

COMMERCIAL AWARENESS GOING OUT TO TENDER & SUPPLIER MANAGEMENT

Commercial Skills Training Programmes

Mi

Maguire|zatt



COMMERCIAL AWARENESS

Duration: **2-day programme**

Max group size: **12**

Commerce is about buying and selling. The more buying and selling you do the more commercial you are. With outsourcing being the predominant business model for the past 20 years, you don't have a choice about whether you are commercial but you can make the choice to it well. **That's what this two day workshop is about.**

From the factory floor to the management floor we all make better decisions when we understand the processes, relationships, risks and costs involved in commercial transactions. This programme will give you the knowledge you need to make better commercial decisions.

2-DAY
PROGRAMME

1. The changing commercial environment

Organisations have shifted from employees producing goods and services to suppliers providing them. This shift from contract of service to contracting for services has become the main business model - and it has wide ranging implications for employees. We start the workshop with understanding what has happened and why.

- Implications of downsizing and outsourcing for skills
- Why outsource?
- Value for money defined - and measured

2. Contract strategy

Good buying and selling starts with a clear strategy: what are we buying/selling? How are we going to go about it? How much are we willing to pay/charge? Who are we going to buy/sell to? We introduce a range of approaches and models to help you tackle these issues.

- Developing a contract strategy
- The knowledge continuum™
- Payment mechanisms

3. Contracts: the legal framework

Contracting is at the heart of commerce. It is the mechanism which governs the relationship between buyer and seller. As commercial managers we need to understand how contracts are formed and

varied, the key elements of a contract and the key pitfalls to avoid when drafting contracts.

- **How contracts are formed: offer and acceptance**
- **Main remedies for poor performance:**
- **Key terms and conditions within contracts**

4. Contract governance

It's not just what's in the contract that counts. As recent case law shows it's how you manage the contract that really matters. We call this contract governance and this session looks at what it is and how to ensure best practice.

- **Model of best practice**
- **Case study**
- **Common pitfalls - and how to avoid them**

5. How costs behave

All commercial managers, both buyers and sellers alike, need to understand how costs behave to ensure they are either setting their prices correctly, or paying the right price. With many of us now in the roles of buyer and seller, understanding costs has never been more important.

- **Different types of costs**
- **What drives costs**
- **Relationship between buyer and seller**

6. The buyer's perspective

Buying is no longer the preserve of a procurement department. It is increasingly

carried out by devolved budget holders. Here we look at the key stages in best practice buying and critically we focus on how as a buyer you make sure you are paying the right price for goods and services.

- **The purchasing cycle**
- **Managing costs**
- **Paying the right price**

7. The sellers perspective

Successful selling requires a combination of the right product sold at the right price and in sufficient quantities to generate the desired profit. That's easier said than done in a world demanding higher quality at ever lower prices. Here we look at key issues facing the role the seller.

- **The selling cycle**
- **Features and benefits**
- **Value pricing**

8. Risk management

Commerce is an inherently risky business. We need to be able to identify what could go wrong, and how we can reduce, eliminate or contain the risks. We look at what we mean by commercial risk and review approaches for managing it.

- **Risk management approaches**
- **How to identify & prioritise risks**
- **The role of contracts in risk mitigation**

**Great for all levels
of experience:
a snapshot of the key areas
needed for highly effective
commercial decision making.**

Benefits of attending

At the end of this two day programme, you will:

- Understand the role of a commercial manager
- Understand the key drivers underpinning commercial relationships
- Know how contracts are formed and understand the basics of contract law
- Know how to identify and quantify risk
- Understand how costs behave
- Distinguish between price and cost
- Be able to create a contract strategy
- Be capable of making more informed commercial decisions

GOING OUT TO TENDER

Duration: **2-day programme**

Max group size: **12**

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.

Tendering is a costly business. To avoid common pitfalls it's important you have a comprehensive understanding of all stages of the process and make relevant decisions about how you will undertake the process at the outset: from choosing the most appropriate process to deciding how to manage yourself internally and managing and evaluating the necessary documents.

2-DAY
PROGRAMME

1. Developing a procurement strategy

A good tender process starts with a clear strategy: what are we buying? How are we going to go about it? How much are we willing to pay? Who are we going to buy from? We introduce a range of approaches and models to help you tackle these issues.

- How to develop a procurement strategy
- Plotting our position on The knowledge continuum™
- Bundling services

2. Creating the specification

Turning a need into a specification can be fraught with difficulties for the unwary. We need to develop an appropriate specification that will meet our needs now, and for the duration of the contract. We look at what typically happens when the wrong specification type is used and how to avoid pitfalls.

- Different specification types - and when to use them
- How to develop a statement of requirements
- Choosing the right specification type

3. The legal framework

Staying on the right side of the law is always a good idea – and certainly when going out to tender. Tendering is a minefield for potential litigation, and suppliers are increasingly prepared to go out to bat if they feel they have

been wronged. You enter the legal terrain pre-contract award and you need to know your obligations.

- Invitation to treat
- Bidders rights
- IPR & fairness

4. Going out to the market

This stage requires excellent judgement and project management skills. It's about getting all the information you need, without being swamped: Choosing the right number and type of suppliers, asking the right questions and setting adequate timeframes for suppliers to provide the information you need - without being turned off by onerous requirements. We look at the options:

- **Designing your process: the options**
- **Creating your pack**
- **Identifying potential suppliers**

5. E-tendering

There is a wide range of platforms and technologies promising to make tendering easier: from issuing potential suppliers documents, handling supplier proposals through to full e-auctions. We look at the pros and cons of e-tendering and provide some tips to help you use the technology wisely.

- **Growth and role of technology**
- **Limitations**
- **Auctions**

6. Evaluating bids

You can find yourself drowning in irrelevant information and, at worst, have no way to meet your legal obligation to consider all bids. This is an extensive stage that covers handling incoming bids through to developing a scoring mechanism and approach for the evaluation of multiple bids.

- **Incoming traffic: receipt to opening**
- **Scoring mechanisms**
- **Evaluation: mechanics, scoring, stakeholders**

7. Supplier selection

We now have a league table of suppliers from the very best to those less well equipped. The task is now to work with the top of the league to get the very best offers on the table prior to awarding a contract. We need to test their strengths and reduce any apparent risks.

- **Developing a virtual supplier model**
- **Moving to preferred bidders**
- **Bid engineering**

8. Contract award

It's seductive to think you are on the home run having decided to award the contract to your preferred bidder. But this is where the real negotiations start: the battles of terms and conditions and transition arrangements are still to be won.

- **Post tender negotiation**
- **Terms and conditions**
- **Troubleshooting: tips and traps**

Daunted, wearied or frustrated by tendering? It doesn't have to be like that! Rethink your approach with two days of insight, tools and tips to make a real difference.

Benefits of attending

By the end of the programme you will know how to:

- Develop a procurement strategy
- Create a specification that meets your needs
- Approach the market for proposals
- Develop criteria for assessing proposals
- Develop a virtual bid against which others can be assessed
- Meet your legal responsibilities
- Decide on an appropriate use of technology
- Get what you want, not just what you are offered

MANAGING SUPPLIERS

Duration: **1-day programme**

Max group size: **16**

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.

If you can't ensure that those who will be managing suppliers post contract award are involved in establishing the contract, you can do the next best thing – make sure they have the training they need to drive the supplier performance you require. That's what this supplier management workshop does. It's packed full of practical advice on how to drive supplier performance improvements.

1-DAY
PROGRAMME

1. Setting the scene: the world we live in today

Suppliers play an increasing part in all our lives from IT through facilities to subcontractors. Our ability to do our job and achieve our objectives is often dependent on the support and performance we get from our suppliers. Excellence starts with understanding the context we operate within.

- **Managing supplier networks**
- **The leadership challenge**
- **Protecting your organisation**

2. The role of the supplier manager

The focus for organisations has shifted from employees producing goods and services to suppliers providing those goods and services. This means that the role of the manager has shifted from managing employees to managing suppliers - and it's a whole new ball game. How equipped are you for the challenge?

- **Role and responsibilities**
- **Skills and behaviours**
- **Common problems: What they don't tell you**

3. Legal framework

To the frustration of many supplier managers, contracts rarely provide a comprehensive rule book for governing the client-vendor relationship. You need to understand enough about contract law to ensure you minimise your organisation's

exposure to risk.

- Regulation
- Breach and remedies
- Relevant cases

4. Establishing the right relationship

Often the hard part is not letting the contract; it's making sure that the promised performance is delivered. This crucial session looks at the core skills, mindset and behaviours required to drive performance from suppliers - an altogether different experience to managing fellow employees!

- Results and relationship
- Relationship default
- Different management styles

5. Service level agreements (SLAs): measuring performance

Service level agreements have become an accepted common approach to measuring supplier performance - but they are not without their problems. We need to know how to develop and use service level agreements and key performance indicators, and how to avoid common traps.

- The max-min paradox
- Service level agreements: what they are, and what they're not
- SLAs in practice: tips and traps

6. Raising the bar: improving performance

One of the assumptions inherent in outsourcing is that, over time, suppliers should get better and quicker at what they do. This means we should be constantly raising the performance bar. We look at some approaches to help you achieve this.

- Measures versus objectives
- Improvement targeting
- Hoshin versus Kaizen

7. Claims & variations

Over the life of a relationship, changes will occur. Sometimes these will be agreed changes (i.e. variations), and sometimes they will not be agreed and even unwelcome changes (i.e. claims). You need to be able to manage claims and variations effectively.

- Claims versus variations
- Handling claims
- Dispute resolution options

8. Price management

The shift towards longer term outsourced contracts poses a major problem for organisations: how do we know if we are paying the right price and getting real value for money for the bills we pay? We need to develop a range of approaches to help us manage cost post contract award.

- Pro-active cost management
- Following the money
- Approaches to reducing cost

**Finally the help you
have been looking for!
A day packed full of insight
and advice on the tough task of
getting the best from your suppliers.**

Benefits of attending

At the end of this one day programme you will be able to:

- Recognise the skills and behaviours required to effectively manage suppliers
- Protect your organisation from exposure to commercial risk through poor supplier performance
- Recognise how supplier relationships change over time and how to manage them
- Choose an appropriate management style to manage the supplier relationship
- Use service level agreements appropriately and effectively
- Recognise the difference between performance and failure
- Continually drive supplier performance improvements
- Understand your legal requirements when it comes to claims and variations

MAGUIREIZATT TRAINING

WHY CHOOSE US?

We have developed and deliver a portfolio of over 30 commercial skills training workshops. Over the last 20 years we have got to know what works, and what doesn't.

Despite differences in people's preferred learning styles, there are some things that everyone wants from a workshop: they want to be engaged and entertained, they want to know how it's relevant to them, they want to feel its ok to ask questions, to debate, and to challenge. They want a great environment, with a small group. They want their confidence boosted, to learn something new or see things differently. They want to walk out at the end feeling they can do more, and differently and they are up for the challenge - even if they arrived somewhat reluctantly!

That's what you get when you come to MaguireIzatt. Challenging. Thought provoking. High energy. Just some of the

words people have used to describe our workshops. We are highly experienced operationally as commercial managers and as presenters. We bring energy, passion, expertise, commercial pragmatism and a healthy dollop of humour to our workshops whether it is with senior managers or newcomers. We know all our presenters: if we don't rate them, they don't get in front of you. How many of your training providers can say the same?

That's why our clients keep asking us back.

Our programmes can be run for groups in-house: we can come to you or, if you want to get away from the distractions of the office, why not come to us? If you don't have enough people for an in-house workshop then our open programmes may suit you better - either on one of our published dates or we will look at other dates to suit you.

“Got into my world - really helped me make links to my business. A day well spent.”

“A fun course, really opened my eyes to what can be done if you set your mind to it.”

“Really engaging speakers. Knew their stuff and open to questions.”

“Made what I thought was a dull subject seem strangely exciting! I'm looking forward to trying out new ideas.”

COMMERCIAL SKILLS TRAINERS

Commercial skills are best developed through experience which is why we use a range of trainers on our workshops. Our commercial programmes are developed and directed by Rob Maguire and Janet Izatt who have extensive experience across a range of sectors and operational roles



Rob Maguire (MCIPS) Rob has commerce running through his core, with a ruthless focus on delivering overall business benefits. His innovative thinking and approach have led to stunning business improvements for our clients, and broken stalemates in many commercial negotiations. Never predictable, his ability to motivate and drive results from

the most unlikely candidates is superlative.

He has over 25 years purchasing and supplier management experience in both operational and management consulting roles working for Reckitt & Colman (now Reckitt Benckiser); Black & Decker, Austin Rover Group, Pricewaterhouse and Ernst & Young. His consulting experience extends to Europe, the Far East and the United States of America. He is a highly engaging speaker with extensive experience of chairing and presenting at conferences.

Rob is co-author and editor of "Good Purchasing Practice Guide" prepared on behalf of the Universities Funding Council for England and co-author of "Procurement Benchmarking for Higher Education".



Janet Izatt Janet has the knack of converting the downright disinterested and the highly cynical through engaging, stimulating, relevant and practical approaches.

Highly experienced operationally as a manager and presenter, Janet regularly provides consulting, training

and mentoring across a range of commercial subjects including negotiation, contracting, risk management, proposal writing, project management and supplier management. She has worked in the UK, The Netherlands and Australia for companies including News International; Dutch based consulting firm DDV Media & Telecommunications, Logica, Spencer Stuart and Emap.

Janet is a former winner of the prestigious Sunday Times Lancaster University Women in Business MBA scholarship. She has 12 years experience as a business editor and journalist working across radio, newspapers and magazines. Janet is an ADR Group accredited mediator.

OUR TRAINING VENUE

Over the years we've come to realise that to truly get the most from your training programmes, the right venue plays a vital role.

That's why we have created a refreshing alternative to hotels and conference centres in the thriving Cotswold market town of Moreton-in-Marsh. We've taken two beautiful 17th Century town houses and converted them into one dedicated venue, which offers a fresh mix of the right elements – great location, excellent coffee and food, comfy furniture and a relaxed environment. Combining all the modern touches you'd expect, along with a few you wouldn't, in a very private setting.

Ruskin House, and our offices in adjoining Campion House, offers a collection of meeting rooms, lounge, courtyard, small

garden and kitchen, which provides an ideal venue for groups of up to 16 to concentrate on the day ahead without the usual distractions a shared venue brings.

If you are spending two or more days with us, we have great relationships with the main hotels and restaurants in the town ensuring that great accommodation, food and wine are only a few steps away.

Moreton-in-Marsh is one of the main market towns in the northern Cotswolds situated on the Fosse Way. We are a few minutes walk from the Moreton-in-Marsh train station which has a direct rail service, taking about 90 minutes, to London's Paddington Station. By car, we're 30 minutes from junction 15 of the M40 making it a great location wherever you are based.



“Great environment - a real breath of fresh air”





SOUND GOOD? OUR RATES ARE GREAT VALUE TOO!

Commercial Awareness: £699

Tues 14 - Wed 15 September 2010
Tues 5 - Wed 6 October 2010
Tues 9 - Wed 10 November 2010
Tues 8 - Wed 9 March 2011
Tues 10 - Wed 11 May 2011

Going Out To Tender: £699

Wed 3 - Fri 4 November 2010
Tues 22 - Wed 23 March 2011
Wed 4 - Thurs 5 May 2011

Managing Suppliers: £369

Thurs 23 September 2010
Thurs 14 October 2010
Thurs 18 November 2010
Thurs 24 March 2011
Thurs 19 May 2011

Booking Enquiries

You can contact us by phone, email or via our website to book on a programme or find out more about what we do.

Telephone 01608 654 201

Call if you want to book on one of our programmes or find out more about these or our other programmes. We may be running a workshop, so please leave your name, number and a message and we will call you back.

Email training@maguirezatt.co.uk

Drop us an email with your contact details and a brief outline of the training you are interested in and we will be in touch with more information and to discuss how we can help.

Visit www.maguirezatt.co.uk

If you are interested in booking on a programme, you can register your interest by completing our online enquiry form. You won't need to make a payment online, we will follow up your enquiry by phone or email.

Our other programmes

If you would like to find out more about the other programmes we run, you can request a copy of our training brochure by dropping us an email at training@maguirezatt.co.uk or downloading a pdf copy of our brochure from www.maguirezatt.co.uk/brochures

Important Information

The fees shown are exclusive of VAT and they include all written materials, lunch and refreshments. Once we have confirmed your training requirements via tel/email, a VAT invoice and a training pack will be sent to confirm your booking. This includes a full statement of our terms and conditions and a venue location map.

Payment will be required in full 8 weeks before the first training date.

Substitutions/cancellations

Upon receipt of payment, your place(s) will be confirmed. Any cancellation/transfer must be received in writing. The appropriate charge will apply based on the cost of your booking:

Transfers

Up to 28 days before the event No charge
27-14 days before the event 10% +VAT
Less than 14 days before the event 100% +VAT

Cancellations

Up to 28 days before the event 10% +VAT
Less than 28 days before the event 100% +VAT

A substitute delegate can be named at any time before the programme begins without charge on the proviso that the substitute delegate has completed any pre-course reading or activities where this is a programme requirement.

Multiple booking discounts

If you are thinking about booking multiple delegates give us a call. Rather than offer a flat rate discount structure, we prefer to discuss individual requirements with you. Let us know what you are thinking about, and we will look at the best offer for you.

Disclaimer

The booking form constitutes a legally binding contract. It may be necessary for reasons beyond the control of Maguirezatt LLP to change the content and timing of the programme, the presenters, the date or the venue. In the unlikely event of the programme being cancelled, Maguirezatt LLP will automatically make a full refund but disclaim any further liability.

Maguirezatt LLP

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