



PROSPECTUS



DRIVING
EXCELLENCE
IN STRATEGIC
SOURCING
PRACTICE



TRAINING AND QUALIFICATIONS IN SOURCING

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TRAINING BY PROFESSIONALS FOR PROFESSIONALS

The Global Sourcing Association is the leading UK organisation for strategic sourcing professionals and for organisations engaged in sourcing activities. GSA's membership includes organisations that may choose to outsource their operations to outsource service providers or set up shared service centres; outsourcing service providers and organisations that offer services to outsourcing parties, for example law firms, accountants, recruiters and consultancies.

The training you will receive on GSA programmes captures knowledge and experience captured over many years and distilled into principles that practitioners can use to inform their own practice.

The GSA training programmes are built around the GSA Global Source Standard to ensure the material relates to the overall strategic sourcing context. The GSA's Global Sourcing Standard is a globally recognised framework for best practice and has been used by organisations who want to validate their own processes for strategic sourcing best practice.

Major public and private sector organisations have attended GSA training programmes including:

BBC; BP; Aviva; Prudential; Visa; Foreign Office; Ulster Bank; Shell; EDF Energy; Post Office; BT; HML; Zurich Financial Service; National Grid; Coop Financial Services; Phoenix Group; Thomson Reuters; Friends Life; Waveney Council; Telegraph Media Group; Guardian Media Group; Standard Life; EE, Astra Zeneca amongst others.

FLEXIBLE TRAINING

GSA training is very flexible. For those who have an interest in particular topics there are workshops they are able to attend. For practitioners who want to undertake more indepth personal development they can register for programmes of study that lead to professional qualifications in strategic sourcing practice.

PROFESSIONAL QUALIFICATIONS

The GSA currently offers a number of qualifications and university accreditations. These range from an online introduction to strategic sourcing, through to a level 7 (post graduate level) diploma for experienced professionals, which enables learners to progress to a full masters degree.

TRAINING BY PROFESSIONALS FOR PROFESSIONALS

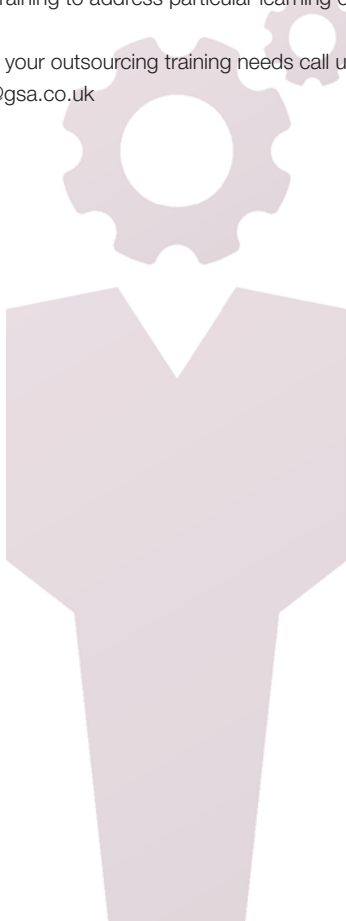
IN-HOUSE OR OPEN PROGRAMMES

GSA training is provided in a variety of ways. For organisations that want to register a number of people for a workshop or programme, usually 8 or more, we can deliver training in-house, tailored to the needs of the organisation. We also deliver open programmes, which anyone can register to attend.

BESPOKE TRAINING

Strategic sourcing extends across every sector and across organisations large and small. There is a huge range of contexts and challenges and for some organisations there is a need to develop particular programmes specific to them. The GSA has access to many outsourcing experts and is able to develop bespoke training to address particular learning objectives.

For any of your outsourcing training needs call us on 020 7292 8680 or email us at admin@gsa.co.uk



GSA QUALIFICATIONS

The GSA offers a range of qualifications which it plans to add to over the coming year.

Below are the qualifications that are currently offered:

The Gateway – Introduction to the Essentials of Outsourcing

This is an online course designed as an introduction to outsourcing concepts and terminology. This will be of particular interest to those who are new to an outsourcing role or who are impacted by outsourcing in their jobs.

GSA Level 2 Award in Outsourcing Excellence

The qualification is the first to provide a broad based standard for staff of outsource provider organisations who deliver the outsourced service for a client. Learners achieve the qualification standard by developing a portfolio of evidence from their work-based and learning activities.

GSA Foundation Certificate in Strategic Sourcing

This requires attendance at 2 one-day workshops and the submission of one paper describing work-based activities. It is assessed at level 4 and will be of particular interest to those for whom strategic sourcing is a major part of their role.

GSA Professional Certificate in Strategic Sourcing

This requires attendance at 4 one-day workshops and the submission of three papers describing work-based activities. It is assessed at level 4 and will be of particular interest to those for whom strategic sourcing is a major part of their role.

GSA Diploma in Strategic Sourcing

This is a level 7 (post graduate) qualification and requires submission of three papers describing real-world work-based research in strategic sourcing. This will be of interest to those who already have considerable experience in strategic sourcing and for those who are looking to earn an advanced qualification that will acknowledge their knowledge and experience in the field of strategic sourcing.

GSA Certificate in Robotic Process Automation

The industry's first qualification for robotic process automation (RPA), helping middle and senior managers develop automation capabilities in the workplace. The certificate goes beyond tackling technical knowledge and studies the wider strategic thinking behind RPA initiatives. Participants will attend a two-day RPA-focused workshop, following which they will develop a work-based portfolio of evidence based on what they've learned.

THE GATEWAY - INTRODUCTION TO THE ESSENTIALS OF OUTSOURCING - ONLINE COURSE

Whether or not you're new to a sourcing role, the GSA Gateway provides a solid foundation for strategic sourcing professionals.

The course is designed to provide underpinning knowledge of the basic principles of strategic sourcing. For many people who find themselves working in an outsourced role, have responsibilities for managing a supplier contract or perhaps as a member of a retained team there are often knowledge gaps. These knowledge gaps might be around relatively simple concepts such as the difference between outsourcing and offshoring, but it can create problems.

The Gateway materials are written in an easy to read format. There are a number of case studies provided to explain key concepts and there is a comprehensive glossary of terms. The Gateway also provides an overview of the GSA Global Sourcing Standard, which is the basis of all GSA training programmes and has been used by many organisations as the basis for their sourcing practice.

It's all done online - so you don't have to worry about travelling to workshops or posting submissions. Current and past participants come from all over the world!

COURSE CONTENT

The Gateway is organised into 5 short sections:

- 1 What is Outsourcing?
- 2 Common Terms and Concepts
- 3 Global Sourcing Standard - covers the key elements of sourcing
- 4 Buyer and Supplier Benefits
- 5 Risk in Outsourcing

COURSE FORMAT

Participants study the material provided online and alongside will answer related multiple choice questions to test their knowledge. To obtain the GSA Gateway Certificate course participants need to achieve a score of at least 80% in the test.

FEE

Only £99 + VAT

HOW TO REGISTER

To register on the Gateway email admin@gsa.co.uk or call us on 020 7292 8680.

GSA LEVEL 2 AWARD IN OUTSOURCING EXCELLENCE

The qualification has been purposefully designed to be a broad based and achievable standard. Its purpose is to encourage a wide range of people working in an outsourced service delivery role to demonstrate a range of core skills, knowledge and behaviours. It is intended that this will encourage consistency across the outsourcing sector and increase the confidence in outsourcing arrangements.

The qualification is assessed at level 2, the equivalent of a GCSE A*-C standard in the UK.

The design of the qualification requires learners to complete 3 mandatory learning units.

- 1 Commercial Awareness in an Outsourced Role
- 2 Delivering Service Excellence in an Outsourced Role
- 3 Contributing Successfully to Outsourcing Relationships

They can complete the units in any order they wish. Completing each unit will result in a learner being awarded learning credits by the GSA according to the credits designated for each unit.

Once all the units have been completed the GSA will award a certificate that acknowledges the learner's achievement.

Only approved GSA Learning Centres will be able to register learners for the qualification.

For more information on how to contact an GSA Learning Centre or on becoming an approved GSA Learning Centre e-mail pathway@gsa.co.uk or call us on 0207 292 8686.

QUALIFICATION FORMAT AND CONTENT

To be awarded the qualification learners provide evidence that they have achieved defined learning outcomes. They are supported by a GSA Learning Centre, which in many cases will be their own organisation. There are no prescribed training materials or learning programmes. The GSA Learning Centre will typically develop a programme of work based experience, training courses and assessment sessions. This programme will be designed to ensure that the learner is able to achieve the standards defined by the qualification and prepare a portfolio of evidence.

GSA LEVEL 2 AWARD IN OUTSOURCING EXCELLENCE

This learning activity will be a combination of supervised or planned (sometimes called guided) learning, unsupervised learning or on-the-job (work-based) experience. The GSA encourage Learning Centres to develop programmes which have a strong bias towards work-based experience and would usually expect that no more than 25% of the learning activity will be 'off-the-job'. This ensures that the learning activity is focused on practice rather than theory and can be more easily integrated into operational schedules with the minimum of impact on operational efficiency.

The total number of learning credits awarded for the 3 units that make up the qualification is 11, with each learning credit being notionally equivalent to 10 hours of learning activity. The credit value is established by considering the amount of time that a typical learner will take to achieve the requirements of the unit. This will vary depending upon the experience of the individual learner.

LEARNING OUTCOMES

The qualification is divided into 3 learning units and the learning outcomes required to be demonstrated for each unit are listed below. More detailed information is provided in the qualification handbooks.

Unit 1: Commercial Awareness in an Outsourced Role

Learning Outcomes - The learner will:

- Recognise competitive sensitivities in an outsourcing context
- Understand the commercial outsourcing environment

Unit 2: Delivering Service Excellence in an Outsourcing Role

Learning Outcomes - The learner will:

- Know the expected quality and productivity standards for their role
- Understand the regulatory environment in which they operate
- Take responsibility for delivering what they promise
- Follow all business processes, policies and systems relating to their role to deliver agreed customer service levels

Unit 3: Contributing Successfully to Outsourcing Relationships

Learning Outcomes - The learner will:

- Demonstrate an awareness of the client brand
- Communicate in a confident, professional and positive manner
- Be able to build relationships, negotiate and handle conflict

FOUNDATIONS OF SOURCING WORKSHOP SERIES

The Foundations of Sourcing workshops have been designed for those who are involved in outsourcing and shared services relationships.

The formats of the workshops encourage participants to consider their own roles and challenges and how they can use the materials covered in the workshop to improve their own and their organisation's practice of sourcing.

The workshops are based around the GSA's Global Sourcing Standard (GSS) which is widely used within the sourcing industry as a framework for best practice. However, the model is not prescriptive and does allow for organisations and sourcing practitioners to adopt their own sourcing practices. The value of the GSS is in providing a robust best practice model against which individual and organisational practice can be reviewed and validated or revised.

The Foundations of Sourcing workshops are delivered as open courses by the GSA, which allows for strategic sourcing practitioners from different organisations the opportunity to learn from others outside of their organisation.

The workshops are also offered as in-company tailored workshops:

- the benefits of in-company programmes are that they can be tailored to the particular needs of an organisation
- they encourage sharing of learning across the organisation, which can be a considerable aid to cross-company sourcing consistency
- in-company programmes can be more cost effective

The following pages in this Prospectus describe in more detail the contents of each of the Foundations workshops.



OVERVIEW OF GLOBAL SOURCING STANDARD FOR STRATEGIC SOURCING BEST PRACTICE - ONE DAY

OVERVIEW

The module is a highly popular one day workshop and forms part of the Foundations of Sourcing series. The module introduces the key principles of strategic sourcing practice through an examination of the Global Sourcing Standard (Standard), an essential framework and reference tool that is regularly scrutinised by industry practitioners.

The value of the module is to provide participants, whatever their strategic sourcing role, with a high level appreciation of the sourcing context from which they are able to better understand their own contribution to the success of strategic sourcing strategies and the contribution of others. In the past it has helped to build greater consistency of practice and effectiveness of communication across sourcing teams and arrangements.

The focus of the course is on practice rather than theory, with participants encouraged to consider the relevance of the material to their own roles and to consider how they can make a difference to their own organisation's sourcing practice.

WHO SHOULD ATTEND?

Those whose role impacts on the success of outsourcing, shared service or insourcing arrangements, including relationship managers and retained team members, bid and account managers, transition project managers, procurement, operational managers from both client and provider, and members of the provider delivery teams.

COURSE OBJECTIVES

By the end of the workshop participants will be able to:

- Recognise the links between each of the sourcing standard phases
- Explain the purpose of and required activities in each phase of the Standard
- Understand the strategic sourcing decision making process
- Develop strategies to address common risks and opportunities across the life cycle
- overview of the Standard: what are the phases, what are the generic time lines; what are the core activities. How does this relate to participants' roles and experiences.

THE OUTSOURCING LIFE CYCLE AND BEST PRACTICE STANDARD – ONE DAY

COURSE STRUCTURE AND CONTENT

- An investigation of the strategy and governance – the basis of all sourcing strategies; what does best practice look like and how can it affect sourcing success; key drivers for sourcing strategies; sourcing alternatives discussed – shared services, offshoring, co-sourcing, in-sourcing
- Exploring potential outsourcing risks: how these are shared between client and provider; how risks are minimised; the value of sourcing Blueprints in underpinning sourcing success
- How strategy and leadership sets the DNA of the strategic sourcing arrangement.
- A reflection on the procurement / contracting phase. Using the Standard participants consider best practice in this phase and how it links with other phases of the Standard and with their own roles.
- A reflection on the Transition and Change phase. Using the Standard participants consider best practice in this phase, and how it links with other phases of the Standard and with their own roles.
- Consideration of the Relationship and Service Management phase. Participants consider common causes of under-performance, and add their own experiences of under-performance.

Learning is captured at the end of the workshop and actions identified to take away.

WORKSHOP FORMAT

There is a mixture of tutor presentation, individual and group exercises and discussions. The workshops are highly engaging and interactive.

WORKSHOP FEE

The cost per workshop is £440 + VAT.

EFFECTIVE GOVERNANCE OF OUTSOURCING ARRANGEMENTS – ONE DAY

OVERVIEW

The module is a one day workshop and forms part of the Foundations of Sourcing series. The module introduces the key principles of governance in an outsourcing context and explores leading edge thinking and tools in this critical sourcing topic.

The value of the module is to provide participants, whatever their role, with an in-depth appreciation of the purpose of governance in sourcing management. It enables them to better understand what they are able to do in their role to contribute to successful outsourcing governance.

The focus of the course is on practice rather than theory, with participants encouraged to consider the relevance of the material to their own roles and to consider how they can make a difference to their own organisation's sourcing practice.

WHO SHOULD ATTEND?

Those whose role impacts on the success of outsourcing, shared service or insourcing arrangements, including relationship managers and retained team members, bid and account managers, transition project managers, procurement, operational managers from both client and provider, and members of the provider delivery teams.

COURSE OBJECTIVES

By the end of the workshop participants will be able to:

- Describe the purpose and role of governance.
- Recognise governance challenges and explain what good governance looks like in outsourcing
- Determine how governance helps drive and maintain the critical alignment that is necessary between stakeholders
- Explore leading edge governance approaches and tools to identify how to deliver effective governance
- Review and validate own governance practice and consider opportunities for improvement

COURSE STRUCTURE AND CONTENT

- What is governance? The session explores the nature of governance and highlights issues around governance which are often cited as key factors in outsourcing performance issues. This is done with a mix of tutor presentation and group discussion which includes the Governance Matrix and examples of governance structures and schedules

EFFECTIVE GOVERNANCE OF OUTSOURCING ARRANGEMENTS – ONE DAY

- Governance Review: A number of key factors that the GSA has identified impact on successful governance are used as the basis of a review of what good, and bad governance looks like in terms of organisational and individual behaviours.
- The group explores how governance specifically ensures the alignment of stakeholders in the deal by further exploring the scope of governance impact and its effect on alignment.
- A short session is delivered that specifically focuses on meeting management, behaviours and organisational culture and the group undertakes a review and considers actions to establish effective governance meetings.
- The purpose and value of the 'Governance Charter' is presented and discussed with the group to explore the generic value of a Charter and how it might work in the participant's organisation.
- Governance Tools: The group considers what tools are required for effective governance.
- Learning is captured at the end of the workshop and actions identified to take away.

WORKSHOP FORMAT

There is a mixture of tutor presentation of models and examples, individual and group exercises and discussions. The emphasis is placed on establishing an interactive learning environment in which all participants can share their ideas and experiences and learn from others.

WORKSHOP FEE

The cost per workshop is £440 + VAT.

MANAGING THE PERFORMANCE OF OUTSOURCING CONTRACTS - ONE DAY

OVERVIEW

The module is a one day workshop and forms part of the Foundations of Sourcing series. The module introduces the key principles and practice of performance management of strategic sourcing arrangements. The emphasis of the module is on the management of the services rather than the underpinning relationship.

The value of the module is to provide participants, whatever their role, with an appreciation of the mechanics of performance management by considering how to develop successful metrics, the value and use of balanced scorecards, developing an effective governance culture and how to manage outcomes rather than outputs.

The focus of the course is on practice rather than theory, with participants encouraged to consider the relevance of the material to their own roles and to consider how they can make a difference to their own organisation's sourcing practice.

WHO SHOULD ATTEND?

Those whose role impacts on the success of outsourcing, shared service or insourcing arrangements, including relationship managers and retained team members, bid and account managers, transition project managers, procurement, risk and operational managers from both client and provider, and members of the provider delivery teams.

COURSE OBJECTIVES

By the end of the workshop participants will be able to:

- Recognise the role of performance (service) management in effective sourcing management
- Develop effective Service Level Agreements (SLA) and key metrics (KPIs)
- Appreciate the use of balanced scorecards in a sourcing arrangement
- How to address performance management of offshore operations
- Managing outcomes rather than outputs
- Establishing an effective governance culture and its relationship to risk

MANAGING THE PERFORMANCE OF OUTSOURCING CONTRACTS – ONE DAY

COURSE STRUCTURE AND CONTENT

- Introduction to performance management: (a) the nature of strategist sourcing performance management and who is involved in it; (b) common performance problems and issues
- Exploring SLAs and metrics: what are SLAs and how do they contribute to performance management; what are the basic SLA types; why do SLAs sometimes fail (why does Green feel Red?); what effective SLAs must have; how to choose the right metrics (KPIs); reporting of SLAs
- Exploring outcome based contracting
- Using a ‘balanced scorecard’ approach: what do Scorecards include; how to get the most from using a Scorecard
- Learning is captured at the end of the workshop and actions identified to take away

WORKSHOP FORMAT

There is a mixture of tutor presentation of models and examples, individual and group exercises and discussions. The emphasis is placed on establishing an interactive learning environment in which all participants can share their ideas and experiences and learn from others.

WORKSHOP FEE

The cost per workshop is £440 + VAT.

SUCCESSFUL MANAGEMENT OF OUTSOURCING RELATIONSHIPS – ONE DAY

OVERVIEW

The module is a one day workshop and forms part of the Foundations of Sourcing series. The module addresses the issue of relationship management, which is often cited as a major issue in the relative success of sourcing arrangements.

The value of the module is to provide participants, whatever their role, with a better understanding of the factors that impact on the success of the relationship between strategic sourcing partners. The course considers key topics including: why relationships fail; different types of relationships and the approach required for each; relationship between types of contracts and relationships; when is a partnership approach necessary; the importance of trust and how it can be nurtured; developing behaviours that successfully build relationships; the value of relationship charters.

The focus of the course is on practice rather than theory, with participants encouraged to consider the relevance of the material to their own roles and to consider how they can make a difference to their own organisation's sourcing practice.

WHO SHOULD ATTEND?

Those whose role impacts on the success of outsourcing, shared service or insourcing arrangements, including relationship managers and retained team members, bid and account managers, transition project managers, procurement, operational managers from both client and provider, and members of the provider delivery teams.

COURSE OBJECTIVES

By the end of the workshop participants will be able to:

- Explain the value of effective relationship management in outsourcing arrangements
- Recognise relationship management issues and opportunities and how to address them
- Appreciate the impact of trust and explain what must be done for trust to be built into a long term strategic outsourcing relationship
- Develop and encourage behaviours that will support successful outsourcing relationships

SUCCESSFUL MANAGEMENT OF OUTSOURCING RELATIONSHIPS – ONE DAY

COURSE STRUCTURE AND CONTENT

- An introduction to relationship management.
- A case study review of an outsource relationship approach and consideration of the principles employed.
- A review of key relationship issues: what is the evidence for why relationships fail; what are the different types of relationship and what is the continuum; how do contract types relate to different types of relationship; when is a 'partnership approach' appropriate and what does that mean in terms of actions.
- What is trust, and how is it developed: review of a survey on trust in outsourcing deals; why does trust break down; how is trust nurtured.
- What behaviours support successful long term relationships: how do relationship behaviours relate to the maturity continuum; aligning goals with actions; taking ownership; effective prioritising; appreciating the impact of paradigms on relationships and recognising your own style as well as others; the value of a collaborative approach; how to use listening skills to improve relationships; recognising and valuing the different qualities the parties bring to the relationship
- A consideration of the value of a Relationship Charter and how it can be introduced.
- Learning is captured at the end of the workshop and actions identified to take away.

WORKSHOP FORMAT

There is a mixture of tutor presentation of models and examples, individual and group exercises and discussions.

The emphasis is placed on establishing an interactive learning environment in which all participants can share their ideas and experiences and learn from others.

WORKSHOP FEE

The cost per workshop is £440 + VAT.

GSA CERTIFICATES IN SOURCING PRACTICE

GSA Foundation Certificate in Sourcing Practice

This requires attendance at 2 one-day workshops from the Foundation of Sourcing series (see pages 8 - 16) and the submission of one paper describing work-based activities.

GSA Professional Certificate in Sourcing Practice

This requires attendance at 4 one-day workshops from the Foundation of Sourcing series (see pages 8 - 16) and the submission of three papers describing work-based activities. It is assessed at level 4 and will be of particular interest to those for whom sourcing is a major part of their role. Individuals awarded with this qualification will be able to add CertGSA after their name.

PROGRAMME FEES

The cost per workshop is £440 + VAT.

For those undertaking a qualification, there is also a per paper assessment fee of £275 + VAT

HOW TO REGISTER

For more information or to register for either Certificate programme email admin@gsa.co.uk or call +44 (0) 20 7292 8680.



"The GSA have delivered their foundation course in external service delivery to approximately 100 Irish public sector managers to date. The course provides a firm grounding that allows practitioners to understand the Global Sourcing Standard and its application in a business context. The overwhelming feedback from our participants indicated that they found the course to be well balanced; offering both conceptual and practical elements, delivered by professionals who were highly experienced and knowledgeable in their field."

Kevin Daly, Commercial Delivery Manager, Department of Public Expenditure & Reform, Ireland



HOW TO MAKE ROBOTIC PROCESS AUTOMATION (RPA) AND AI WORK - TWO DAY

OVERVIEW

RPA is one of the most exciting opportunities to emerge in recent years. It is though for many shrouded in mystic. It promises to deliver significant added value and is sometimes presented as a simple and easy exercise. The reality is that whilst there are important and exciting opportunities there are also real risks and along with the need to approach RPA in a planned, considered and professional approach. AI will inevitably prove to be a game changer for all organisations in the future and it is already in use and making a difference. It is now that organisations need to be readying themselves for this coming revolution that will change the world.

This highly practical 2-day workshop delivered by the Global Sourcing Association provides the critical knowledge required to implement Robotic Process Automation initiatives successfully. It also offer participants an insight into AI that will inform their initial discussions and help them to plan for this exciting future.

The workshop is delivered by highly experienced RPA and sourcing specialists using a mixture of presentations, case studies, practical demonstrations and exercises.

WHO SHOULD ATTEND?

Anyone who is involved in projects to explore or to implement RPA in their organisations. This will include operations managers and IT managers and might also include supplier managers, procurement managers and risk managers amongst others. It has proved to be of interest to those who have responsibilities for operating models in organisations.

COURSE OBJECTIVES

- A discussion around what RPA is and how it can be used within organisations to improve their operational capability.
- Outlining the different approaches to RPA
- A review of current vendors
- How to manage the risks associated with implementing RPA
- How to plan and implement RPA
- Building successful business cases for RPA
- Developing an RPA enabled target operating model
- Establishing the necessary infrastructure and building long term governance
- Recognising the potential value of AI

HOW TO MAKE ROBOTIC PROCESS AUTOMATION (RPA) AND AI WORK - TWO DAY

COURSE STRUCTURE AND CONTENT

- A discussion of what RPA is and how it compares with other automation initiatives
- A review of the different approaches to RPA and how it works in practice
- A review of the current vendors in the market and how to decide who are best for you
- How to undertake an effective business review to establish your readiness for RPA and where it might add value
- Identify the risks associated with an automation initiative and how they can be managed
- How to identify what processes to automate
- How to plan a successful RPA initiative, including managing the change issues
- How to build a business case for an RPA initiative
- Developing an RPA enabled target operating model
- How to track the value that automation adds
- Establishing the required infrastructure to support and maintain automation
- Building effective long term governance
- A review of current developments in AI and a discussion around how these might impact organisations

WORKSHOP FORMAT

The course is an interactive and engaging two day workshop in which industry expert facilitators present a range of ideas, models and examples of best practice.

The participants will have ample opportunity to explore the ideas through plenary discussions and working in small groups. In particular, the facilitator will encourage the group to consider how the workshop content can be applied to their own situation.

WORKSHOP FEE

The cost per workshop is £1,090 + VAT for qualifying GSA members and £1,190 + VAT for others.

MANAGING OUTSOURCING TRANSITION, EXIT AND CHANGE - ONE DAY

OVERVIEW

Many more organisations are actively reviewing their sourcing options and deciding to change their current sourcing arrangements. This might involve transitioning and service manages currently by a 3rd party back in house, moving a service from one 3rd party to another or perhaps moving a service from in-house to a 3rd party for the first time.

Successful transition can be highly complex and for many organisations it may not be something they do often. The range of issues include complying with legal requirements, dealing with the Exit from 3rd parties, knowledge management challenges and maintaining service levels. A major challenge for organisations is to ensure that the relationship between the parties involved is a positive and constructive one.

This workshop provides participants with the knowledge, insights and tools to develop their own successful approach to this critical area.

WHO SHOULD ATTEND?

All those whose role involves them in the management and implementation of sourcing transition, transformation and exit projects. It will be of interest to project managers, risk managers, operations managers, outsourcing, relationship and supplier managers amongst others.

COURSE OBJECTIVES

- Define the goals of outsourcing transition and identify the challenges to be addressed
- Understand the practical and legal issues and ensuring the right advice is obtained
- Establish knowledge management strategies
- Manage 'Exit' successfully
- Identify tools and approaches to support effective transition, exit and change
- Transfer learning to work based challenges

MANAGING OUTSOURCING TRANSITION, EXIT AND CHANGE - ONE DAY

COURSE STRUCTURE AND CONTENT

- The goals of transition, transformation and exit and the challenges that are faced.
- Outlining what is required in the Global Sourcing Standard regarding the Transition phase.
- Consideration of the change management issues that relate to Transition.
- A knowledge management framework and its relevance and importance in Transition.
- How to develop effective Exit plans.
- What must be done throughout the outsourcing life cycle to manage Transition
- Considering Transition governance examples.
- Practical issues regarding the transfer of assets.
- An overview of TUPE and the key issues and challenges that may arise.
- Consideration of regulatory requirements.
- Transformation projects, including those involving offshore operation.

WORKSHOP FORMAT

The course is an interactive and engaging one day workshop in which industry expert facilitators present a range of ideas, models and examples of best practice.

The participants will have ample opportunity to explore the ideas through plenary discussions and working in small groups. In particular, the facilitator will encourage the group to consider how the workshop content can be applied to their own situation.

WORKSHOP FEE

The cost per workshop is £595 + VAT for qualifying GSA members and £665 + VAT for others.

NEGOTIATION SKILLS FOR SOURCING PROFESSIONALS - ONE DAY

OVERVIEW

The workshop explores the key principles of negotiation and the challenges and dynamics of negotiations in sourcing situations in particular. It focuses particularly on the subtle behaviours that inform and influence the negotiation dynamics in crucial ways and looks at how to manage these more successfully. Negotiation for many sourcing specialists is an area that is of critical importance in ensuring they achieve the desired outcomes for their organisation. However, whilst for some negotiating comes very naturally for many it is particularly challenging. The workshop provides those who are naturally comfortable with an understanding that allows them to further develop their competency and for those who find it difficult it offers highly practical tools and techniques that can be immediately put into use.

The workshop is delivered by highly experienced GSA specialists who use a mixture of presentations, case studies, practical demonstrations and exercises.

WHO SHOULD ATTEND?

Anyone who needs to negotiate in a sourcing context –either as part of the initial contracting process or indeed the many negotiations that can take place post contract.

This will include supplier managers, procurement managers and risk managers amongst others. The workshop has been designed to be of value to a range of experience levels from those relatively new to negotiation through to those who already have considerable experience.

COURSE OBJECTIVES

- Understanding the core principles of negotiation
- Recognising the roles in negotiations - how to lead and how to support
- How to achieve agreed goals
- Recognising the issues and options when making an assessment of negotiating positions
- Managing the behavioural dynamics in a negotiation
- Use effective negotiating and influencing techniques

NEGOTIATION SKILLS FOR SOURCING PROFESSIONALS - ONE DAY

COURSE STRUCTURE AND CONTENT

- An exercise to understand the core principles and dynamics at play
- Exploring the 4 areas of focus
- What is 'soft' power and how can we maximise our power
- When to 'walk away'
- How to understand and manage status in a negotiation
- Understanding relationships – matching, escalation, psychometrics
- How we respond to conflict and how to manage it
- How to build influence
- Defining the bigger human need and how it impacts
- How to change the conversation
- The Negotiation Map
- Principled and Positional negotiation
- Developing your awareness in negotiations

WORKSHOP FORMAT

The course is an interactive and engaging one day workshop in which an expert facilitator and coach will present a range of ideas, models and examples of best practice.

The participants will have ample opportunity to explore the ideas through plenary discussions and working in small groups. In particular, the facilitator will encourage the group to consider how the workshop content can be applied to their own situation.

WORKSHOP FEE

The cost per workshop is £595 + VAT for qualifying GSA members and £665 + VAT for others.

USING DESIGN THINKING FOR INNOVATION

OVERVIEW

This one-day workshop introduces Design Thinking as an exciting and powerful must-have tool to identify the best options and solutions that will drive more customer centricity. Strategic sourcing offers organisations an array of opportunities to develop more effective operating models. What is necessary is to be able to effectively sort through the options they have and decide how they can choose the ones that will deliver the most value to their customers in the most effective way. This is the route to competitive success. Design Thinking is being used by many organisations to provide a new, innovative and customer centric approach to developing ever more customer centred solutions.

WHO SHOULD ATTEND

All those who are involved in developing solutions for customers whether you are on the service provider or service user side of strategic sourcing. It will also be of interest to advisors who support organisations in defining needs, developing options and driving out and implementing solutions.

COURSE OBJECTIVES

- To explain the concept of Design Thinking
- How design think is used as a tool by organisations
- To understand and be able to use the GSA Design Thinking model
- To determine how Design Thinking can be used in the participants organisation to improve innovation and problem solving

COURSE STRUCTURE AND CONTENT

- Introductions
- The background to design thinking and its core principles
- Examples of how Design Thinking is used
- The challenges of Design Thinking
- The GSA Design Thinking model
- Practical exercises in the use of Design Thinking
- The 'What', the 'Why' and the 'How' of each of the Design Thinking phases
- Transitioning from one phase to the next.
- How Design Thinking can be used in the participants organisation
- Implementing Design Thinking

USING DESIGN THINKING FOR INNOVATION

WORKSHOP FORMAT

The workshop is one day.

The facilitator will present the principles and ideas and discuss them with the group. Much of the session will however be taken up with the group actually using Design Thinking to get a real sense of how it works. The session will be relaxed and highly interactive.

The workshops are delivered by highly experienced facilitators with in depth expertise of both Design Thinking and Strategic Sourcing.

WORKSHOP FEE

- Open workshops - £595 + VAT
- In-house £2,350



"I strongly believe that our own revised model will be stronger as a direct result of the work I have done as part of this learning process."

Bill Butler – BBC

"The course balanced the academic learning with personal reflection, which have developed me as a leader. I now make more time to reflect on myself and the effectiveness of my actions."

Ben Chambers – Computershare (formerly HML)



The GSA Diploma in Strategic Sourcing has been designed for those who have a management or leadership role in strategic sourcing related activities. Its self-managed, work-based format fits with busy schedules and allows participants to focus their studies on areas that are of direct relevance to their own organisation and role. Participants are supported by experienced course tutors who are able to coach students and will also benefit from working with others on the programme. The course is highly practical in its focus, with the emphasis clearly on real world challenges and the need to identify where and how value can be added. The academic aspect of the programme serves to add considerable rigour to participants' thinking and approach.

This can provide significant value for participants who may for example be:

- Leading a new strategic sourcing initiative.
- Looking at ways of improving the benefits of existing strategic sourcing arrangements.
- Investigating the potential value of various strategic sourcing options.
- Exploring ways of engaging more effectively with clients.
- Considering whether to offshore.
- Developing their own expertise in strategic sourcing and want to research specific topics.
- Tasked with addressing specific issues including innovation, multisourcing, governance, exit management, business case development, communication, people management.

Diploma programmes have included professionals from a wide range of organisations including:

CGI; Deloitte; The Phoenix Group; Capital One Bank; BBC; Citibank; East Sussex Council; HML; UKAR; EE; Teleperformance; National Grid; Land Registry; Shell; CFS; Williams Lea; Guardian Media Group, Telegraph Media Group; Ulster Bank; Astra Zeneca; Sofica; Exigent; Unilever; Societe Generale; Zurich Financial Services.

There are 3 one-day workshops to attend. Additional support is provided remotely by tutors that is arranged to fit in where possible with participants' schedules.

The programme typically takes around 11 months to complete.

ACCREDITATION

Successful completion of the programme results in the award of the GSA Diploma in Strategic Sourcing and individuals can add the letters 'DipGSA' after their names. The programme can be used as the basis for continuing post graduate level study to a full masters degree with Portsmouth University.

There are no prior educational requirements to register for this programme, however, candidates are expected to be in a leadership or management role.

PROGRAMME FEES

The full programme fee for GSA members is currently £3,400 (+VAT) which compares favourably with similar post graduate level programmes. The fee includes free attendance to any open GSA Foundations of Strategic Sourcing workshops that are run (the fee for each of these five workshops is usually £440 +VAT). Diploma students also have entry to a number of GSA member events throughout the year and access to the members section of the GSA website. Further discounts are often advertised for early or multiple registrations that can reduce the fees still further.

COURSE STRUCTURE AND CONTENT

Part One: Current practice review

The programme is made up of two parts.

Part One introduces the GSA Global Sourcing Standard. This best practice framework is used by participants to consider their organisation's current practice across all of the activities that are undertaken in strategic sourcing arrangements. For mature strategic sourcing organisations this offers an important validation of current practice and will identify opportunities to improve and to develop current practice. For organisations that have less experience of strategic sourcing it will enable them to assess and build their capability. Participants are also asked to reflect on their own personal practice and style and consider how this may impact on their actions.

The first part requires the participants to undertake a critical reflection of their own and their organisation's current practice of strategic sourcing and related activities.

Participants will prepare a written paper for submission to the assessors. A paper that meets the expectations of the assessor will typically:

- Demonstrate a clear appreciation of the Global Sourcing Standard
- Successfully use the Global Sourcing Standard to review their organisation's current strategic sourcing practice and capability
- Review their personal practice and style
- Identify opportunities for adding significant value to their organisation and suggest actions that will need to be taken in order to realise these opportunities
- Draw on a range of sources of information which is likely to include literature and the views of a number of people from both inside and perhaps outside of the organisation
- Effectively analyse, evaluate and synthesise information and develop coherent arguments for taking action
- Reflect on experiences and identify learning that will impact on future actions both on a personal and organisational level
- Prepare clear Terms of Reference for Part Two

Note: We would expect that the output from Part One will be shared with others in the organisation and that their feedback is captured as part of the submitted paper.

Part Two: Focusing on value

The second part of the Diploma programme leads directly on from the Terms of Reference they developed in Part One, with the participants committing to a work based project of their own choosing.

Part Two of the Diploma is divided into two modules and each module requires the submission of a written paper. A period of 3-months is allowed for the submission of each paper.

The criteria for a paper that meets the assessor's expectations will be similar to those of Part One, and in particular will be expected to:

- Directly or indirectly lead to significant value being added to their organisation
- Clearly outline the actions that will need to be taken in order to realise these opportunities and the actions that the participant can personally take that will progress matters.
- Reflect on experiences and identify learning that will impact on future actions of self and others both on a personal and organisational level.

Note: We would expect that the output will be shared with others in the organisation and that their feedback is captured as part of the submitted paper.

The project will need to be agreed with their organisation and with the programme tutor. Participants can if they choose link the projects together, although they will be expected to submit two papers.

The criteria for an acceptable project are:

- 1 It is achievable in the timescales available
- 2 It is strategic sourcing related
- 3 It will add significant value to their organisation
- 4 It has support from the organisation
- 5 It will be of value to the individual's personal development

This allows an individual participant considerable scope in deciding on their area of study. The tutor will continue to strongly encourage participants to ensure that the project they choose is clearly linked to the organisational agenda and has clear support from others in the organisation.

PROJECT TOPIC AREAS

Past participants have tackled a very wide range of topics including:

- How can I optimise the resourcing of our operating model to deliver greater value?
- How can I develop a strategic sourcing strategy that will meet my organisation's new challenges.
- How can client / supplier relationships be improved?
- How can we improve the commercial viability of our outsourcing arrangements?
- How can I develop an effective shared services operation?
- How can I design and implement effective governance for transformation programmes?
- How can I minimise risk with strategic sourcing in data management?
- How can I design an outsourcing contract that adopts the appropriate pricing and financial incentivisation structure for now and the future?
- How can I rebuild a collaborative partnership between parties in an environment?
- When Green feels like Red - What measures are available for managing performance in an outsourcing relationship?

TUTOR SUPPORT

Tutors on the programme are all highly experienced. Their role is to support all of the participants throughout the entire programme. They will be available over the phone to discuss issues.

Tutors will also help to keep participants to their agreed schedules by issuing reminders at key milestones.

HOW TO REGISTER

For more information or to register for the Diploma programme email admin@gsa-uk.com or call **+44 (0) 20 7292 8680**.



"Four members of my team, including myself embarked upon the diploma. We found it invaluable in testing and developing our thinking, critically reflecting upon what we do and how we can improve."

Alison Haigh – Head of Procurement, UKAR

"A great experience and I've learnt loads."

Rob O'Malley – Money Advice Service
(went on to complete MA with Portsmouth)

"... the diploma in its entirety has taught me best practice, and tangible skills, that I feel able to apply in my career."

James Cuthell – EE (now part of BT)



INTRODUCTION TO THE GSA GLOBAL SOURCING STANDARD

This is a brief introduction to the Global Sourcing Standard (GSS) which describes the four 'level 1' stages. The full document covers the Standard in more depth, describing the 'level 2' steps, of which there are over 70.

The GSA Standard maps the sourcing process from its initial strategic discussions to the final termination of a relationship. It provides a framework for a complex set of activities that are undertaken by at least two parties and many individuals, over many years. To maintain a degree of simplicity the perspective of the client organisation is used. However, the Standard is equally as relevant to the supplier parties, as it is to the client. GSA programmes provide an opportunity for individuals to explore the Standard and to interpret it for their own context.



STRUCTURE OF THE GSA STANDARD

The high level linear process of the Standard is:



This linear process can be found in all sourcing life cycle models, although a variety of terms will be used for the various elements: design; procurement; architecture, etc.

The GSA Standard structure differs from other models in that it places strategy and leadership at the hub of the cycle. This is done to highlight the need for there to be clear strategic alignment and leadership throughout the entire Standard. Practitioners will know that this is often not the case and that this lack of strategic alignment and leadership can have a fundamental and detrimental impact on the success of the relationship. The GSA Standard advocates that continuous feedback loops are established between 'strategic leadership' and each of the Standard elements.

THE IMPORTANCE OF RELATIONSHIPS

Around the Strategic Leadership hub the GSA Standard has three elements. Relationship Engagement is concerned with the activities undertaken by all parties to establish the relationship. This is instigated by the client organisation, which is why many refer to this stage as the vendor / supplier selection process. This suggests that it is an entirely unilateral decision that is made by the client organisation. The reality is often different, with the supplier organisations themselves making their own decisions about whether to enter an arrangement or not. It is also important to the success of the arrangement, particularly if it is of strategic significance, that there is a collaborative culture established which is encouraged by thinking of this phase as engagement rather than supplier selection. It is important that all parties recognise the arrangement as a relationship, hence 'relationship engagement'.

Relationship is used again in describing the phase of the GSA Standard which is concerned with managing the service once it has been established. This phase can last for many years, and is the phase within which the benefits of the arrangement are realised. The term relationship management is used to again emphasise that fundamentally the challenge is to enable the relationship between the parties to work successfully. Effective communication, facilitation skills and the management of issues and disputes, or even conflict, are key competencies. The effective relationship manager also requires a range of other skills including service or data analysis, control of protocols, change control, exit planning, contract management, commercial management, performance monitoring, driving innovation, stakeholder management amongst others. All of these activities are required in the GSA Standard phase of relationship management.

TRANSITION AND CHANGE

The final phase included in the GSA Standard is Transition and Change. Transition is a given in any sourcing arrangement. By definition a service will move from one owner to another and this is referred to as Transition. It is also clear that this requires change – even if the service being moved is not changing but is simply being delivered by a new supplier or perhaps is being set up as a Shared Services operation.

Experienced suppliers will have well developed processes for ensure the efficient transition of a client organisation's service operation. However, each project will be different and have its own unique challenges that require a team that has a mix of skills, knowledge and experience.

Some transition projects will be simpler than others. For example, some projects require that the current operation is not essentially changed but moved (although not always requiring a physical move) to a new supplier. Other transition projects require that the service operation is significantly changed usually referred to as transformation.

Transformation projects are likely to be much more ambitious, but can result in a step change in both performance and organisational competitiveness.

Whatever the nature of the transition process it will be necessary for the change to be successfully managed. This will require a robust plan to manage the changes to process, to platforms, potentially to policies and perhaps to product or propositions. It will also require a robust plan to manage the changes that will impact on people who will be key to ensuring the success of the strategy.

The GSA Standard provides a valuable foundation from which you can develop your own customised solutions and practice. The intention is not for the Standard to be prescriptive but rather for it to assist practitioners in identifying best practice approaches and avoiding some of the more common mistakes that occur.

What is clear from evidence across the world is that outsourcing is a highly effective strategy which can deliver improved organisational performance in a variety of ways.

The key to such improvements is to take a professional, structured approach.

PROFESSIONAL WORKSHOP CALENDAR 2017

Type	Title	Date	Location
Advanced Workshop	Design Thinking Workshop (Taking place at GSA Symposium)	27/06/2017	London
Foundations Workshop	The Outsourcing Life Cycle and Best Practice Standard	05/09/2017	London
Foundations Workshop	Effective Governance of Outsourcing Arrangements	26/09/2017	London
Foundations Workshop	Managing the Performance of Outsourcing Contracts	17/10/2017	London
Foundations Workshop	The Successful Management of Outsourcing Relationships	31/10/2017	London
Foundations Workshop	The Risk Management of Strategic Sourcing	14/11/2017	London
Advanced Workshop	Transition, Exit and Change Skills for Outsourcing	28/11/2017	London



For more information please contact the GSA team on:

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