



PERFORMANCE
Consulting

***Inspiring solutions
across enterprise boundaries***



***A selection of our most
popular training programmes***

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About Performance Consulting

At Performance Consulting we are passionate about helping organisations achieve commercial success through their relationships with customers and suppliers.

We challenge conventional mindsets and comfort zones, helping individuals redefine issues and develop the skills, confidence and energy to transform their organisation's future.

Through our consulting, coaching, mentoring, clinics and skills development interactions, we have helped major organisations in the public, private and not-for-profit sector transform their thinking and approach to their commercial relationships.

Formed in 1995, Performance Consulting draws on the expertise, experience, personality, energy and visionary thinking of highly experienced professionals who delight in helping their clients' transform their future.



The one that broke the mould...small but beautifully formed

The new generation commercial manager

Widespread outsourcing and downsizing have radically changed the business environment, redefining the role of the manager in its wake.

Success in the new post-outsourcing organisation requires a new generation of commercial manager; one whose job is to achieve success through managing other organisations to do a job, not to do the job itself.

Being commercial is about understanding commerce - the buying and selling of goods and services, and the factors that influence success.

It means making decisions based on understanding the processes, relationships and costs involved in commercial transactions so that we can assess whether value for money has been achieved.

Ever caught yourself saying “we need our people to be better decision makers” or “we need our people to be more commercial”?

Ever wondered how you would achieve it?

We have. That’s why we have developed a range of approaches and interventions aimed at helping organisations become more commercial. We cover the skills and behaviours required for all aspects of successful buying, selling, supplier management, decision making and contract management

This brochure provides details of our training programmes. For further information about our other services please contact Janet Izatt or Robert Maguire on +44(020) 8742 3930.

Contact us

Training & Development



Training & Development

Our workshops cover the skills, behaviours and knowledge underpinning commercial decision-making. They are designed for a wide range of individuals in public, private and non-for-profit organisations who have a direct interface with suppliers or customers and who need to be confident commercial decision-makers.

Those involved with buying goods or services from external suppliers, managing external suppliers, managing a budget; managing contracts and/or managing the customer-supplier interface will benefit.

We have designed our programmes to address a range of common organisational issues:

Changing roles: Managers whose roles are becoming more commercial and who have no formal background in these areas

Culture change: For organisations wanting to foster a stronger commercial culture within their organisation in response to competitive pressures

Doers to managers: For those with a specialist trade or skills whose role is no longer to physically do the job, but to manage suppliers to do the job

From public to private: Former public sector organisations seeking to be 'more commercial'

Gear change: For individuals moving into a more senior role who require a step change in approach, skills and knowledge

New recruits: An on boarding programme for new employees to assure employers that they are commercially competent

Partnering: For organisations disgruntled with their long-term partnering relationships seeking a step change in supplier performance.

Refresher: Refreshing current commercial skills by putting them into a broader context.

Driving performance:: For supplier managers tasked with achieving value for money through high performance vendors

Selecting vendors: For individuals looking for support in how they to identify, select and contract with vendors to achieve value for money and quality performance

Public, private and non-for-profit...creating confident commercial decision-makers

Our approach

Challenging. Thought provoking. High energy.

Each of our programmes is a highly interactive workshop which blends theory with practical tools and techniques to help participants in their day-to-day roles.

All our sessions use a combination of tutor input, exercises and case studies to develop learning and confidence in decision making and to maintain participant interest and engagement throughout the programme.

Our negotiation programmes blend role-play, peer group review and video feedback to help participants review their negotiating strengths and weaknesses and develop an action plan to improve their negotiated agreements.

We provide a mixture of one, two and three day programmes as well as our exciting one-week Fast Start programme.

Fast Start comprehensively covers the skills and knowledge underpinning commercial decision making by combining several of our core modules into a one week programme in which we cross module case studies to build link between the elements.

Presenting...

We use a faculty of tutors all of whom are highly experienced operationally as commercial managers and as presenters.

All our tutors bring energy, passion, expertise and commercial pragmatism to the role.

Heckle us. Question us. That's what we are here for. Think stand-up comedy and fringe theatre where each performance is different and you start to get an idea of where we are coming from. There is no script – we respond to your issues in a manner which is relevant to your business.

More fringe than mainstream

Bespoke tailoring

We approach our programme development with flexibility and customisation in mind. Whether it's a one-day, two-day or week-long programmes, we will work with you to ensure the programme addresses the issues of most importance for you.

If you are not an off the shelf organisation, why settle for an off the shelf programme? Go on, try a little tailoring. Buy something that fits.

If you want to use the programme to rehearse real organisational issues, we have experience in a wide range of sectors and can work with you to develop case studies and exercises to meet your requirements.

Our programmes can be offered as either residential or non-residential and, drawing on our experience in developing commercial skills programmes, we can work with you to select the modules to ensure you get a programme that meets your needs.

Make it an event they will remember.

Our clients

We have provided training programmes for a wide range of organisations in the private, public and not-for-profit sectors across retail, aviation, transport; telecommunications, IT government and manufacturing.

We also present open and in-house training on behalf of training providers Hawksmere, Power Seminars, Management Centre Europe and IIR.

One size does not fit all. Try a little tailoring. Go on. Go bespoke.

Our programmes

Our programmes cover the skills, behaviours and knowledge underpinning commercial decision-making.

We trust the following pages will give you a flavour for what we can cook up. If you like the ingredients but are looking for a dish with a difference, or a bit of fusion cooking by merging some of the programmes, let us know what you are trying to achieve and we will help you find the right approach.

Not sure what you want? Why not take a look at some of commercial management programme: these have been designed as a meze offering a little of several of our main courses to provide an overview of the area.

We have grouped our most requested programmes under the following headings:

Commercial management: Would you prefer several small dishes rather than one main course? These programmes offers a little of several of the key topics within the one programme. They are designed to provide a general understanding of the key elements that make up commercial management and whet the appetite for choosing which elements they would like to find out more about.

Choosing and contracting with suppliers: Here we outline our programmes related to the stages leading up to contract award. These programmes include contract strategy, identifying and choosing suppliers, responding to requests for proposals; and contracting.

Supplier management: This section covers the key issue of how to manage the supplier relationship post contract award

Purchasing: For those new to buying through to experienced purchasers whether they work in purchasing or as a budget holder in another area, this section provides a range of programmes covering core purchasing skills through to strategic procurement consulting skills.

Negotiation: Here we set out a range of programme designed to meet the needs of those new to negotiation or those with little formal training in negotiation through to our master class for highly experienced negotiators.

Commercial Management

These programmes cover the key elements of commercial awareness and management and are designed to provide an overview of what is meant by being commercial

Fast Start commercial Toolkit

Fast Start is an exciting new breakthrough skills development package for a new generation of managers that comprehensively covers the skills and knowledge underpinning commercial decision-making in a five-day modular programme.

It is designed to meet the needs of organisations striving to achieve a competitive advantage through their relationships with their suppliers and customers and to reduce their exposure to commercial risk – fast!

Fast Start provides an alternative and flexible approach to ad hoc training and skills development by addressing the commercial skill set as a whole: it draws together the most sought after commercial attributes and builds them into a holistic approach to commercial decision making. FastStart covers contracts, contract governance, risk management, financial management, negotiation skills, pricing, managing projects, and supplier management.

This is a high energy, stimulating and interactive modular programme which immerses participants in business case studies and exercises, providing extensive opportunities for debate, peer and tutor feedback and review, developing self awareness and skills practice and improvement. By using detailed case studies across all modules we can help build the links between subjects and issues which can be hard to achieve in standalone one or two day modules.

Our aim is for participants to leave the programme with greater confidence and a step change in their thinking and approach to commercial decision-making.

Fast Start can be run as an intensive one-week residential programme or as a series of non-residential linked modules.

The programme works optimally with 12-16 delegates. This is a great group size for lively and varied plenary session discussion, but also ideal for participants to work in small groups for many of the exercises

Commercial Management

Being commercial is about understanding commerce - the buying and selling of goods and services, and the factors that influence success. It means understanding the processes, relationships, risks and costs involved in commercial transactions so that we can assess whether value for money has been achieved. Commercial activity is no longer the remit of just a contracts or commercial function or department. Rather it is the process by which all individuals throughout an organisation operate to minimise its exposure to risk while achieving its corporate objective.

Our commercial awareness programme is designed for a wide range of individuals in public, private and not-for-profit organisations who have a direct interface with suppliers or customers and who need to be confident commercial decision-makers.

This two day programme covers the four key and interdependent areas where knowledge and skills are required if individuals are to become commercially aware:

- Legal environment: Contracting
- Financial environment: Understanding costs
- Risk: Risk identification and management techniques
- Negotiation: persuasion techniques

Who should attend?

This programme is designed for those who are new to commercial positions, experienced managers who are new to commercial positions, and those managers in businesses in transition who are finding their role is becoming increasingly commercial.

Benefits of attending

Following this programme, attendees will have greater confidence in their ability as commercial managers by understanding

- The nature of commercial behaviour
- How legal relations are formed
- The basics of contracting
- What drive costs
- The relationship between cost and price
- How to identify, quantify and manage risk

Risk management

Commercial managers need to balance the management of risk and cost as the basis for developing a robust strategy. In reality, traditional tools have led to a focus on the management of price and service to users, with the element of risk receiving less attention. The objective of this programme is to put participants in a position where they can identify, prioritise and manage commercial related risk. This programme covers the principles underlying risk management, and reviews the main approaches for identifying and quantifying risk.

Who should attend?

This programme is designed for all individuals who interact with either customers or suppliers and who are therefore likely to expose their organisation to risk

- Commercial decision makers
- Supplier managers
- Customer relationship managers
- Account managers

Benefits of attending

Following this programme delegates will be able to

- Understand the concept of risk and the importance of its management on daily basis
- Use different approaches to identifying risk
- Quantify risk before and after action has been taken
- Use approaches for mitigating risk
- Prioritise risk
- Make decisions about how best to manage commercial risk

Financial skills for commercial managers

Designed to develop confidence and understanding of financial skills, this programme demystifies the role of finance in contracts by covering some of the key issues, concepts and jargon used by accountants and contractors. It explores the relationship between cost and value and covers cost control in long term contract relationships; the balance sheet – seeing the real business behind the numbers; the profit and loss account – developing the confidence to challenge the numbers; long term project appraisal techniques and seeing the bigger financial picture – how the City rates the companies you work with.

This is designed for those who have little or no formal training in the subject and provides an excellent refresher for those who are comfortable with finance and an opportunity for those with some understanding to broaden their knowledge.

Who should attend?

- Commercial managers
- Supplier managers
- Buyers/Purchasers
- Account managers & directors
- Relationship managers
- Sales managers

Benefits of attending

Following this programme delegates will be able to

- Discuss a project's costs in language accountants respect
- Understand what drives costs up and down
- Use a simple, structured approach to interpreting numbers
- Confidently challenge contractors claims and quotes
- Feel more confident in asking the right questions rather than expecting answers from the numbers

Choosing & contracting with suppliers

The legal environment: Introduction to contracting

Contracting is at the heart of commerce. It refers to the process of reaching agreement with another party for the purchase or sale of goods or services. Those involved with reaching agreement with third parties (suppliers and or customers) need to understand that they are involved with contracting and may be committing their organisation to obligations irrespective of whether their role entitles them to do so or not.

All too often individuals hide behind contracts, citing them as the reason for not doing things or for doing things in a certain way without understanding the actual contract itself or how contracts work.

Do your employees realise:

- They can enter a contract verbally?
- That it is enough for the other party to assume they were in a position to enter a contract to make the contract binding?
- That verbal instructions can be taken as contract variations with all the implications for costs and risk?

This programme covers the fundamentals of contracting: how contracts are formed; the various elements of contracts, such as service level agreements and terms & conditions; how to establish and manage a contract; how to take account of intellectual property; and how to choose the right approach for your business.

Who should attend?

This programme is a must for all individuals who are engaged in letting and managing contractual relationships or are a party to a commercial contract and who have no formal knowledge of contracts or who would benefit from a refresher.

Benefits of attending

Following this programme delegates will

- Know how contracts are formed
- Recognise the elements required for contracts to exist
- Understand the key terms and conditions within contracts
- Know how to take account of intellectual property
- Know how to protect their organisation from commercial risk

Developing a contract strategy

When preparing to establish a contract, the crucial decision is to develop a definition of requirements that appropriately balances the strengths and weaknesses of both the vendor and the client. It needs to engineer a continuing relationship that means that both parties undertake those elements of the tasks that they are best equipped to do, and that risk and reward are appropriately allocated to the right place.

This programme covers approaches to contracting and techniques for deciding the best approach for each requirement.

Who should attend?

This programme is designed for senior managers, budget holders and commercial and procurement professionals who are required to, or need to, use vendor based resources to achieve their objectives, and who want to be sure that their current approach to providing goods or services is the right one.

- Marketing managers
- Estates managers
- Purchasing managers
- Operations directors
- Manufacturing directors
- IT directors
- Facilities managers

Benefits of attending

Following this programme delegates will be confident that they have:

- Identified the rights candidates for outsourcing
- Chosen the right model of contract for the outsource services or goods
- Clearly identified the risks and risk transfers involved in the outsourcing
- The basis of which to establish and operate a performance measurement and management framework.

Going out to tender

In business as in life, courtship is all-important. Your Invitation to tender (ITT) is the crucial opportunity to attract the very best suppliers to your business and to establish the ground rules for a successful and value for money procurement.

This programme is designed for budget holders, project managers and anyone who has to get quotations from suppliers for work from time to time and covers all aspects of how to get the best results from putting a contract out to tender.

It provides the context for the subject by giving an overview of the procurement and bidding processes, and then covers assessing and managing risk in the bidding process; managing the process to create successful bids; proposal planning and writing; and pricing the bid.

Who should attend?

- Budget holders
- Project managers
- Buyers
- Individuals involved with procurement projects
- Line managers
- Function/Department heads

Benefits of attending

Following this programme attendees will be able to:

- Understand the process and importance of each stage of going out to tender
- Avoid common pitfalls
- Identify and manage risks in the process
- Clearly specify needs
- Schedule tasks effectively
- Recognise key legal issues & implications

Managing the bidding process

Increasingly sales professionals are required to respond to a competitive procurement tendering exercise to acquire business. Success is a combination of a good product, the right price and, equally importantly, the ability to respond well to the invitation to tender.

It is important that bidders have the systems and skills in place to put their offers in the best light. With more organisations opting for long term contracts to reduce costs, it is imperative that you ensure your bid has maximum chance of success.

This programme is designed for people who have to respond to tenders. It covers how to structure a bid; playing the points game; ensuring compliance; and organising yourself effectively to bid effectively and efficiently.

Who should attend?

- Those working in sales and or marketing
- Those responsible for managing responses to invitations to tender
- Senior managers ultimately responsible for their company's bids

Benefits of attending

Following this programme, attendees will be able to:

- Respond to ITTs with greater confidence
- Improve their success rate of converting bids into sales
- Reduce stress by structuring their resources more effectively
- Avoid common traps
- Gain practical tips and tricks
- Differentiate their bids

Assessing supplier offers: Making the process work for you

Competitive tendering is frequently the preferred route for choosing suppliers. But if competition is supposed to improve the quality of the bids submitted, why is it clients all too often feel disheartened by the bids they receive? It is crucial that buyers have the systems and skills in place to ensure they get the bids they want, rather than accepting the least worst bid they are offered.

This programme offers fresh insight and approaches to driving improvements into bids and dealing with potential problems before contract award. It looks at both the process for evaluating bids and identifies the behaviours required to ensure best practice in bid evaluation.

Who should attend?

This programme is designed for

- Procurement project managers
- Bid evaluation team members
- Stakeholders of major procurements
- Purchasing and commercial managers
- Supplier managers

Benefits of attending

Following this programme delegates will be able to

- Drive improvements in the bid quality closing the gap between what they want and what they are offered
- Understand and use processes to motivate bidders
- Manage stakeholder expectations in the evaluation process
- Identify and manage foreseeable problems *before* contract award

Negotiation Skills

Negotiations don't just happen and contracts don't just appear – they are organised and driven by one or more interested parties. Research shows that the party who controls and drives the negotiation achieves a better result than a simple analysis of their position would suggest.

We offer a range of approaches to developing negotiation skills and behaviours targeted at those with different levels of experience. We offer a range of formats including a two day skills development programme; a workshop to support a specific negotiation team or negotiation; and a master class for highly experienced negotiators looking for feedback and ways to further improve their performance.

If you are looking for support for real negotiations rather than generic development, you may find Resolutions, our workshops designed to support negotiation teams with actual negotiations that are due to commence, or have started and run into difficulties, more relevant. Please call, we are happy to discuss the various options with you.

Introduction to negotiation

This course is designed for those who are new to negotiation. It will focus on the structure and the elements of a negotiation, review the main persuasion levers, identify the main control skills and highlight common negotiation tips and traps. The objective is to help attendees develop confidence in their ability to negotiate by ensuring they have a clear understanding of what happens in a negotiation and how they can control their response.

Who should attend?

- Those who are new to negotiation
- Those with little or no formal training in negotiation
- Individuals with some experience who feel they would benefit from a structured approach to negotiation
- Individuals who need to persuade others
- Individuals looking to boost their confidence in their ability to negotiate
- Those who have been promoted to a role where persuasion skills are required

Benefits of attending

Following the programme delegates will be able to:

- Understand the structure and process of negotiation
- Feel more confident in negotiations
- Identify and use the power of a negotiated impasse
- Use the full range of persuasion techniques to achieve their negotiating aims
- Recognise the strengths and weaknesses of their own and the other parties' position
- Differentiate between objectives and positions

Advanced negotiations

This programme is designed for experienced negotiators. It gives experienced negotiators opportunities to role-play a competitive negotiation in teams and then critically assess their performance against the key indicators of negative and positive performance identified in early sessions.

Using a combination of tutor input, psychometric profiling of problem solving style, role-play, peer group review and video feedback, participants will review their negotiating strengths and weaknesses and develop an action plan to improve their negotiated agreements.

Who should attend?

Those with experience of negotiation looking to

- Improve their skills
- Explore different approaches in a safe environment
- Get feedback on their approach and style
- Address aspects of their negotiation performance they are not happy with
- Get feedback from other experienced negotiators
- Reflect on their experience
- Add new approaches and techniques

Benefits of attending

Following the programme attendees will be able to:

- Analyse and control complex negotiations
- Manage their body language
- Control the negotiation process – even when dealing with difficult people
- Recognise the strengths and weaknesses of their preferred style
- Develop an action plan for improving their personal styles
- Achieve a step change in their negotiation through improved planning

Negotiation Workshop

This workshop uses participants' real life case studies and works with them to develop strategies and methods to address the real issues in their business and provide an action plan to improve their negotiation performance.

Frequently this is the preferred choice of organisations and teams who are about to embark on business critical negotiations or are currently in the middle of complex negotiations. It provides an excellent opportunity to rehearse difficult or complex negotiations.

Who should attend?

- Members of teams about to enter a negotiation
- Individuals who have not negotiated together before – and who would benefit from doing so in a safe environment
- Those looking to rehearse a negotiation
- Negotiation teams which are experiencing intra team friction or difficulties
- Team that would benefit from a structured planning session to a real problem
- Teams which have hit a stalemate in negotiations and are looking for alternative approaches

Benefits of attending

After attending this programme, delegates will be able to:

- Make progress by working on specific work related issues
- Enter a negotiation with greater confidence
- Identify and prioritise the range of options available to them
- Significantly increase the chance of success
- Reduce negotiation team stress and fatigue
- Redefine existing problems
- Evaluate their negotiation performance and identify strengths and weaknesses

Negotiation master class

The master class concept uses the knowledge and expertise of a seasoned group of practitioners to support each other through the learning and development process. Using real examples from the work environment, the participants are supported by coaches to develop a variety of approaches to the problem and to review and critique the performance they and their fellow participants achieve.

This is the preferred choice for senior and highly experienced negotiators as it focuses on the individual's issues performance and provides detailed feedback.

It requires a level of expertise and openness that makes it a different experience from a conventional training programme:

- The process of feedback and review can be much more uncomfortable for people than a training programme.
- Performing under observation at a detailed level can be personal and very stressful for some people.

Master class events achieve most when:

- Each participant brings an assessment of themselves and a development goal for the session
- This development goal is shared with the other participants as the core target of the feedback and critique
- Participants are streamed to create peer groups that have a shared platform of skills and abilities
- Groups are small (say 4 to 6 people) to focus on practice and feedback
- Case study material is provided in advance of the programme to allow participants to prepare fully before the event.
- The venue is carefully chosen to create a managed environment free from the distractions and baggage of the participants' normal day-to-day job
- The organisation is made aware that the participant will be unavailable for the duration of the master class and appropriate steps are taken to avoid interruption and/or disruption of the event
- Follow-up support is available via clinics, telephone or coaching to support the implementation of any behaviour changes and overcome any obstacles encountered.

Purchasing

Research shows that between 60% and 80% of every pound earned by a business passes straight through to suppliers. Often as little as 20% of this amount is managed by purchasing professionals. Purchasing is now part of every middle manager and budget holder's job. Suitable training is a pre-requisite for success. We offer a range of programmes focusing on the skills and behaviours required by buyers and those responsible for managing budgets.

Introduction to purchasing

Designed for people who are new to purchasing and those who find they are responsible for purchasing activities but have had no formal training in the area, this two day programme aims to give attendees a solid understanding of purchasing and the key skills and knowledge required. It covers all the key elements of procurement including contracting goods and services, negotiation, sourcing and market analysis, supplier selection and development, and procurement methods.

Who should attend?

- Those new to purchasing
- Budget holders
- Buyers who have little or no formal training in this area
- Those responsible for managing suppliers
- Individuals who buy goods or services on behalf of their company

Benefits of attending

Following the programme attendees will be able to:

- Recognise the key stages of the procurement cycle
- Understand how contracts are formed
- Analyse expenditure
- Identify priority areas for cost savings
- Assess and categorise risk
- Differentiate between different specification and contract strategies

Consulting skills for purchasing professionals

More and more department managers and budget holders are responsible for spending money. The changing role of the purchasing professional requires them to act as advisor, coach and technical specialist in support of these other business professionals. In effect, they have to assist other people to be buyers, rather than buy on their behalf. They are internal consultants.

This programme is designed for purchasing professionals who are required to work in a supportive and consultative role within the business. Participants are introduced to the skills required to identify, plan and implement successful changes to business processes.

Who should attend?

- Experienced purchasers
- Heads of procurement
- Strategy and finance directors with line management responsibility for purchasing
- Those responsible for setting the direction and role of purchasing within an organisation

Benefits of attending

Following this programme attendees will be able to:

- Identify the key stakeholders in any procurement
- Negotiate the soft contract with their internal clients
- Establish the assistance that the client needs and agree their role
- Market their services as consultants to internal clients.

Establishing and managing service level agreements

Service levels agreements are a key component of contracts for the provision of outsourced sources as they set out the quality of service required from your supplier. But how do you ensure you get the service you want, not just now but over the course of the contract?

This programme is designed for managers of in-house or external service providers to help them identify key performance indicators, develop appropriate measures and construct a documented suite of relationship rules that will underpin the delivery of a high performing service.

Who should attend?

- Commercial managers
- Those involved with purchasing
- Account managers
- Those involved with managing suppliers
- Those involved with establishing contracts
- Those managers considering outsourcing services or changing suppliers
- Those tasked with improving supplier performance

Benefits of attending

Following this programme delegates will understand

- The structure and role of SLAs in contracts
- How to identify and set relevant KPIs
- How to develop appropriate measures
- Tips and traps for developing effective SLAs
- Common pitfalls – and how to avoid them
- How and when to use SLAs

Managing major procurements

Now that outsourcing is the norm in all significant enterprises the selection and implementation of the supplier is a major initiative. These procurements are major projects in their own right in addition to the complexities involved in the goods and services being procured. The modern enterprise must have both the systems and the skills to deliver complex procurement programmes to time, to budget and with the necessary governance to demonstrate best value for money and fairness of treatment.

Who should attend?

- Project managers
- Managers responsible for outsourcing goods and services
- Procurement team members
- Technical experts who will be involved in the procurement initiative
- Key stakeholders to major procurement initiatives
- Individuals considering establishing a project team to lead a major procurement
- Senior managers who have ultimate responsibility for major procurements

Benefits of attending

Following the programme attendees will be able to:

- Identify the skills and knowledge required to manage major procurements
- Implement effective contract governance
- Schedule key milestones effectively
- Recognise the need for an effective communications programme
- Assess value for money
- Work confidently with legal constraints
- Keep stakeholders, including bidders, engaged over a long period of time

Other purchasing programmes

Innovation in purchasing

Innovation is all. Eighty per cent of the products most of us now use did not exist five years ago; and 80% of them will not exist in five years time. How then, does the purchasing professional keep abreast of this wave of change and foster creativity?

This programme sets out to demystify innovation and covers how purchasing teams can adapt their processes and behaviour to become more innovation friendly and to solve problems creatively.

Investment analysis for purchasing managers

This programme is designed for purchasing managers who have to help internal clients make complex choices between different bids on major purchases. It begins with a discussion of the importance of investment analysis and covers the major techniques of investment analysis such as internal rate of return (IRR), net present value (NPV) and (DCF) discounted cash flow.

Mastering purchasing management

In this three-day programme we will examine the key drivers of purchasing performance, identify the tools and techniques that support the delivery of competitive advantage and provide delegates with the skills to manage a purchasing team.

During the programme we will build a framework to create a purchasing strategy, target and manage purchasing and supplier resources, measure purchasing performance and establish the skills required of purchasing staff.

Risk management

Purchasers need to balance the management of risk and cost as the basis for developing a robust purchasing strategy. In reality, traditional tools have led to a focus on the management of price and service to users, with the element of risk receiving less attention. The objective of this programme is to put participants in a position where they can identify, prioritise and manage procurement-related risk.

Strategic cost management

Increasingly companies are looking at cost as a means of providing competitive advantage, and purchasing is in the forefront of strategic cost management. This seminar provides a practical and hands on approach to improving the extent to which purchasing can take a strategic approach to cost management. It looks at approaches such as competitive tendering, zero base pricing, establishing target costs, should-cost models, and co-operative costing.

Supplier management

Successfully managing suppliers

Everything you do relies on your suppliers. When they fail, you lose money, or worse still, you lose a customer. Your success is founded on strong relationships with high performing suppliers.

This programme is designed for those responsible for managing suppliers who want to achieve a step-change in relationships with their suppliers in order to deliver significant business benefits to the internal customer base. It covers best practice in supplier management, agreeing supplier criteria, exploring commercial risk, and practical elements of supplier management.

Who should attend?

- Individuals who are new to supplier management
- Those responsible for externally provided goods and services
- Buyers
- Managers looking to improve the performance of suppliers
- Those who have no formal training in managing suppliers

Benefits of attending

Following this programme, delegates will be able to:

- Identify quick wins for improvement
- Define “tomorrow’s suppliers” and recognise world class suppliers
- Understand and have the confidence to challenge costs and performance
- Define expected levels of performance
- Identify areas for ongoing improvement
- Get behind supplier’s hype
- Understand and differentiate partnerships from other relationships

Sales skills

An organisation's ability to successfully sell its products and services is key to its continued survival and growth. We have developed a suite of programmes to develop high performance sales people.

High performance account management

To manage an account successfully one must be customer centric, not product centric. This approach puts the customer at the centre of everything we do with the goal of developing more loyal and more profitable customer relationships. It focuses on three processes - managing relationships, creating opportunities and orchestrating teams – to deliver a differentiated and consistent customer experience.

The key to making the customer centred approach a reality is the way the account managers will work together with other parts of their own business and suppliers. They need to take the lead in understanding the customers' needs, exceed their service expectations, proactively develop new opportunities and assure the customer of their commitment to them. The larger the customer, the more complex the process becomes. However, regardless of the client's size or needs, the same customer centred principles apply. In this pragmatic workshop we introduce participants to a structured approach for doing just this and help them apply it to their own account.

Solution selling

Highly effective sales people don't sell services or products, they sell solutions to other people's problems. Often know as the process of "hurt and rescue", effective sales people excel in identifying the problem their potential customer has, even before he or she knows they have it, and build relationships by helping to remove the problem. Participants on this workshop will learn what's involved in solution selling, and how to approach it through a staged process to achieve enhanced success in sales.

Interrogative persuasion techniques

There is an old Indian saying that you do not know a man until you have walked two miles in his moccasins. Highly effective salespeople recognise that they need to understand the other party to be able to persuade them. This programme examines the art of persuasion reviewing the various interrogative techniques used to find out more about the other party involved. It reviews the persuasion levels available and how to choose and use them. This programme helps participants understand the theory and techniques behind successful selling.

Closing the deal

All too often the hard work and resources that go into trying to secure a deal fail to achieve the desired outcome. This practical one day workshop examines the key reasons why business fail to secure deals, and provides practical tips on how to maximise your chances of being successful. It covers a range of scenarios from formal tenders through to more informal new business development.

Making a business case

Successful sales are based on the ability of the salesperson to sell a compelling case based on promising a healthy return on investment for the prospective customer – and to be flexible in adapting that business case for the various stakeholders within the client organisation. This programme demystifies the process of building an ROI business case and provides practical advice on how to create, and selling, a compelling business case.

Bidding to win

Increasingly sales professionals are required to respond to a competitive procurement tendering exercise to acquire business. Success is a combination of a good product, the right price and, equally importantly, the ability to respond well to the invitation to tender.

It is important that bidders have the systems and skills in place to put their offers in the best light. With more organisations opting for long term contracts to reduce costs, it is imperative that you ensure your bid has maximum chance of success.

This programme is designed for people who have to respond to tenders. It covers how to structure a bid; playing the points game; ensuring compliance; and organising yourself effectively to bid effectively and efficiently.

Effective proposal writing

Whether you are responding to an invitation to tender, seeking more work from existing clients or approaching new and potential clients, your proposal documents speak volumes about you as a business.

This one day programme is designed for those people tasked with creating winning proposals. It provides an anatomy of proposal documents and covers how to structure and package proposals for maximum impact, creating compelling arguments, writing clearly, succinctly and persuasively and overcoming common pitfalls.

Understanding how buyers think and act

For the sales person to be successful, he or she needs to understand how procurement works and thinks. This programme provides a revealing insight into what drives procurement, the technique and processes they use and recent trends in procurement practice and what they mean for the seller.

Contact us

Contact us

If you would like to find out more about us, our approach and the work we do, please contact us.

We look forward to talking to you.

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