He has been recognition for the exemplary role he played in the process towards the award of the Charter to the University, as a member of the University Board of Trustees, Governing Council, University Steering Committee and Technical Committee. In January 2, 2017, he was officially named Ag. Vice Chancellor, Kabarak University. Professor Henry Kiplangat has also worked directly for the Chancellor, His Excellency Daniel T. Arap Moi, Second President of the Republic of Kenya via many of the Chancellor's affiliated institutions. In his administrative career, Henry has held a variety of leadership positions, including two Chief Principal and CEO positions of leading private Christian co-educational Schools, namely Sacho High School (1995 – 2001) and Moi High School – Kabarak (2001 – 2015). During his tenure as a High School Principal, he performed exceptionally well through effective leadership styles and integrity.

PROF. PHILIP POH Chairman SIPMM, WCI (USA) and Vice Chair **World Supply Research Institute**

Professor Philip Poh has more than 30 years of leadership experience in multiple industries as well as in academia and the services sector. He has served as a Board Director of Public Listed companies in Singapore and South Korea. He also served as a Board Director of private companies in the United States, Europe and in the Asia-Pacific region, specifically in Australia, China, Korea, Singapore, Malaysia, Thailand, Philippines, Vietnam and Indonesia. He is current Chair of Global Board at World Certification Institute (United States), Chairman of Singapore Pacific Business Council, Chairman of Singapore Institute of Purchasing & Materials Management, Senator & Trustee Management Development Institute of Singapore (MDIS). Councilor of Australian School of Accounting (ASA), Honorary Chairman of Trade & Industry Association (Singapore), and also Global Distinguished Ambassador for HHI World body (United States). He is former President of Global Investments & Advisory Corporation (GIAC), and has been Senior Advisor to several global corporations on corporate strategies in the Asia-Pacific region.

Professor Poh is distinguished Chair of Business Research at Edison World College. From 1998 to 2016, he was Professor of the Business Faculty at Southern Cross University (Australia). He has also served as a Professor in adjunct capacity at several universities in the US, UK and the Asia-Pacific region. From 999 to 2006, he was the External Examiner at the University of Wales (UK) for post-graduate business degrees in Asia and the Pacific region.





DR. DAVID GONSALVEZ

CEO & Rector, Malaysia Institute for Supply Chain Innovation (MISI)- MIT Global Scale Network

Dr. Gonsalvez is the CEO and Rector at the Malaysia Institute for Supply Chain Innovation (MISI). He is also a Research Affiliate at the Massachusetts Institute of Technology.

Dr. Gonsalvez is fascinated by transportation. His current research focuses on future mobility and autonomous transportation in the freight industry. He also believes that a strong foundation in procurement is essential for good supply chain leaders. To this end, he has introduced several courses in procurement in MISI both in Master's programs and in executive education.

From 2010-2014, he was the Executive Director in charge of MIT's Zaragoza Logistics Center(ZLC) in Zaragoza, Spain which was ranked as the best Logistics post graduate education program in Spain during his tenure. Prior to that he was the Director of Global Supply Chain Strategy, at General Motors responsible for supply chain strategy, planning, and security in GM's supply chains worldwide. He retired from GM after a 25-year career in 2009.

Dr. Gonsalvez has a B. Tech. in Mechanical Engineering from the Indian Institute of Technology, Madras and a Ph.D. in Operations Research from the Ohio State University.

JULIEN BRUN

Managing Partner, CEL Consulting Supply Chain & Operations Emerging Markets

Julien Brun is the General Director of CEL Consulting, Vice President of French Chamber of Commerce in Vietnam, and Co-founder of Vietnam Supply Chain.

MSc in Aeronautic System engineering (Ecole Nationale des Arts et Metiers, Paris), Julien gathered experience and know-how in product development and supply chain optimization in the aeronautic (Airbus) and automotive industry (Peugeot Citroen, Rover group) in France, the UK and the Netherlands.

Later, Julien developed its interest and abilities to deal with challenging environments by setting up and coordinating food distribution for 300,000 refugee camps in West Africa, for the account of the World Food Program and UNHCR. In Asia since 2005, Julien founded CEL Consulting with objective to develop the first supply chain intelligence firm specialized in emerging markets to actively support the sustainable industrial development of emerging economies. In multiple investment or improvement related projects he has led for Multinationals and local groups in Vietnam, Indonesia, Cambodia, Lao, Philippines, Malaysia, Thailand, Sri Lanka, Brazil, Guinee, Julien constantly strove to enable the match between strategic requirements and local constraints.

Julien also supported the creation and direction of business groups (Vietnam Supply Chain, French Chambers of Commerce, European Chamber of Commerce) and undertook knowledge transfer initiatives (APICS Education Partner, Massachusetts Institute of Technology).

Julien is SCOR Certified Professional and he is now lecturer in SCM for Executive MBA programs in South East Asia.





Dr. Muddassir Ahmed is a Manufacturing Operations, Procurement and Supply Chain leader from international multi-site manufacturing experience in Electrical, Hydraulics, Automotive and Internet industries. With considerable experience in deploying Continuous Improvement best practices in Europe, Middle East & Africa.

Dr. Muddassir Ahmed has received a Ph.D. in Management Science from Lancaster University Management School, a MSc. in Management of Production from Chalmers University of Technology, Göteborg, Sweden and a B.E. in Textile Engineering from NED University of Engineering and Technology, Karachi, Pakistan. Muddassir is a Six Sigma Black Belt and has founded muddassirism.com - a source for all things to do with Supply Chain Management, Procurement and Leadership. Prime focus is to assist readers in "gaining knowledge" in operations world and help them making decisions and assist them to drive "Continuous Improvement" in the jobs and business they are in. By providing tools, training courses, mentoring and virtual consultancy.

At muddassirism.com now I have 40,000 of visitors and 55,000-page views a month to my site, 14,750 active Newsletter subscribers, and a tribe of over 37,000 social media followers who are mostly supply chain professionals. All these numbers are growing every day.

Muddassirism.com has been ranked at Number 8 in Top 75 Supply Chain Blogs & Websites for Supply Chain Professionals by feedspot.com



Professor Danica Purg President of the IEDC-Bled School of Management, Slovenia, and President of CEEMAN

Professor Danica Purg is the President of the IEDC-Bled School of Management, Slovenia, and the President of CEEMAN, the international association for management development in dynamic societies, which brings together 225 management development institutions from 54 countries. She is also leading the European Leadership Centre (ELC).

Prof. Purg is professor of leadership and effective management at the IEDC-Bled School of Management. Her special field of interest is looking for inspirations for managers from art and other professions. In 2010 Prof. Purg received the 2010 International Educator of the Year Award by the Academy of International Business (AIB) for her outstanding achievements in international business education. In 2013 Prof. Danica Purg was nominated Chair of PRME (Principles of Responsible Management Education) Steering Committee, the initiative started by UN Global Compact. In July 2017, the Global UN PRME Forum awarded Prof. Purg for her pioneering work in establishing the UN PRME initiative. Prof. Purg is President of UN Global Compact Slovenia, as well as member of several international advisory boards at management schools around the world, including University of Stellenbosch Business School (South Africa), School of Management Zhejiang University (Hangzhou, China), and ESSCA School of Management (France).





Christopher Wasike Consultant

Christopher is a result driven and keen to detail Procurement professional with over 10 years of experience. Over the years, he has successfully managed projects worth about Ksh. 15 billion at NSSF for 4 years in the procurement department.

Christopher holds Masters of Business Administration in Corporate Management (Governance)

-KCA University, Bachelor of Business (Hons) in Entrepreneurship – Limkokwing University of Creative Technology, Malaysia, Certificate in Procurement and Supply Operations - Chartered Institute of Purchasing & Supply (CIPS), Diploma in Procurement and Supply Management – Kenya Institute of Management and a Certified International Procurement Professional (CIPP)

-International Academy of Project Management.

His core competencies include: Consultancy, Inventory management, Cost management, Project Management, Procurement, Supply planning and Management, ERP (SAP) Proficiency, Corporate management, Strategic Management, Organization skills, Communication and interpersonal skills, ICT.

Christopher has led various companies such as Nzoia Sugar Company Ltd, National Social Security Fund (NSSF); Magadi Soda Co Ltd, Kenya Electricity Generating Co. Ltd (KenGen), SkanskaAB and Windsor Retail Ltd.

TAYO ILORI

Managing Director, House of Procurement Nigeria

Tayo is the Managing Director, House of Procurement Nigeria. He has 18 years' experience in Engineering (Maintenance, capex and project management), Manufacturing (Production and direct cost management), Procurement and Supply chain management in the FMCG sector across Africa.

Tayo's core competencies include: Project management, manufacturing network & capacity planning, Supplier development program, Supplier Relationship Management, Contract negotiation & management, Cost Reduction Initiatives, Sustainable Strategic Sourcing, Cross-functional Team Management, E-Sourcing, Cost Modelling & Benchmarking, Ethics, Governance and Risk Management, Stakeholder & community relationship management, Planning (S & OP, demand & supply planning), Inventory & warehouse management, Logistics and distribution Management, Leadership, talent & Change Management.

He has worked in various multinational organizations in the course of his career: pladis (Supply chain & Operations director), Diageo (various Heads of procurement roles - global, regional and country level roles), UACN (Various Engineering and manufacturing roles). He was also a Regional Strategic Buyer for Diageo Africa where he looked after Media (Bought, owned & earned) for Diageo operating companies in Angola, Cameroon, Ethiopia, Ghana, Kenya, Nigeria, South Africa, Tanzania & Uganda.

He has worked on assignments across various countries in Africa, UK and Turkey which give him the multinational, multicultural work experience beyond Africa.



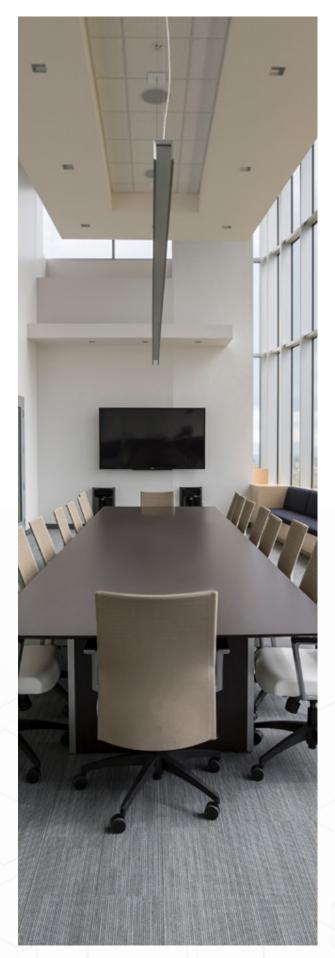
Andrew Hillman Founder & CEO at Bespoke Group Africa

Bespoke Group Africa is a leading African provider of contracting, procurement and supply chain management advice, analytic and training solutions. His remit includes South Africa, Botswana, Mozambigue, Namibia and Tanzania. He is also the Publishing Editor of Bespoke Procurement Bulletin.

Prior to founding Bespoke in 2010, Andrew was Senior Director of an int'l study center for the Chartered Institute of Procurement & Supply Africa. He has 30 years of experience in contracting, procurement & SCM having held senior roles within a number of multinational organisations, including CPO of Pfizer South Africa and Group Sourcing Category Manager at Barloworld Group. He is a contracting, procurement & SCM expert with advanced skills and extensive experience in the field.

In 2008, he was involved in the development of a Greenfield Bioenergy project in South Africa and is now actively pursuing the development of activated carbon processing plants in East Africa.

Andrew was chairman of the Institute of Purchasing & Supply South Africa's Gauteng Regional Committee in 1998, has represented the South African pharmaceutical industry on The Lumus Standard Steering Committee in 2004 & 2005 and was a member of the American Chamber of Commerce: Overseas Security Advisory Committee in South Africa from 2003 to 2005.



FACULTY





DR. MUDDASSIR AHMED



RICKY SANG



PAUL OBIERO





MAL WALKER



FARID MOHAMED





WAMBUI MBUGUA



BROWN



CHARLES OFWONA (MSC, M CIPS)



(MBA, MCIP, MKISM)





EVELYN KITSAO



PROF. DANICA PURG



PROF. HENDRIK SEBASTIAAN (DRIKUS) KRIEK

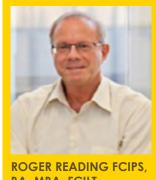




SEAN MCCARTHY LL.M. JD, B.BUS



BENJAMIN SHUTE.



BA, MBA, FCILT





ALICIA JARRETT



JONATHAN DUTTON



DR. CYRIL JANKOFF



OLIVIER LEVY



RICHARD LAUB



DR. JAVAD FEIZABADI



FUNSO SOYOYE



ADEYINKA BANJO





BARRY CROCKER



LISA BARTON



(BSC, MSC, PHD FELLOW)



STEPHEN MALLABAND



TAYO ILORI



ROSAMUND HOWARD



DR. RAFAEL DIAZ



DR. JARROD GOENTZEL



DR. DAVID GONSALVEZ



GURBUZ



DR. SPYRIDON **LEKKAKOS**



DR. MILOS MILENKOVIC



DR. VICTORIA MUERZA



DR. BEATRIZ ROYO



DR. ALEJANDRO **SERRANO**



DR. YOSEF SHEFFI



DR. SUSANA VAL







JANE TIKHWI MUYUNDO



DAVID KISEGERWA





BENJAMIN OKUMU OGULLU



KAREITHI MCIPS



ARCHIBALD KALELA



TONNY AWANGE



TONNY AWANGE



OKEYO GEORGE OYWER



DR. JULIUS M. WAMBUA



WASIKE W.WALUBENGO



SYLVESTER OTIENDE OGESI



PATRICK MUTINDA



DR. PAUL AKIDA JILANI





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