



# Procurement and Supply Management Excellence Program

**PSM-EP classes and  
exam courses 2026**

**PSM**  
EXCELLENCE  
PROGRAM

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# Procurement and Supply Management Excellence Program (PSM-EP)

## PSM Excellence: Shaping the Next Generation of Procurement

“The future of procurement starts here. Through the PSM Excellence Program, IPG – together with its partners – is setting new, practical and strategic standards in procurement education, supporting digitalization, sustainability, growth and resilient supply chains.

This program helps the wider procurement community grow their skills through a proven education portfolio.”



# DEVELOPMENT

## OF PROCUREMENT EXCELLENCE

### The future of procurement starts here

Procurement is undergoing a transformation: from cost manager to strategic value creation partner. Today, companies expect procurement organizations not only to optimize prices and costs, but above all to actively create value and manage risk in an increasingly volatile world. Digitalization, ESG requirements, and geopolitical uncertainties have fundamentally changed the role of procurement.

By participating in the PSM-EP, you will acquire the skills to actively shape this change – from strategic management and digital transformation to sustainable supply chains.

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# DEVELOPMENT

## OF PROCUREMENT EXCELLENCE

**All PSM-EP modules are offered in different formats and training intensities:**

- › 1-day executive classes
- › 2-day masterclasses
- › Multi-day certificate courses
- › Open training
- › In-house training with coaching option
- › All training courses can be conducted as face-to-face, online, or hybrid events

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# DEVELOPMENT

## OF PROCUREMENT EXCELLENCE

### Methodology used in training courses

- › **Practical:** teaching specific exercises and methods
- › **Checklist-based:** fundamentals and specialist knowledge
- › **Case study-based:** applying tools and deriving specific measures
- › **Formats:** presentations, practical exercises, working aids, tools, discussion
- › **Debriefings:** Time for individual questions
- › **Case studies:** Group/individual work, case studies/practical examples, exchange of experiences
- › **Checklists** and working aids round off your knowledge
- › **High practical relevance:** Methods and analyses directly applied to your product group structure and supplier base.
- › **Proven tools and best practices:** Implementation of proven sustainability strategies from practice.

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# Procurement and Supply Management Excellence Program (PSM-EP)

## Key quotes about the PSM-EP



Mirela Senica  
President  
HUND



Andrea Hegedušić  
Head of Procurement  
Muraplast



Danijel Banek  
Senior Executive Director  
Central Procurement  
Atlantic Grupa

«The future of procurement starts here. Through the PSM Excellence Program, HUND – together with our partners IPG and Wogas – **is setting new, practical and strategic standards in procurement education**, supporting digitalization, sustainability, growth and resilient supply chains.

This program will help our members and the wider procurement community grow their skills through a proven education portfolio.»

«The PSM-EP impressively demonstrates **how procurement can evolve** from an operational function **into a strategic, digital, and sustainable value driver**.

I was particularly **impressed by the holistic approach** that combines strategy, technology, sustainability, and practical experience.

The program doesn't just deliver transactional content; it **empowers procurement organizations to make an impact** through networked thinking, well-informed decisions, and collaborative partnerships.»

«**PSM-EP offers outstanding training and a real boost** for my team. All participants were **genuinely enthusiastic** about the content, structure, and the **highly engaging way** digital procurement topics were delivered.

The training clearly expanded their horizons and equipped them with **concrete, immediately applicable knowledge** that is already influencing how we work in procurement.»

PSM-EP is setting new standards for continuing education, covering the essential skill-up requirements of today's and future procurement



## Your trainers | PSM-EP is led by internationally experienced and recognized trainers and conducted in person



**Carsten Vollrath**

IPG PARTNERS GROUP

### Expert in innovation & transformation of procurement and SCM

- › Carsten Vollrath has over 30 years of industry and consulting experience. His consulting services focus on programs for the strategic transformation of purchasing organizations in close combination with accompanying operational programs for cost reduction, efficiency enhancement, and quality improvement.
- › Carsten is a long-standing strategic partner of purchasing associations in German-speaking countries and works as a lecturer and learning coach in various training programs.
- › He has a large international network of renowned experts and industry associations for procurement and supply chain management.



**Helena Popović Petrušić**

Wogas d.o.o.

### Business innovator & Authority in Procurement and SCM

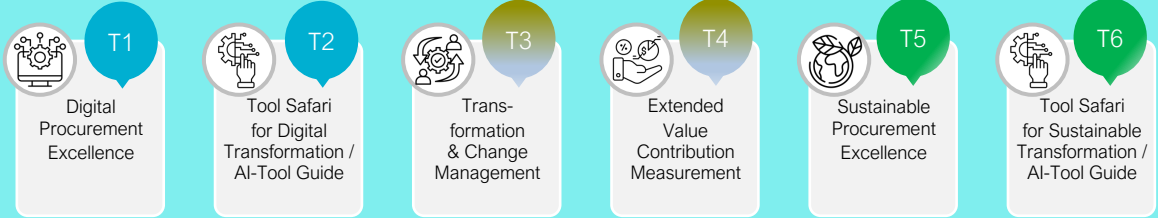
- › Helena Popović Petrušić is an experienced leader with over 20 years in managing internationally active mid-sized companies, a head lecturer and author of several publications on operations, procurement and supply chain topics.
- › She co-authored the first recognized procurement and supply chain upskilling program and created the Intelligent Procurement model, merging process optimization with digital transformation.
- › A founder of boutique consultancy Wogas and recognized lecturer and author, she brings practical insights and innovative approaches to procurement and supply chain management.

# PSM-EP | PSM-EP offers a comprehensive, modular training concept with 20 classes in total

## Manage Digital & Sustainable Transformation

6 classes – overview

See pages 16-22



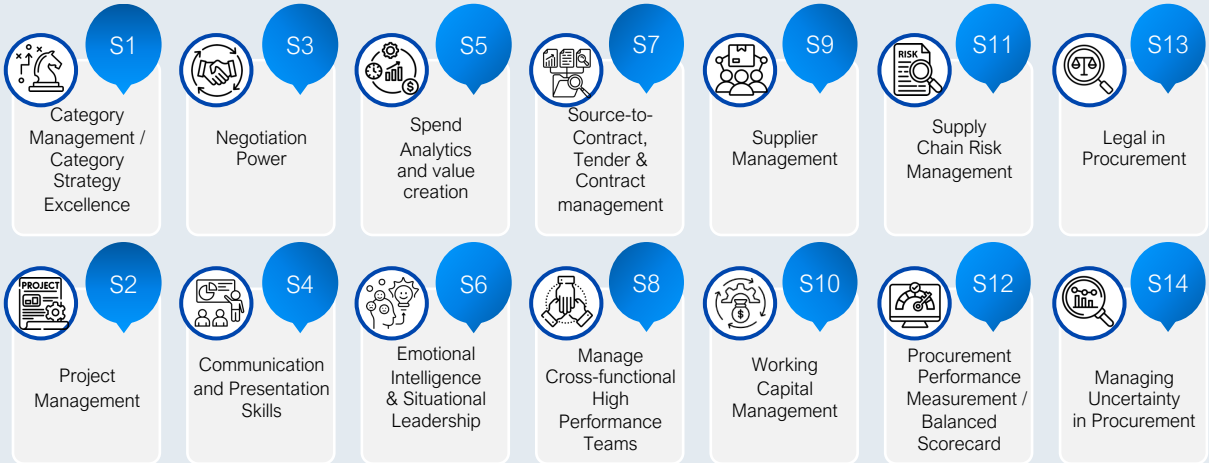
Digital Transformation

Sustainable Transformation

## Establish Strategic Excellence

14 classes – overview

See pages 28-43



**PSM-EP** | SM-EP offers four exam courses – two courses on Executive level, two on C-Level

**Manage  
Digital &  
Sustainable  
Transformation**

**PSM  
Transformation Manager  
(CTM)**



See pages 11-12

**PSM  
Transformation Leader  
(CTL)**



See pages 13-14

**Establish  
Strategic  
Excellence**

**Strategic PSM  
Manager  
(CSM)**



See pages 24-25

**Strategic PSM  
Leader  
(CSL)**



See pages 26-27

# Procurement and Supply Management Excellence Program (PSM-EP)

Procurement Excellence Powerhouse | Comprehensive, modular training concept that covers the essential training requirements of today's procurement

## Manage Digital & Sustainable transformation – Courses



**PSM  
Transformation  
Manager  
(CTM)**



**PSM  
Transformation  
Leader  
(CTL)**

### TWIN-PRO Transformation

These two courses are part of the TWIN-PRO transformation Programme. TWIN-PRO is a multi-stage, exclusive intensive programme that provides you with the necessary "fuel" for your digital and sustainable procurement goals. It serves as a kind of catalyst for the development and implementation of innovative digital and sustainable solutions in your procurement.



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INTRODUCTION

# PSM Transformation Manager (CTM)

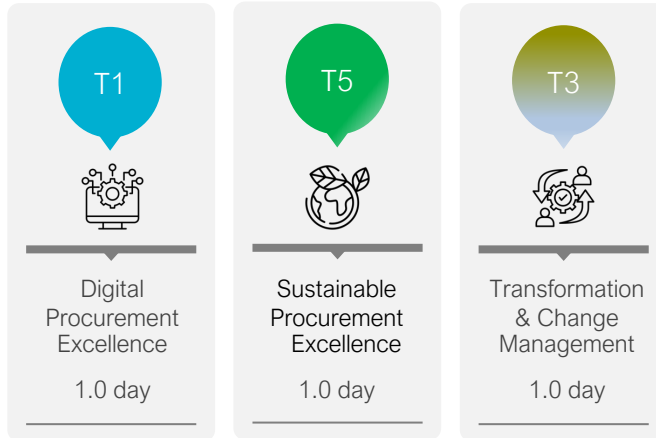


Education by **hund**



incl. final use case exam

PSM Transformation Manager (CTM) –  
Your Roadmap to Digital & Sustainable Excellence!



	Dates	Dates	Dates
CTM-1 2026	Thu., Apr. 23 <sup>rd</sup>	Wed., Apr. 29 <sup>th</sup>	Tue., May 12 <sup>th</sup>
CTM-2 2026	Fr., Oct. 9 <sup>th</sup>	Fr., Oct. 23 <sup>rd</sup>	Fr., Oct. 30 <sup>th</sup>

Contact us for individual educational counselling!

## Procurement as Strategic Enabler in Digital and Sustainable Transformation!

- › This manager course equips senior procurement and supply management professionals to translate procurement value drivers into initiatives and execution.
- › The purpose of this course is to enable procurement professionals to design and execute a value-driven digital and sustainable transformation, ensuring that digitalization and sustainability is aligned with business strategy, organizational readiness and measurable value creation.
- › Three one-day classes plus final use case exam (1.0 hour)
- › The final use case exam enables the course participant for a tailored Transfer to Your Company's Needs!

## Target group

- › Executive level: Purchasing and supply managers, purchasing executives and strategic buyers; executives from the areas of digitalization, sustainability, business innovation, business development and corporate strategy

Pricing* for HUND members	Pricing* for non-HUND members
▪ Digital: 1.750,00 EUR	▪ Digital: 1.900,00 EUR
▪ Residential: 2.000,00 EUR	▪ Residential: 2.150,00 EUR

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT

# PSM Transformation Manager (CTM)



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PROGRAM

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incl. final use case exam

## Design your individual Roadmap to Digital & Sustainable Excellence!

### The Final Exam: Develop Your Individual Transformation Roadmap!

In order to obtain the certificate, the participants work on a practical assignment. This includes the development of a project proposal/roadmap with the title „Analysis and further steps regarding the development/further development of the supply chain in the direction of digital & sustainable procurement. The oral examination consists of a presentation of the practical work and a subsequent technical discussion via a 1.0-hour videocall.

The individual „use case“ as part of the final acceptance and awarding of the certificate creates a **high level of practical relevance to the respective individual company and purchasing environment** and forms an ideal platform for own digital & sustainable procurement projects.

### Certificate Exam – For the Best Possible Practical Transfer!

**In addition to the three classes, you will also take part in an individual examination:**

Based on what you have learnt, you will **develop an individual transformation roadmap for your own company**, which you will present in an oral exam via video conference following 4– 6 weeks after the last class. In the subsequent expert discussion, you will **discuss your approach and receive further recommendations and assistance for the future.**



# PSM Transformation Leader (CTL)



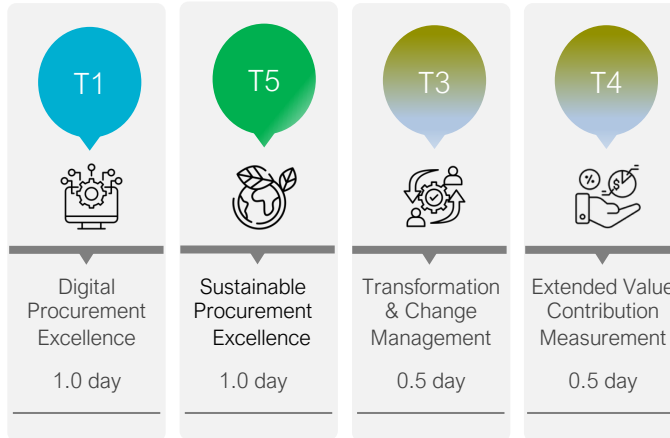
Education by **hund**

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incl. final use case exam

PSM Transformation Leader (CTL) –  
Your Roadmap to Digital & Sustainable Excellence!



	Dates	Dates	Dates	Dates
CTL-1 2026	Fr., June 26 <sup>th</sup>	Thu., July 2 <sup>nd</sup>	Fr., July 3 <sup>rd</sup>	Fr., July 3 <sup>rd</sup>
CTL-2 2026	Thu., Oct, 29 <sup>th</sup>	Fr., Nov. 27 <sup>th</sup>	Tue., Dec. 15 <sup>th</sup>	Tue., Dec. 15 <sup>th</sup>

Contact us for individual educational counselling!

## Procurement as Strategic Enabler in Digital and Sustainable Transformation!

- › This C-Level leader course defines how procurement impacts enterprise value.
- › The purpose of this course is to enable C-level decision-makers to understand, govern and manage the multi-disciplinary procurement transformation process towards a digital and sustainable corporate function - without operational or technical detail.
- › Three one-day classes plus final use case exam (1.0 hour)

## Target group

- › C-Level (exclusively!): CPO, COO, Head of Procurement, Head of Supply Chain Management, Head of Operations, heads of the areas of digitalization, sustainability, business innovation, business development and corporate strategy

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▪ Digital: 1.750,00 EUR	▪ Digital: 1.900,00 EUR
▪ Residential: 2.000,00 EUR	▪ Residential: 2.150,00 EUR

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT

# PSM Transformation Leader (CTL)



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incl. final use case exam

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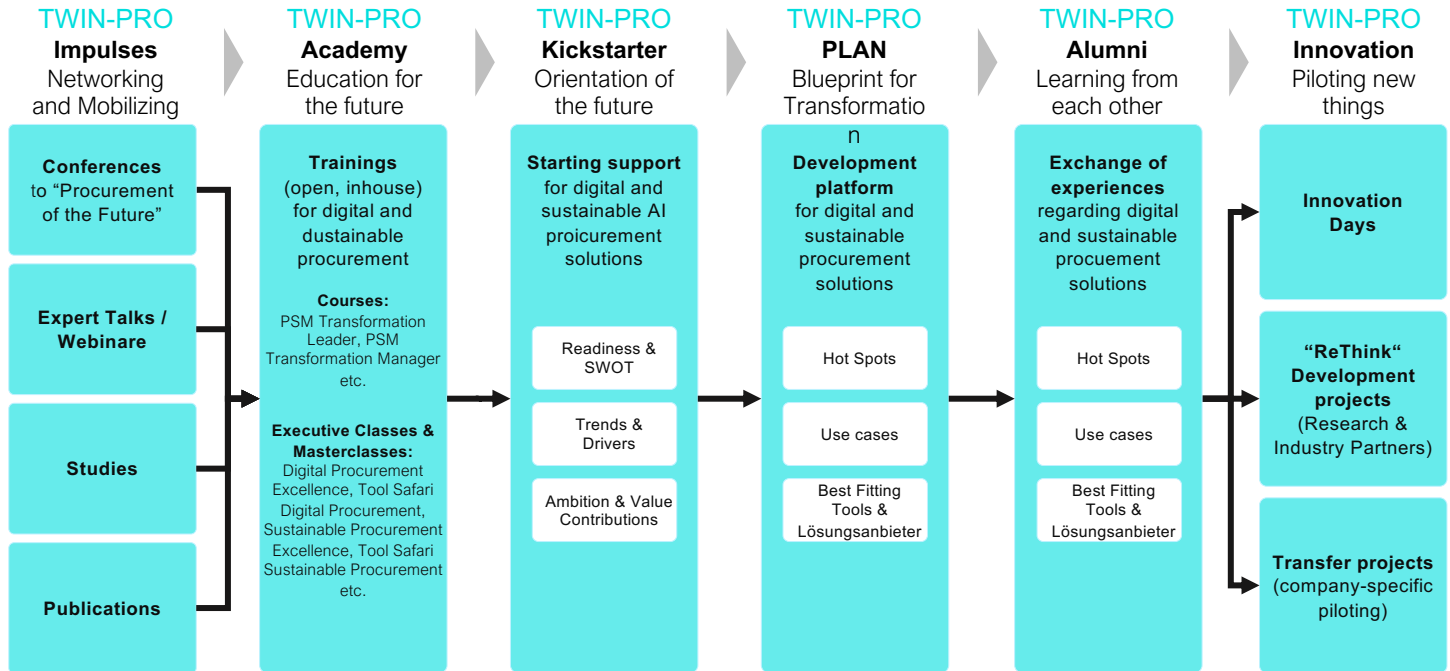
# PSM Transformation Manager (CTM)



# PSM Transformation Leader (CTL)



**TWIN-PRO** | The PSM-EP is embedded in the TWIN-PRO Eco-System for the sustainable and digital transformation of purchasing and SCM, consisting of six pillars



# Procurement and Supply Management Excellence Program (PSM-EP)

Procurement Excellence Powerhouse | Comprehensive, modular training concept that covers the essential training requirements of today's procurement

## Manage Digital & Sustainable transformation – Single classes T1 – T6



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In today's rapidly evolving business environment, digital transformation is no longer optional—especially for procurement. This one-day module empowers procurement leaders to become the strategic enabler of digital change within their organizations. Participants will acquire actionable knowledge and tools to analyze and develop their purchasing department into a future-oriented, digitally-equipped function. The course covers digital procurement standards, the transformation of roles in procurement of the future, integrated thinking across strategy, innovation and business models, and mapping the right digital instruments: what to use, when and how.

The training emphasizes a holistic view of digital procurement—linking strategy, organization, competencies and change management—and includes practical case studies, checklists, and implementation tools to apply the learnings immediately.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Assess the current digital maturity of their procurement organisation and identify key gaps.
- Define a practical digital procurement roadmap aligned with their company's strategy and business model.
- Select, evaluate and deploy appropriate digital procurement tools and platforms to drive value.
- Shape the organisational, process and competence changes required for digital procurement success.
- Lead stakeholder engagement and change efforts to position procurement as a strategic business partner.

Participants leave the module with a clear digital procurement roadmap, a toolkit of best-practice instruments and the confidence to drive procurement's transformation into a value-creating, digitally-enabled business partner within their organisation.

<b>Single class or CTM</b> <b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Wed., April 1<sup>st</sup></li> <li>▪ Thu., April 23<sup>rd</sup></li> <li>▪ Fr. October 9<sup>th</sup></li> <li>▪ On demand (inhouse)</li> </ul>
<b>CTL Exclusive</b> <b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Fr., June 26<sup>th</sup></li> <li>▪ Thu., October 29<sup>th</sup></li> </ul>

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference



In this one-day module, participants embark on a guided “safari” through the landscape of digital and AI-powered procurement tools. The aim is to demystify the rapidly evolving market of software solutions, and to equip procurement professionals with the skills to classify, evaluate and deploy the right tools in alignment with their organisation’s strategy. Key topics include the taxonomy of procurement software, evaluation criteria (including business case and ROI), and change & stakeholder management for tool implementation. Participants will gain exposure to real-world use cases and common pitfalls in tool adoption.

The focus is on building decision-making competence rather than recommending specific products, thereby enabling learners to confidently navigate the tool-jungle and take informed actions.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Map and classify the available digital and AI-tools in procurement and assess their relevance.
- Develop a credible business case and ROI calculation for tool adoption aligned with procurement strategy.
- Identify and manage critical success factors and risks for tool implementation (including change, data readiness, integration).
- Create a personalised “tool roadmap” or decision checklist to guide next steps in digital procurement maturity.
- Communicate effectively with stakeholders (including IT, finance, business partners) about the value and use of tools.

Participants leave the module with a clear roadmap to select and implement digital/AI-tools that deliver measurable value – empowered to steer the tool-landscape rather than being guided by it.

<b>Single class</b>
<b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Thu., April 30<sup>th</sup></li> <li>▪ Wed., July 1<sup>st</sup></li> <li>▪ Thu., October 15<sup>th</sup></li> <li>▪ On demand (inhouse)</li> </ul>

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Hybrid mode: participants can attend residential or digital regarding their preference



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- Create a personalised “tool roadmap” or decision checklist to guide next steps in digital procurement maturity.
- Communicate effectively with stakeholders (including IT, finance, business partners) about the value and use of tools.

Participants leave this module with a robust transformation roadmap, clear stakeholder strategy and practical tools to mobilise their organisation – ready to evolve procurement into a proactive, value-creating business partner.

**Single class or CTM**  
**Duration: ONE day**

- Tues., May 12<sup>th</sup>
- Fr., October 30<sup>th</sup>
- On demand (inhouse)

**CTL Exclusive**  
**Duration: 1/2 day**

- Fr., July 3<sup>rd</sup>
- Fr., November 27<sup>th</sup>

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT



In today's procurement environment, "value" goes far beyond simple cost savings. This one-day module equips procurement professionals to measure, communicate and maximise the full spectrum of value contributions—from cost avoidance and working capital improvement to innovation enablement, risk reduction, sustainability and supplier ecosystem enhancement. Participants explore how to translate procurement actions into business outcomes, develop meaningful value-metrics, and embed value thinking into category strategy, supplier management and performance measurement. Using case-studies and hands-on analytics, they learn to shift stakeholder perception: from "cost centre" to strategic creator of value.

The training addresses advanced concepts such as Total Cost of Ownership (TCO), lifecycle value modelling, working capital impact, supplier innovation value, and ESG-linked value.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Articulate a broader definition of procurement value that resonates with business leadership.
- Model and quantify value contributions across cost, cash flow, risk, innovation and ESG dimensions.
- Design a measurement system and KPI framework that tracks procurement's full value impact.
- Communicate procurement's value story with credible numbers and insights.
- Build a roadmap to embed value measurement into procurement operations and to influence investment decisions.

Participants leave the module with a working value-measurement system and a strategic roadmap to shift procurement from cost cutter to demonstrable value creator – equipped to deliver measurable business outcomes and communicate these to leadership.

<b>Single class</b> Duration: <b>ONE day</b>
<ul style="list-style-type: none"> <li>▪ On demand (inhouse)</li> </ul>
<b>CTL Exclusive</b> Duration: <b>1/2 day</b>
<ul style="list-style-type: none"> <li>▪ Thu., July 2<sup>nd</sup></li> <li>▪ Tues., December 15<sup>th</sup></li> </ul>

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference



In a world where sustainability metrics, regulation and stakeholder expectations increasingly drive business value, this one-day module equips procurement professionals to embed sustainability into the heart of purchasing operations. Participants explore how the procurement function can transcend traditional cost- and process-focus to become a strategic enabler of environmental, social and governance (ESG) goals. The training covers regulatory frameworks (e.g., human rights, supply-chain due diligence, circular economy), sustainable sourcing strategies, life-cycle thinking, and integrating sustainability into category strategy, supplier management and contract design.

Through case-studies and interactive work, learners build the skills and mindset required for procurement to contribute measurably to their company's sustainability agenda while maintaining cost and quality objectives.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Recognise and articulate the strategic sustainability role of procurement in their organisation.
- Translate regulatory and stakeholder demands into actionable procurement requirements.
- Develop a sourcing strategy that integrates sustainability, cost, and value creation.
- Embed sustainable performance measures into supplier management and contracts.
- Lead the change towards a procurement organisation capable of delivering sustainable business performance.

Participants complete the module with a clear action roadmap and toolkit to transform procurement into a credible driver of sustainability – enabling them to deliver measurable ESG results while strengthening supplier partnerships and cost-effectiveness.

<b>Single class or CTM</b>
<b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Wed., April 29<sup>th</sup></li> <li>▪ Fri., October 23<sup>rd</sup></li> <li>▪ On demand (inhouse)</li> </ul>

<b>CTL Exclusive</b>
<b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Thu., July 2<sup>nd</sup></li> <li>▪ Tues., December 15<sup>th</sup></li> </ul>

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT



This one-day intensive module takes procurement professionals on a guided “safari” through the evolving landscape of digital, AI-enabled and sustainability-focused procurement tools. Participants will gain a deep understanding of how advanced technologies—from automation to generative AI—are being applied specifically in the context of sustainable procurement. The course emphasizes a holistic view: not simply selecting tools, but aligning tool adoption with sustainable strategy, organisational readiness and supplier network transformation. The training is vendor-agnostic, enabling objective assessment rather than promotional pitches.

Drawing on a comprehensive tool-taxonomy, participants learn to categorise, evaluate and prioritise tool investments, anticipate implementation barriers and define the right sequencing for deployment.

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**Highlights & Key Benefits:**

- Map and classify the current and emerging tool-landscape for sustainable procurement and AI-enabled solutions.
- Develop a credible business case and ROI calculation for tool adoption within a sustainable procurement context.
- Identify and manage critical success factors and common barriers (data readiness, supplier buy-in, integration, governance) for tool implementation.
- Draft a prioritised, actionable tool-roadmap aligned with their organisation’s sustainability and procurement strategy.
- Advocate and lead change within procurement, IT and supplier networks to embed tool-enabled sustainable transformation.

Participants leave the module equipped with a clear tool-roadmap, evaluation toolkit and change management checklist – ready to navigate the digital-AI-tool ecosystem and drive sustainable procurement transformation from insight to implementation.

<b>Single class</b>
<b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ On demand (inhouse)</li> </ul>

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# Procurement and Supply Management Excellence Program (PSM-EP)

Procurement Excellence Powerhouse | Comprehensive, modular training concept that covers the essential training requirements of today's procurement

## Establish Strategic Excellence – Courses



**Strategic  
PSM Manager  
(CSM)**



**Strategic  
PSM Leader  
(CSL)**



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INTRODUCTION

# Strategic PSM Manager (CSM)



**PSM**  
EXCELLENCE  
PROGRAM

Education by **hund**



incl. final use case exam

## Strategic PSM Manager (CSM) – Your Roadmap to Strategic Excellence!

### Procurement as Strategic Enabler for financial impact and value creation in your company!

This manager course equips senior procurement and supply management professionals to translate procurement values into category strategies, initiatives and execution / to translate procurement value drivers into initiatives and execution.

The purpose of this course is to build end-to-end strategic procurement capabilities — from category strategy and negotiations to supplier management, performance measurement and risk control. This is a core capability-building program for senior procurement professionals that strongly focuses on strategy, execution and leadership. Program is highly practical, with frameworks, tools and real practical insights. The final use case exam enables the course participant for a tailored Transfer to Your Company's Needs!

<b>S1</b>  Category Management / Category Strategy Excellence 1.0 day	<b>S5</b>  Spend Analytics and value creation 1.0 day	<b>S3</b>  Negotiation Power 1.0 day	<b>S9</b>  Supplier Management 1.0 day	<b>S12</b>  Procurement Performance Management / Balanced Scorecard 1.0 day	<b>S14</b>  <b>OPTIONAL</b> Managing Uncertainty in Procurement 1.0 day
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### Target group

- Executive level: Purchasing and supply managers, purchasing executives and strategic buyers; executives from the areas of supply chains management, operations, business development and corporate strategy

	Dates	Dates	Dates	Dates	Dates	Dates
CSM-1 2026	Fr., March 27 <sup>th</sup>	Fr., Apr. 17 <sup>th</sup>	Fr., Apr. 24 <sup>th</sup>	Tue., Apr. 28 <sup>th</sup>	Thu., May 28 <sup>th</sup>	Fr., June 12 <sup>th</sup>
CSM-2 2026	Thu., Oct. 8 <sup>th</sup>	Thu., Oct. 15 <sup>th</sup>	Thu., Oct. 22 <sup>nd</sup>	Wed., Oct. 28 <sup>th</sup>	Thu., Nov. 5 <sup>th</sup>	Fr., Nov. 6 <sup>th</sup>

### Pricing\* for HUND members (S1, S5, S3, S9, S12)

- Digital: 2.750,00 EUR
- Residential: 3.200,00 EUR

### Pricing\* for non-HUND members (S1, S5, S3, S9, S12)

- Digital: 3.000,00 EUR
- Residential: 3.450,00 EUR

Contact us for individual educational counselling!

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT

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# Strategic PSM Manager (CSM)



PSM  
EXCELLENCE  
PROGRAM

Education by **hund**

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incl. final use case exam

## Design your individual Roadmap to Strategic Excellence!

### The Final Exam: Develop Your Individual Transformation Roadmap!

In order to obtain the certificate, the participants work on a practical assignment. This includes the development of a project proposal/roadmap regarding the development/further development of building end-to-end strategic procurement capabilities. The oral examination consists of a presentation of the practical work and a subsequent technical discussion via a 1.0-hour videocall.

The individual „use case“ as part of the final acceptance and awarding of the certificate creates a **high level of practical relevance to the respective individual company and purchasing environment** and forms an ideal platform for your own strategic procurement and supply management organization.

### Certificate Exam – For the Best Possible Practical Transfer!

**In addition to the three classes, you will also take part in an individual examination:**

Based on what you have learnt, you will **develop an individual transformation roadmap for your own company**, which you will present in an oral exam via video conference following 4– 6 weeks after the last class. In the subsequent expert discussion, you will **discuss your approach and receive further recommendations and assistance for the future.**



# Strategic PSM Leader (CSL)



**PSM**  
EXCELLENCE PROGRAM

Education by **hund**



incl. final use case exam

## Strategic PSM Leader (CSL) – Your Roadmap to Strategic Excellence!

### Procurement as Strategic Enabler for financial impact and value creation in your company!

This C-Level leader course defines how procurement impacts enterprise value.

The purpose of this course is to enable C-level decision-makers to understand, govern and manage the multi-disciplinary procurement transformation process towards a strategic corporate function - without operational or technical detail.

The course enables executive decision-makers to understand, govern and leverage procurement as a strategic contributor to business value, liquidity and risk management — without operational or technical detail

The final use case exam enables the course participant for a tailored Transfer to Your Company's Needs!

<p><b>S1</b></p> <p>Category Management / Category Strategy Excellence</p> <p>0.5 day</p>	<p><b>S3</b></p> <p>Negotiation Power</p> <p>0.5 day</p>	<p><b>S9</b></p> <p>Supplier Management</p> <p>0.5 day</p>	<p><b>S10</b></p> <p>Working Capital Management</p> <p>0.5 day</p>	<p><b>S6</b></p> <p>Emotional Intelligence &amp; Situational Leadership</p> <p>0.5 day</p>	<p><b>S12</b></p> <p>Procurement Performance Management / Balanced Scorecard</p> <p>0.5 day</p>
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### Target group

- › C-Level (exclusively!): CPO, COO, CFO, Head of Procurement, Head of Supply Chain Management, Head of Operations, heads of the areas of business development and corporate strategy

### Pricing\* for HUND members

- Digital: 1.750,00 EUR
- Residential: 2.000,00 EUR

### Pricing\* for non-HUND members

- Digital: 1.900,00 EUR
- Residential: 2.150,00 EUR

CSL-1  
2026

Dates

Thu., Apr.  
2<sup>nd</sup>

Dates

Thu., Apr.  
2<sup>nd</sup>

Dates

Thu., Apr.  
30<sup>th</sup>

Dates

Thu., Apr.  
30<sup>th</sup>

Dates

Wed., May  
13<sup>th</sup>

Dates

Wed., May  
13<sup>th</sup>

CSL-2  
2026

Fr., Oct.  
16<sup>th</sup>

Fr., Oct.  
16<sup>th</sup>

Thu., Oct.  
29<sup>th</sup>

Thu., Oct.  
29<sup>th</sup>

Thu., Nov.  
26<sup>th</sup>

Thu., Nov.  
26<sup>th</sup>

Contact us for individual educational counselling!

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT

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# Strategic PSM Leader (CSL)



PSM  
EXCELLENCE  
PROGRAM

Education by **hund**

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incl. final use case exam

## Design your individual Roadmap to Strategic Excellence!

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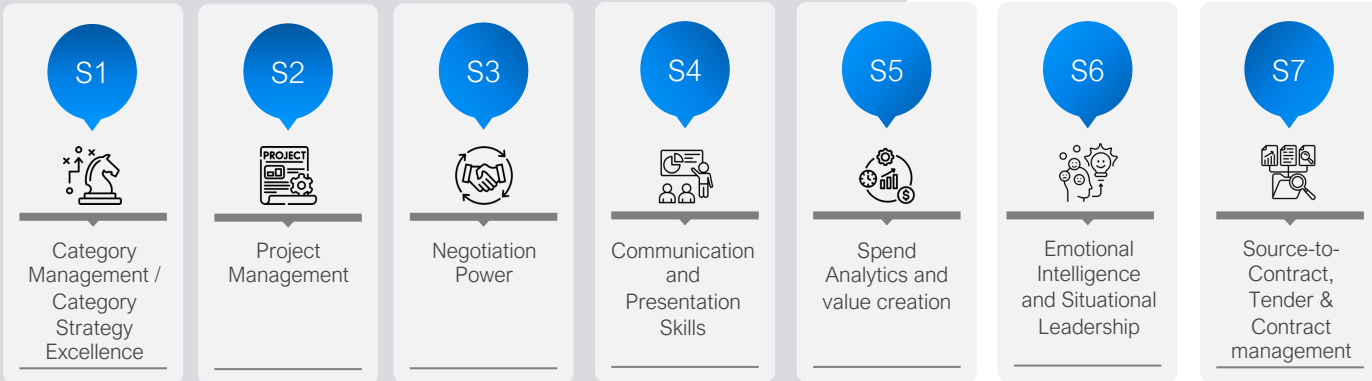
# Procurement and Supply Management Excellence Program (PSM-EP)

Procurement Excellence Powerhouse | Comprehensive, modular training concept that covers the essential training requirements of today's procurement

## Establish Strategic Excellence – Single classes S1 – S7



Education by **hund**



INTRODUCTION

PSM-EP | Build Strategic Foundation  
**S1 – CATEGORY MANAGEMENT & CATEGORY STRATEGY EXCELLENCE**



This introductory module lays the strategic foundation for excellent category management. Participants learn how to strategically structure and analyze product categories and develop them into sustainable value drivers. The focus is on how category management functions as an integral component of corporate strategy – not just as a cost lever, but as a driver of innovation, resilience, and sustainability. Practical case studies from industry, automotive, and pharmaceuticals demonstrate how strategic product category strategies increase overall performance and reduce risks.

The module teaches tools, frameworks, and ways of thinking for aligning purchasing organizations in a data-driven and cross-functional manner.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Learn how category management strategically creates value instead of just reducing costs.
- Development of applicable category strategies with measurable results.
- Transfer proven best practices from leading companies to your own organization.
- Access to exclusive templates and frameworks for immediate implementation.
- Exchange of experiences with experienced procurement professionals.

Participants leave the module with a clear framework and concrete tools to realign their own category strategy within a few weeks – data-based, comprehensible, and compatible with the corporate strategy.

<b>Single class or CSM Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Fr., March 27<sup>th</sup></li> <li>▪ Wed., June 24<sup>th</sup></li> <li>▪ Thu., October 8<sup>th</sup></li> <li>▪ Wed., November 25<sup>th</sup></li> <li>▪ On demand (inhouse)</li> </ul>
<b>CSL Exclusive Duration: 1/2 day</b>
<ul style="list-style-type: none"> <li>▪ Thu., April 2<sup>nd</sup></li> <li>▪ Fr., October 16<sup>th</sup></li> </ul>

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference



Participants learn how to methodically plan and agilely implement procurement and transformation projects. The focus is on combining traditional structures with modern agility. Participants will learn how to shape project content and create a preliminary project plan, how to manage a project as a transformational process, and how to measure its success. The course teaches the application of PMI / PRINCE 2 methodology in project management focused on organizing projects into stages, defining roles and responsibilities, and adhering to business principles.

The module teaches tools, frameworks, and ways of managing procurement projects.

**Pricing\* for HUND members**

- Digital: 500,00 EUR
- Residential: 590,00 EUR

**Pricing\* for non-HUND members**

- Digital: 550,00 EUR
- Residential: 640,00 EUR

**Highlights & Key Benefits:**

- Plan, manage and successfully complete projects.
- PM tools and checklists for immediate use.
- PRINCE 2 methodology framework
- Agile project management in purchasing.
- Secure stakeholder and time management.

After the training, participants can confidently plan, execute, and control procurement projects – combining agility, structure, and stakeholder alignment for measurable delivery success.

**Single class  
Duration: ONE day**

- On demand (inhouse)

\* All prices plus VAT



In this interactive module, participants learn to prepare for negotiations analytically and conduct them with psychological intelligence. From BATNA analyses, and ZOPA definition to power structures and body language, this training builds self-confidence and impact in the negotiation context. Participants will learn how to use a negotiation behavior matrix and categorize negotiation styles based on the importance of the outcome versus the relationship.

The module teaches advanced techniques for successful negotiation outcomes.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Personal negotiation profile and strengths analysis.
- Increase negotiation skills and self-confidence.
- Tools for preparation and renegotiation.
- Finding strategic-emotional balance in conversations.
- Systematically achieve better conditions.
- Simulations of real shopping situations.
- Noticeable improvement in negotiation results.

Graduates of this module demonstrate increased confidence and stronger outcomes in real negotiations – combining analytical precision, emotional intelligence, and strategic persuasion.

**Single class or CSL**  
Duration: **ONE day**

- Fri., April 24<sup>th</sup>
- Thu., June 25<sup>th</sup>
- Thu., October 22<sup>nd</sup>
- On demand (inhouse)

**CSL Exclusive**  
Duration: **1/2 day**

- Thu., April 2<sup>nd</sup>
- Fr., October 16<sup>th</sup>

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT



This module strengthens the communication and presentation skills of procurement professionals . The goal is to present complex topics clearly, convincingly, and effectively. The target group are purchasing, project and category managers who need to communicate strategically.

The module teaches Pyramid Principle, storytelling for leaders and design thinking in communication

**Pricing\* for HUND members**

- Digital: 500,00 EUR
- Residential: 590,00 EUR

**Pricing\* for non-HUND members**

- Digital: 550,00 EUR
- Residential: 640,00 EUR

**Highlights & Key Benefits:**

- Storytelling techniques for decision-maker templates .
- Rhetoric and body language coaching.
- Structured presentation frameworks with immediate practical benefits.
- Develop clear, convincing messages.
- Appear and present effectively.
- Convince stakeholders in a targeted manner.

Participants emerge as more confident and influential communicators – able to present complex procurement topics with clarity, structure, and executive presence.

**Single class Duration: ONE day**

- On demand (inhouse)

\* All prices plus VAT



This module focuses on how procurement can use spend data to create transparency and visibility that supports strategic decision-making. Participants learn how to interpret spend as evidence of past decisions, current exposure and future value potential, and how to translate data into meaningful procurement priorities.

The module shows how spend analysis supports category management, negotiation power and supplier strategies by revealing concentration, volatility, structural risks and areas of real leverage, while also highlighting over-engineering as a consequence of poor system design.

The module supports strategic procurement decision-making through spend visibility and insight.

**Pricing\* for HUND members**

- Digital: 500,00 EUR
- Residential: 590,00 EUR

**Pricing\* for non-HUND members**

- Digital: 550,00 EUR
- Residential: 640,00 EUR

**Highlights & Key Benefits:**

- Understanding spend analysis as an analytical visibility capability
- Identifying value potential, risk exposure and volatility in spend structures
- Interpreting spend patterns to support fact-based procurement decisions
- Linking spend insights to category strategy and negotiation priorities
- Distinguishing between useful insight and analytical over-engineering

Participants complete the module with a clear understanding of how data-driven spend analysis supports procurement decision-making and value creation

**Single class or CSM Duration: ONE day**

- Fr., April 17<sup>th</sup>
- Fr., May 8<sup>th</sup>
- Thu., September 10<sup>th</sup>
- Thu., October 15<sup>th</sup>
- On demand (inhouse)

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference



Emotional intelligence is the key to effective leadership. Unlock the secret to impactful leadership—emotional intelligence. Develop the awareness and empathy that turn good leaders into exceptional ones.

This module combines self-reflection, empathy training, and practical leadership.

Discover how emotional intelligence shapes impactful leadership. Through self-reflection, empathy-building, and practical tools, this workshop helps you strengthen relationships and lead with authenticity.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Use emotional intelligence in a targeted manner.
- Make leadership situational and effective.
- Strengthen relationships and team culture.
- Personal EQ profile and feedback.
- Practical tools for motivation and conflict resolution.
- Strengthening leadership confidence in complex situations

Participants leave with enhanced emotional awareness and leadership agility – capable of motivating teams, managing conflicts, and leading with authenticity and empathy.

<b>Single class</b> Duration: <b>ONE day</b>
<ul style="list-style-type: none"> <li>▪ On demand (inhouse)</li> </ul>
<b>CSL Exclusive</b> Duration: <b>1/2 day</b>
<ul style="list-style-type: none"> <li>▪ Wed., May 13<sup>th</sup></li> <li>▪ Thu., November 26<sup>th</sup></li> </ul>

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference



This module guides participants through the entire sourcing and contract lifecycle – from market analysis and eTendering to contract lifecycle management.

Participants learn how to strategically structure tenders, minimize risks, and secure long-term value through structured contract work.

This module enables participants to design transparent, compliant, and value-driven sourcing and contracting processes that deliver faster results, reduced risks, and measurable efficiency gains

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Develop sourcing strategies that balance competition and cooperation.
- Use contract design as a strategic control tool.
- Checklists and templates for legally compliant tendering.
- Increased efficiency through digitalization of the source -to -contract process.
- Design tenders efficiently and in compliance with regulations.
- Use contracts to protect long-term value.
- Proactively manage risks and improve supplier loyalty.

After the module, participants can design sourcing and contracting processes that are transparent, compliant, and value-oriented – achieving faster cycles, lower risks, and measurable efficiency gains.

<b>Single class Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ On demand (inhouse)</li> </ul>

\* All prices plus VAT

# Procurement and Supply Management Excellence Program (PSM-EP)

Procurement Excellence Powerhouse | Comprehensive, modular training concept that covers the essential training requirements of today's procurement

## Establish Strategic Excellence – Single classes S8 – S14



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INTRODUCTION



This module demonstrates how cross-functional teams in purchasing are led to peak performance. Participants learn how to embed cooperation, responsibility, and innovation in everyday team life. This module focuses on developing and leading high-performing teams by fostering motivation, collaboration, and constructive conflict management.

Through practical exercises and diagnostic tools, participants will learn to enhance team performance and build lasting commitment

**Pricing\* for HUND members**

- Digital: 500,00 EUR
- Residential: 590,00 EUR

**Pricing\* for non-HUND members**

- Digital: 550,00 EUR
- Residential: 640,00 EUR

**Highlights & Key Benefits:**

- Developing and leading high-performing teams.
- Use conflicts constructively.
- Promote motivation and collaboration
- Tools for team diagnosis and performance improvement.
- Practical exercises on conflict and feedback management.
- Building sustainable team commitments.

Participants gain practical leadership tools to elevate team performance, improve collaboration across functions, and create a culture of shared accountability and trust.

**Single class Duration: ONE day**

- On demand (inhouse)

\* All prices plus VAT



This module covers the entire supplier lifecycle—from selection and development to performance management. The focus is on building trusting, high-performance partnerships.

This module provides a structured approach to supplier relationship management through lifecycle models, SRM frameworks, KPI dashboards, and joint improvement planning. Effective supplier management is critical to ensuring supply continuity, cost efficiency, and innovation within the value chain.

The module focuses on managing supplier relationships strategically using lifecycle models, performance dashboards, and collaborative improvement plans.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Practical tools for evaluating and developing suppliers.
- Insights into best-practice SRM models.
- Methods to increase innovation and sustainability.
- Build strategic supplier relationships.
- Measure and develop performance.
- Anchor sustainability in the supplier network.

Participants leave equipped to build and sustain high-performing supplier partnerships that enhance innovation, quality, and sustainability across the entire value chain.

**Single class or CSM  
Duration: ONE day**

- Tue., April 28<sup>th</sup>
- Tue., May 19<sup>th</sup>
- Thu., September 17<sup>th</sup>
- Wed., October 28<sup>th</sup>
- On demand (inhouse)

**CSL Exclusive  
Duration: 1/2 day**

- Thu., April 30<sup>th</sup>
- Thu., October 29<sup>th</sup>

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT



Participants learn how they can actively contribute to improving liquidity, profitability, and capital commitment. Procurement is positioned as a key driver of financial success through intelligent payment terms, optimized inventory levels, and the use of innovative supply chain financing models.

The focus is on the question: How can procurement work strategically together with finance and treasury to sustainably optimize working capital – without jeopardizing the supply chain?

This final module of the PSM-EP program combines procurement strategy with financial corporate management. Provide a well-founded presentation of the impact of purchasing on working capital and cash flow.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Recognize how purchasing directly impacts cash flow and the balance sheet.
- Tools & key figures for managing payment terms, inventory and liabilities.
- Practical examples of dynamic discounting, reverse factoring and SCF solutions.
- Developing procurement strategies that combine financial stability and supplier partnership.
- Ready-to-use checklists for operational and strategic implementation.

Participants leave the module with a clear understanding of how purchasing becomes the financial backbone of the company – with tangible tools to secure liquidity, reduce risks and create value and turning procurement decisions into measurable contributions to cash flow and stability.

<b>Single class or CSM</b> <b>Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Thu., October 1<sup>st</sup></li> <li>▪ On demand (inhouse)</li> </ul>
<b>CSL Exclusive</b> <b>Duration: 1/2 day</b>
<ul style="list-style-type: none"> <li>▪ Thu., April 30<sup>th</sup></li> <li>▪ Thu., October 29<sup>th</sup></li> </ul>

Hybrid mode: participants can attend residential or digital regarding their preference

\* All prices plus VAT



Global supply chains are under pressure – from geopolitical to ESG risks. This module teaches practical risk management along the entire supply chain. Participants learn how to systematically identify and assess risks and establish resilience measures. Participants will gain practical tools to identify, assess, and mitigate supply chain risks using structured analysis methods and early warning mechanisms. The module also emphasizes the importance of embedding sustainability and compliance within overall risk management frameworks.

Through practical exercises and industry examples, this module helps participants develop proactive strategies for managing supply chain disruptions while ensuring long-term sustainability and regulatory alignment.

**Pricing\* for HUND members**

- Digital: 500,00 EUR
- Residential: 590,00 EUR

**Pricing\* for non-HUND members**

- Digital: 550,00 EUR
- Residential: 640,00 EUR

**Highlights & Key Benefits:**

- Establishment of a robust early warning system.
- Tools for risk analysis and emergency planning.
- Practical examples from industries with high complexity (e.g. automotive, pharmaceuticals ).
- Integration of sustainability and compliance into risk strategies.
- Systematically assess and prioritize risks.
- Derive measures for crisis prevention.
- Understanding resilience as a competitive advantage.

Participants leave with a structured risk framework and practical instruments to proactively safeguard supply continuity and resilience – ready to turn risk management into a competitive advantage.

**Single class  
Duration: ONE day**

- On demand (inhouse)

\* All prices plus VAT



This module demonstrates how performance in purchasing can be measured and controlled. Participants develop an individual balanced Scorecard that translates strategy into key performance indicators and makes value contributions visible.

Through practical tools, dashboards, and balanced scorecard principles, participants will learn to shift from pure cost control to holistic value measurement and build a performance-driven culture in purchasing.

The module emphasizes how to translate strategic goals into measurable outcomes and foster a culture of continuous performance improvement.

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Own Balanced Design a scorecard and apply it immediately.
- Use KPI systems to make purchasing success measurable.
- Get to know performance review tools & dashboards.
- From pure cost control to holistic value measurement.
- Translate purchasing goals into measurable KPIs.
- Create dashboards to monitor success.
- Establish a performance culture in purchasing

Participants return with a customized KPI and scorecard system that makes procurement's strategic contributions visible, measurable, and directly linked to corporate performance.

<b>Single class or CSM Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Thu., May 28<sup>th</sup></li> <li>▪ Fr., June 19<sup>th</sup></li> <li>▪ Thu., September 24<sup>th</sup></li> <li>▪ Thu., November 5<sup>th</sup></li> <li>▪ On demand (inhouse)</li> </ul>
<b>CSL Exclusive Duration: 1/2 day</b>
<ul style="list-style-type: none"> <li>▪ Fr., May 29<sup>th</sup></li> <li>▪ Thu., November 26<sup>th</sup></li> </ul>

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference

# PSM-EP | Build Strategic Foundation

## S13 – LEGAL IN PROCUREMENT – UNDERSTANDING RESPONSIBILITY



This module focuses on how procurement decisions create legal obligations, exposure and risk, often without being explicitly recognized as legal decisions. The objective is to help procurement professionals understand where legal responsibility arises in day-to-day procurement activities and how it translates into contractual, financial and reputational consequences.

The module explores the legal implications of sourcing choices, negotiation outcomes and supplier relationships, highlighting typical risk areas such as contractual commitments, compliance, liability allocation and change management.

The module supports procurement leaders in recognizing and managing legal responsibility embedded in procurement decisions.

### Pricing\* for HUND members

- Digital: 500,00 EUR
- Residential: 590,00 EUR

### Pricing\* for non-HUND members

- Digital: 550,00 EUR
- Residential: 640,00 EUR

### Highlights & Key Benefits:

- Understanding where legal responsibility arises in procurement decisions
- Recognizing legal risk embedded in sourcing, negotiation and supplier management
- Interpreting contracts as business commitments, not legal documents only
- Identifying situations where procurement unintentionally creates legal exposure
- Strengthening collaboration between procurement and legal functions

Participants complete the module with a clear understanding of how procurement decisions create legal responsibility and risk.

### Single class Duration: **ONE day**

- On demand (inhouse)

\* All prices plus VAT



This module focuses on how procurement decisions are shaped by demand uncertainty and how this uncertainty translates into inventory exposure and business risk. Building on spend visibility, the module connects historical spend (past) with demand patterns (future) to explain why inventory outcomes often diverge from expectations.

Participants explore the relationship between demand variability, forecast reliability and procurement decisions, highlighting how cross-functional misalignment amplifies inventory risk. Forecasting is positioned as a source of uncertainty that procurement must understand and manage through informed decisions.

The module supports procurement leaders in understanding and managing demand uncertainty and its inventory implications..

<b>Pricing* for HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 500,00 EUR</li> <li>▪ Residential: 590,00 EUR</li> </ul>	<b>Pricing* for non-HUND members</b>	<ul style="list-style-type: none"> <li>▪ Digital: 550,00 EUR</li> <li>▪ Residential: 640,00 EUR</li> </ul>
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**Highlights & Key Benefits:**

- Understanding the relationship between spend patterns, demand uncertainty and inventory exposure
- Interpreting demand variability and forecast reliability from a procurement perspective
- Recognizing how cross-functional misalignment drives inventory risk
- Linking procurement decisions to service level, stock and working capital outcomes
- Managing uncertainty through differentiated, value-focused procurement choices

Participants complete the module with a clear understanding of how demand uncertainty influences inventory exposure and procurement decision-making.

<b>Single class or CSM Duration: ONE day</b>
<ul style="list-style-type: none"> <li>▪ Fr., June 12<sup>th</sup></li> <li>▪ Fr., November 6<sup>th</sup></li> <li>▪ On demand (inhouse)</li> </ul>

\* All prices plus VAT

Hybrid mode: participants can attend residential or digital regarding their preference

# IMPACT

- › Building strategic skills that measurably advance procurement and the company.
- › Mastering digital tools and analytics to enable data-driven decisions.
- › Developing negotiating power and supplier management to secure competitive advantages.
- › Competence in change management to successfully shape transformation.
- › Enabling sustainable procurement to meet regulatory and social expectations.

PSM  
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# Procurement and Supply Management Excellence Program (PSM-EP)

Contact us for an  
individual educational counselling!



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