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Define your  
destiny with our  
Procurement  
Leadership  
Program

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# Define your destiny with our Procurement Leadership Program

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**Are you ready to take the next step in your personal development? Do you have the ambition to develop your leadership skills in line with the latest business and procurement trends? Would you like to learn how to apply your new leadership skills effectively in your business so that you increase your business impact? Do you want to define your own destiny? Enroll for the Procurement Leadership Program!**

Take your professional and personal development to the next level with our carefully designed Procurement Leadership Program (PLP). Consisting of a series of modules combining lectures, workshops, and individual coaching, this advanced program will provide you with the latest academic insights along with hands-on insights and the best procurement practices. You will be working with the most talented and experienced professionals in your field.

Our experienced faculty members are all experts in their field and have great affinity with procurement. They will guide you in achieving your professional ambitions and take your personal development to the next level.

#### **Designed especially for you**

The program is designed to meet the specific needs of procurement professionals in managerial and executive positions that are confronted with increasing responsibilities. Participants are typically top performers who wish to sharpen their leadership skills, such as procurement directors, procurement managers, and senior procurement professionals.

#### **The benefits to you and your organization**

The benefits of the Procurement Leadership Program extend far beyond developing skills, learning theories, and acquiring academic insights. Some of the benefits of the program are listed below:

- ▶ Insight into your leadership qualities and how to best use them to bring change in your organization.
- ▶ State-of-the-art knowledge and best practices in areas such as leadership, strategy, organization, finance, innovation and change management.
- ▶ The knowledge, skills and confidence needed to become a valued and respected business partner in your organization.
- ▶ The holistic and integrated approach of the PLP will provide you with solid foundation to meet the business challenges of today and turn them into opportunities for a better world.

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# Being a more effective leader brings me peace of mind

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## Huib Spit

Procurement Director,  
at Ahrend

**In order to update his knowledge, Huib Spit (43), Procurement Director at Ahrend, decided to enrol in the NEVI Procurement Leadership Program. 'This has really helped to increase my impact on the organization.'**

At the time when Huib was appointed at Ahrend, he immediately enrolled in the program. 'In the five years prior to this position, I held a number of interim positions with a mostly practical focus. What PLP offers, with its focus on both theory and practice, with individual, targeted coaching, was just exactly what I wanted. Furthermore, it proved to be a valuable follow-up to my degree in Business Administration from Nyenrode.'

### Different style of leadership

After his appointment, Huib soon realized that he needed a different style of leadership. 'Interim positions are, by definition, always temporary, with a beginning and an end, and a clear mandate. In those days, I was able to make great strides within my playing field. In the employment of Ahrend, I am now part of the company, part of a larger whole. That is a whole different ball game. My old leadership style did not have the effect I wanted it to have. I had to find a new style.'

### Changing perspectives during coaching sessions

In his ambition to change his leadership style, most eye openers were handed to him during the coaching sessions. 'During these talks, the coach held up a mirror to me by asking questions and thoroughly analyzing every answer I gave. And then there would be questions about the answers, as well as about my personal motivation and any possible stumbling blocks I may experience in my life. This really helped me to change my perspective.'

### Added value to the organization

The next step for Huib was to acquire a new leadership style. Some very practical and even physical exercises in the group gave him several insights. 'I understood that leadership requires taking a step back for a better perspective. Where do I feel resistance? What drives the people I want to bring on board with the transformation I want to achieve? How can I convince them to adopt the same goals? If I can manage to get a grip on these issues, the result would add enormous value to the organization.'

### Experience-driven learning

Particularly the experience-driven learning approach, instead of someone spelling out instructions, was of great help to Huib in his career. The 'lessons' he learned during the program have given him the tools to adopt an even more efficient and effective leadership style. 'I have noticed that people are far more inclined to accept my suggestions, even though they are sometimes perceived as deviating from the standard of practice. People have faith in my ideas, because they see their positive results. This has increased my impact on the organization, and that brings me great peace of mind.'





## Studying at a top-class university in the city of good taste

**The international Procurement Leadership Program takes place in Maastricht and is developed in conjunction with UMIO, the executive branch of Maastricht University School of Business and Economics. Internationally renowned professors from different fields and Universities, including Program Director Prof. Dr. Frank Rozemeijer, will deliver the six modules of the program. They will be supported by guest speakers who are leading professionals in their fields.**

Located in the heart of Europe, Maastricht is one of the oldest and most beautiful cities in the Netherlands. Maastricht University is one of the best young universities in the world, consistently performing well in national and international rankings. Maastricht University School of Business and Economics even belongs to a select group of 1% of educational institutes worldwide with a "Triple Crown" accreditation by AACSB, EQUIS and AMBA. Their team of Purchasing and Supply Chain Management researchers has recently been recognized as a Regional IPSERA Center of Competence (RICC). UMIO | Maastricht University is internationally oriented, with foreign students from every corner of the globe. As a participant of PLP, you will be immersed in the academic community of Maastricht, where English is the working language.

### **Intellectually stimulating, 'Burgundian' environment**

Teaching hours for the six modules are usually between Wednesday afternoon and Friday afternoon. During the modules, you and your entire study group will be staying in Maastricht. For lunch, dinner, and nightlife entertainment, we rely on the gastronomic facilities that this picturesque city by the River Meuse has to offer. Here, you will be able to mix study with pleasure in an intellectually stimulating environment where 'joie de vivre' is a way of life.

### **Guest speakers**

In every module CPOs from leading companies will act as guest speaker. In previous PLP editions we have had CPOs from Philips, NS, Shell, Vandemoortele, IKEA, DSM, Unilever and Electrolux, sharing their strategies and leadership journey.

### **Frank Rozemeijer**

Responsible for the curriculum of the program is Prof. Dr. Frank Rozemeijer, NEVI Professor of Purchasing and Supply Chain Management at Maastricht University. He has held this position since 2013 and was responsible for shaping the international character of PLP. For instance, he has ensured that the English-language program is aligned with the MBA curriculum of Maastricht University to guarantee the desired level of quality of the program.

Alongside his research and teaching activities in Maastricht, Frank acts as a consultant for international companies. This places him in an excellent position to paint an integrated picture of the different disciplines within the PLP curriculum and translate that into required competences for procurement leaders in an international context.

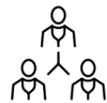


**Prof. Dr. Frank Rozemeijer**

NEVI Professor Purchasing and Supply Management

# Comprehensive, balanced program

At the core of the PLP are six modules that thoroughly introduce you to a number of relevant management fields. The modules are designed to be interactive, meaning that you will be able to share your knowledge and experience with academic staff and guest lecturers from the business community, and instantly translate theory into your practice.



## MODULE 1: LEADERSHIP

**Prof. Dr. Mariëlle Heijltjes, Professor of Managerial Behaviour at Maastricht University**

- ▶ Theory behind diagnosis and analysis of your leadership
- ▶ Practical solutions to your leadership issues
- ▶ Assessing the effectiveness of your leadership style
- ▶ Sharing your own insights and examples with other participants



## MODULE 3: ORGANIZATION

**Prof. Dr. Frank Rozemeijer, NEVI Professor Purchasing and Supply Management at Maastricht University**

- ▶ Using metaphors to look at organizations from multiple perspectives
- ▶ Designing and developing effective purchasing organizations
- ▶ Capturing purchasing synergy in multi-unit organizations
- ▶ Exploring for business driven purchasing maturity



## MODULE 2: STRATEGY

**Prof. Dr. Michael Mol, Professor of Strategic and International Management at Copenhagen Business School**

- ▶ Different schools of thought in strategy and strategy formulation
- ▶ Aligning procurement strategy with the business strategy of your organization
- ▶ Translating changes in the business environment into your procurement strategy
- ▶ New business models and the consequences for your procurement strategy



## MODULE 4: FINANCE

**Dr. Niclas Hellman, Associate Professor Accounting & Finance at Stockholm School of Economics**

- ▶ Learning the language of the CFO (cash flows, profits, balance sheets, etc)
- ▶ Value creation from a Finance perspective
- ▶ Measuring the financial impact of procurement
- ▶ Preparing a solid business case for procurement



## MODULE 5: INNOVATION

**Prof. Dr. Paul Iske, Professor Open Innovation & Business Venturing at Maastricht University**

- ▶ Introduction to innovation and its relation with procurement
- ▶ Scenario thinking and concept development (stage gating)
- ▶ Setting the right climate for innovation and creativity
- ▶ Defining Next Generation Procurement



## MODULE 6: MANAGING CHANGE

**Dr. Arend Ardon, Core Lecturer Change management, Leadership and Interventions in change processes at Maastricht University**

- ▶ Strategies for various types of change
- ▶ Macro versus micro change
- ▶ Why do logical change interventions so often produce illogical effects?
- ▶ Stagnating patterns and how you unintentionally maintain them



## PEER COACHING SESSIONS

The peer coaching is focused on developing your personal effectiveness as a business leader. You will be systematically working on improving your leadership skills in small groups guided by an executive coach.



## THREE ESSAY ASSIGNMENTS

Through three writing assignments (one after each second module) you are invited to directly implement the new knowledge and skills on a real-life Case-4-Change, enabling you to directly add value to your organization.



## VALUE FOR BUSINESS PROJECT

You will translate your learning from PLP into a final Value for Business Project. The V4B project challenges you to work in a small team to analyse a shared problem within your own organisations, and use relevant, academic theories to formulate a creative solution that generates value for business. After you research and write your project, you will present and defend to a jury of (former) CPOs who will ask you critical questions about the V4B project.

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# The program contributes to significant progress in your personal development

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## Marjon Veenendaal

Strategic buyer,  
at Alliander

**While in between jobs, Marjon Veenendaal (53) decided to enroll in the program at NEVI. 'I decided to make a career switch. I wanted to apply my experience and knowledge of sales in the procurement process of a large organization.'**

When Marjon Veenendaal was in her mid-40s and she worked as a commercial manager in the temporary employment industry, a procurement manager once said to her: 'We are too dependent on you; you know too much.' This remark triggered her, because in her opinion, there was no need for any apprehension. On the contrary, if properly used, this knowledge could facilitate innovation for the supplier. Being 'Customer of Choice' for a supplier is valuable, as it boosts the willingness of the supplier to invest in your organization.

## Aligned with the business

This moment triggered a turnaround in Marjon's career. Having spent years working in sales, she accepted a position as procurement manager for a large healthcare institution. 'In my view, buyers should be aligned with the business, just like sales people, only in reverse; aligning the organization with the market. You have to know exactly what the internal customer objectives are, and you need to be aware of the developments within the company as well as in the supply market. It is important to be aligned in order to be able to purchase products and services for maximum benefit.'

## Fabulous personal development

Her sales vision worked very well in procurement. Nevertheless, she noticed that her theoretical and practical knowledge of and experience in procurement left room for improvement. She enrolled in the NEVI program. 'I paid for the education myself, which was a substantial investment, not just in terms of money, but also in time. The program is quite intensive, so the decision should be based on a conscious choice. However, once you have made the decision, it is absolutely more than worth it. You learn so much from so many different disciplines, but more importantly, it contributes to your personal development in a fabulous way.'

## Impact on the organization

Once she had completed the program, her career accelerated. Today, Marjon works for the energy network company Alliander as a strategic buyer. 'Integrated thinking was one of the most important lessons I have learned from the PLP. How can we align the various interests within the organization to ensure that we create added value for the entire organization? What is the best way to engage suppliers in the process? And what will be the impact on the company? By taking the end customer's request as a basis, you can utilize opportunities to a maximum. This allows you to take maximum advantage of every opportunity. For me, it is a great challenge to be able to do this on a daily basis.'

## Contact with fellow alumni

Marjon stays in touch with her classmates. 'After all, we did spend a lot of time together, both in the program and socially at night in the ever exciting city of Maastricht. When we see each other now, it is like we just met each other yesterday. We always have great fun together!'



# Enlightening study trip to Stockholm

**One particularly interesting element of the Procurement Leadership Program is the three-day study trip to Stockholm, Sweden. The Finance module will be taught by an internationally acclaimed Accounting & Finance Professor of Stockholm School of Economics. You will receive new insights from leading guest speakers and you will visit a Swedish multinational company.**

Experience has shown that Finance can be quite a challenge for procurement professionals. We are happy to have a renowned professor with a very innovative way of teaching leading our Finance module. He is able to explain in clear language what the role of Finance is in procurement and how procurement contributes to the financial success of the organization. It proves to be a real eye-opener!

#### **Top-level module**

The Finance module is developed in conjunction with Stockholm School of Economics, the most prestigious private university in Sweden. You can rest assured that this is a top-level module in a city that, due to its many canals, is also referred to as Venice of the North.

#### **Instructive and inspirational working visit**

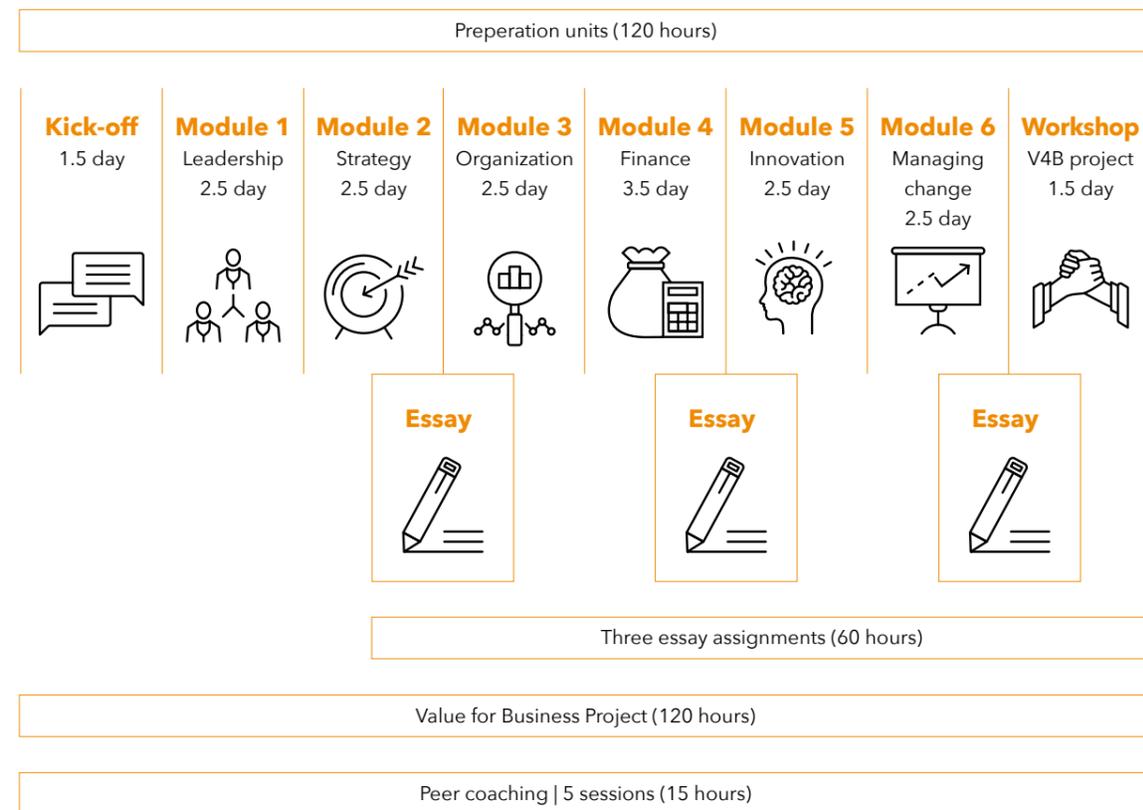
One highly interesting and inspirational element of this study trip to Stockholm is the visit to a world-leading Swedish multinational company. During the visit, you will be able to experience how the theoretical knowledge you have gained during the module(s) works out in a practical situation. If you are intrigued by what goes on behind the scenes in other companies, this is truly a very interesting, instructive, and inspirational element. Earlier editions of the program have included visits to companies such as Volvo, Electrolux, Skanska, Ericsson and IKEA.



# Program particulars

The Procurement Leadership Program consists of six modules of 2.5 days each. During each module, professors and eminent guest lecturers will share their knowledge and experience. In addition, the program offers five coaching sessions to increase your personal effectiveness as a leader.

## STUDY LOAD



### Location: UMIO | Maastricht University

A great place to combine study with pleasure in a picturesque environment.



### Study trip to Stockholm

A three-day group trip with contributions of major companies like IKEA and Ericsson.



### Experienced professors

Top scientists with experience in coaching in the subject areas of procurement, business studies, and leadership.

## STUDY LOAD

- ▶ 9-months lead time
- ▶ Each module lasts 2.5 days at Maastricht University
- ▶ The total study load is 500 hours

## PRACTICAL INFORMATION

This program is an international program that uses English as the language of instruction.

## TUITION FEE, INCLUDING STUDY TRIP TO STOCKHOLM, SWEDEN

- ▶ NEVI members: € 13,500.- excl. VAT
- ▶ Non-members: € 14,995.- excl. VAT

## More information?

Former participants have expressed their appreciation for our program by giving us a score of 8 out of 10. If you would like to experience what they are so excited about, please schedule an appointment for an initial meeting on our website [www.nevi.nl/leader](http://www.nevi.nl/leader) or contact our NEVI Procurement Leadership Program recruiter.

### Mariska van Wijnen

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