PURCHASING & CONTRACTS NEGOTIATION STRATEGIES
Kuala Lumpur, Malaysia

Course Overview
The ability to negotiate successfully is one of the most important of the businessperson's skill sets. Significant positive or negative impacts are made to every organization's bottom line from the results of the negotiations conducted by their employees with outside firms. It is therefore essential for the continued success of any organization that employees are well trained and experienced in the planning, strategies, and conducting of negotiations. This seminar is designed to provide strong competencies in the methods and strategies that will result in successful negotiations with suppliers and contractors.

Organizational Impact:
The organization will benefit by:
- Reduced total cost of purchased material, equipment and services
- Better outcomes in disputes and claims with suppliers and contractors
- Improved supplier performance
- Having the advantage in negotiations as a result of their employees being better prepared and trained than the employees of the other side.
- Greater likelihood that the organizations objectives in dealing with outside firms will be met.

Personal Impact:
Attendees will gain by participation in this program as a result of:
- Increased skill sets in negotiations
- A greater sense of confidence and professionalism
- Applying increased negotiation skills to personnel situations
- Greater ability to obtain desired outcomes in negotiations
- Increased recognition by the organization due to improved performance

Course Outline

- The Criticality of Successful Negotiations
  - Why are we here?
  - Our responsibilities as agents
  - Negotiation skill sets
  - Who wins negotiations

  Small Group Exercise—Discuss the necessary skill sets of a good negotiator

  Session 1 discusses how business people understand that among the many hats they wear, the ability to be successful in negotiations is essential to the growth and future of their organization.

- Steps in Negotiation Preparation
  - When does the negotiation start
  - The most important thing to remember in negotiations
  - Comparing approaches in negotiations
  - Reducing the impact of back door selling

  Group Discussion—What type of negotiation philosophy has been the norm for attendees.

  Session 2 brings home the concept that no amount of negotiator experience, skill, or persuasive ability can make up for the lack of thorough preparation

- Defining the Negotiation Objectives
  - Determining initial positions
  - Negotiation objectives diagram
  - Negotiations planning forms
  - Impact of other influences
  - Team Negotiations
  - Final preparation
  - Determine strategies

  Group Discussion—Explore ways to deal with the various tactics used by the other side in negotiations

- Assess Strengths & Weaknesses
  - Standards of ethics in purchasing and contracting conduct
  - Sharp practices
  - Pressure Points
  - Understanding the other side's power
  - Evaluating your position
  - Know your BATNA
  - Single and sole source negotiations

  Small Group Exercise—How would you respond to a specific ethical situation which will be presented?

- What Gets Negotiated?
  - Defining the issues
  - Issues in important terms and conditions
  - Timing as an issue
  - Valuing the issues
  - Rating & issue types
  - Total cost of ownership considerations

  Small Group Exercise—Define the issues that could be negotiated in some common contract clauses.

In session 3 we will explore how in business negotiations the amateur has only a few issues, but the professional negotiate many issues.

- Model Negotiations
  - Individual and Team Negotiations—Participants will be assigned a buyer or seller side in both team and individual exercises.

  Session 6 will provide participants with the opportunity to negotiate model cases and discuss the results to provide an opportunity for hands on experience

Who should Attend: Managers and professionals involved in: projects, contracts, purchasing, contract administration, operations, maintenance, engineering, quality, & other company activities that expose them or their staff's to negotiations with contractors and suppliers and who want to improve their competency in this critical area of performance.

Please contact us for this training program:
info@purchasing-procurement-center.com

Purchasing & Procurement Center +603 7665 2035 +603 7665 2038 info@purchasing-procurement-center.com
EXCELLENCE IN THE PROCUREMENT OF SERVICES
How to achieve costs savings & add value when buying Services?
17 - 18 December 2012, Berjaya Times Square Hotel, Kuala Lumpur - Malaysia

The procurement of services is different from buying products, and whilst much of the process is the same, it has been noted by the Aberdeen Group that “services purchases represent one of the largest and largely untapped opportunities for cost savings within organisations.” A UK Government report has also noted that:

1. Organisations do not always allocate appropriate skills and resources to the management of their service contracts.
2. There are weaknesses in key performance indicators and limited use of financial incentives to drive supplier performance.
3. There is variable testing of the “Value for Money” delivery of ongoing services and contract changes.
4. Less than half of organisations have implemented supplier relationship management programmes, despite these bringing clear benefits.

The cost for services compared to products is often high, simply because most services use people and there is little opportunity for production economies of scale. The great news however is that when done properly, the procurement of services results in large savings which directly add to the bottom line and profitability of your organisation.

Why You Should Attend?
Understand how to master the buying of services by learning best practices, especially:

- Understand how services are different from buying products
- Examine the real cost of services to the organisation
- Remove the performance limiters when buying services
- Select and maintain good suppliers
- Provide the practical skills and information to enable better services procurement
- Apply the essential tools to enable more effective procurement of services.
- Examine the benefit of using effective Supplier Relationship Management (SRM) and other ground breaking procurement techniques
- Overall, reduce the costs and make improvements in services procurement.

Who should attend?
- Those who want to understand more about procuring services
- Those directly & indirectly involved in managing procurement of services
- Those non procurement people who need to gain an awareness of the issues and key drivers
- Owners, operators and directors of organisations/companies who buy services
- All Procurement, Purchasing, Buyers and Supply Management Executives/Managers/Sr. Managers/Directors/Vice Presidents/GM’s & Professionals

CONTACT US if you would like to attend any of these events:
info@purchasing-procurement-center.com
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Day 1:
Procurement Objectives
Here we examine those basic but key aspects that give us the groundwork from which to launch improvements.
- Procurement Evolution
- Strategic and Corporate Procurement
- Procurement Objectives and the Five Rights
- Procurement by strategic requirements of the service
- Procurement strategy overview
- Procurement process cycle overview
- Contract management overview
Case Studies include: Toyota USA and buying third party logistics

Services Definition and specific characteristics
We look here at just how services differ from buying goods/materials and explore why services need to be handled differently.
- Service are different purchases
- Service procurement in production organisations
- Service specification
- Supplier selection
- Service quality
- Managing perceptions and satisfaction
- Service quality improvement
Case studies include: Categorizing cleaning services

Day 2:
Outsourcing and Services
Services are commonly outsourced completely; therefore in this section we explore this further
- Definition and history of outsourcing
- Important aspects for buyers when outsourcing
- Outsourcing strategy
- Outsourcing implementation guidelines
- What can go wrong with outsourcing?
- Service level specifications
- Outsourcing and risk elimination
- Outsourcing as a paradigm change
- Transfer of undertakings protection of employment (TUPE)
Case Studies include: Buying Third Party Logistics

Service contexts
Services have their own unique contextual aspects and in this section we explore some of the procurement specifics and buyer knowledge that is needed.
- Third party logistics (3PL)
- Consultancy
- Marketing services
- Legal services
- Business travel
- Facilities
- Catering
- Identifying the key Aspects for each service context

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This new approach maximizes value from procurement by combining traditional techniques, with newer tools, techniques and approaches to successfully manage different categories in procurement. You will have a full understanding of the Category Management methodology with the necessary working knowledge of how this approach can be used, and is now being used, by World Class companies in Procurement.

This intensive seminar shows how Category Management maximises value from procurement by integrating supplier sourcing, supplier management, supplier development and supplier relationships management. You will find out how to achieve effective Category Management of procurement and the supply chain, which can create economic profit for World Class supply chains.

Throughout this unique course you will fully understand what it takes to manage categories and implement world class practices in category management, especially:

- Apply a thorough understanding of supply chain activities.
- Identity, analyse and evaluate procurement opportunities.
- Understand the keys aspects in category management.
- Understand what drives your other supply chain players.
- How to use analytical tools to identify procurement opportunities.

**Who should attend?**

- Procurement, buyers and purchasing professionals.
- All those who need to maximise value from procurement and the supply chain.
- All of those who need an understanding of the relationships between risk, cost and service in supply chains.

**Day 1**

1. Understanding procurement and category management
   - Procurement and purchasing definitions
   - A vision for procurement.
   - The 21st century procurement challenge.
   - Procurement and the Supply Chain.
   - The 8 Supply Chain Rules.
   - Supply chain excellence and shareholder value.
   - Competitive advantage.
   - The 2008 economic crisis and the consequences for the supply chain.
   - Procurement structure options.
   - Category Management definitions.
   - The evolution of Category Management.
   - Category grouping overview.
   - The three aspects to be considered in category groups.
   - Category Management structures.

2. Maximising value and procurement excellence by using varied routes
   - The procurement excellence roadmap.
   - The Purchasing Land Supplier loops.
   - Why we should use Category Management.
   - How category management improves value.
   - How category management builds from P2P and the procurement cycle.

**Course Outline .... (continue)**

- The two outcomes to maximise value from procurement.
- The value opportunities that come from using Category Management.

**Understanding the supplier sourcing and selection routes**

- Traditional purchasing revisited.
- The P2P and procurement cycle.
- Value and risk analysis.
- Kraljic matrix.
- The Category management and value opportunities.
- Volume concentration.
- Best price evaluation.
- Low cost country sourcing.

**Day 2**

1. Understanding collaborative supplier management
   - Supplier management objectives.
   - Supplier customer connections.
   - Supplier service.
   - Supplier management and contract management.
   - Best practice contract management.
   - Supplier relationship management definitions and aims.
   - Applying Supplier relationship management.
   - Collaboration.
   - Supplier development definitions and aims.
   - Best practice in supplier development.
   - Changed views and lessons.
   - Benefits and improvements.
   - The Category Management outcomes and value opportunities.
   - Specification improvements.
   - Joint process development and linking price with suppliers.
   - Value chain disruption and managing supply chain risk.
   - Best practice in supplier management.

2. Recognising and overcoming the barriers to Category Management
   - The 6 Common barriers and challenges.
   - Internal conflicts.
   - Perception of procurement.
   - Lack of creativity.
   - Skill sets.
   - Trust.
   - Fear of change.

Overcoming such barriers & Using Best Practices in the implementation of new ideas.

**The 4 step model for introducing Category Management**

- Understand the current situation.
  - Key questions.
  - Research and analysis.
  - Design and improvement.
  - Key questions.
  - What needs doing.
  - Plan the new processes and structures.
  - What needs doing.
  - Key questions.
  - Operate and review the new processes.
  - Key questions.
Introduction
Most organizations recognize that they cannot perform any better than their suppliers perform and therefore continuous improvement of supplier performance is critical to the success of any organization. As a result supplier assessment, selection, and performance measurement are being recognized as critical processes where high management and professional competencies are required. This fast paced seminar provides both strategic and practical insights into:

- Achieving Supplier Total Quality
- What can Measurements Accomplish
- Developing the Qualification Process
- Supplier Performance - What to Measure
- Collecting, Rating, and Reporting Supplier Performance
- How To Use Performance Measurements

WHO SHOULD ATTEND:
- Contracts, Procurement, Purchasing, and Project personnel,
- Engineering, Operational, Quality, and Maintenance personnel,
- And all others who are involved in interfacing with contractors or suppliers in the acquisition of materials, equipment, parts, and services or anyone who wants to improve supplier performance and gain successful outcomes.

SEMINAR OBJECTIVES
- Benefit from hearing the practices and experiences of others
- Cover the many steps in a proper supplier evaluation
- Develop performance weightings
- Learn how to use performance results for continuous improvement
- Explore various rating systems
- Discuss methods of collection and reporting data.

TRAINING METHODOLOGY
Participants will increase competencies through a variety of instructional methods including lecture by an experienced practitioner and consultant, individual and team cases, and group discussions covering the many topics presented in the seminar.

PROGRAM SUMMARY:
Supplier qualification and performance measurement are the processes of evaluating, measuring, analyzing, and managing supplier selection and performance with the objective of improving quality, reducing Total Cost of Ownership, reducing risk, and providing continuous improvements in supplier and contractor performance. This program provides methods and competencies directed at improving these processes within the buying/contracting organization.

Session 1: Achieving Supplier Total Quality

World Class organizations understand that their success will be determined by their abilities to select, manage, and continuously improve a complex network of suppliers.

- How Are We Doing In Supplier Assessment & Performance Measurement?
- Steps In Achieving Total Quality From Suppliers
- Achieving Total Quality From Suppliers - What Will Not Work!

Case: How Does Your Supplier Performance Compare.

Session 2: What can Measurements Accomplish
Determining the best approach for supplier performance measurement requires that you first clearly define the objectives of such a system as it relates specifically to your organization.

- Objectives of Supplier Performance Measurement
- Best Practices In Supplier Qualification
- Best Practices in Supplier Performance System
- Best Practices in Supplier Relations

Case: Supplier Performance Measurement Objectives

Session 3: Developing the Qualification Process
Selecting the best supplier through the implementation of a world class supplier qualification procedure is one of the most important parts of the Supply Management Process.

- Developing The Qualification Process
- The Preliminary Supplier Assessment
- The Supplier Site Assessment
- Who Participates In Supplier Qualification
- The Supplier Evaluation Forms
- Qualified Supplier List

Case: Developing Supplier Qualification Procedure

Session 4: Supplier Performance - What to Measure
In our efforts to increase margins, it is critical to understand the areas in which supplier performance most significantly drives Total Cost of Ownership.

- Key Elements Of Supplier Performance Measurement
- Common Performance Categories
- Category Weighting
- Deciding Which Suppliers To Measure
- The Difficulties Of Measuring Supplier Performance
- Quantitative Vs. Qualitative Data

Cases: Selecting Suppliers using Supplier Performance in a TCO model and developing supplier performance indexes.

Session 5: Collecting, Rating, and Reporting Supplier Performance
Only about ¼ of the organizations measure supplier performance and only about 5% of them do it well.

- Collecting the Data
- Rating Methods - Basic Points
- Rating Systems Options
- Developing Performance Standards
- Applying Supplier Performance In Total Cost Of Ownership (TCO)
- Performance Indexing as a KPI

Cases: Selecting Suppliers using Supplier Performance in a TCO model and developing supplier performance indexes.

Session 6: How to Use Performance Measurements
In addition to mitigating risks of supply disruption and lowering total costs, there are a number of other benefits from measuring and analyzing supplier performance.

- Benefits From Measuring And Analyzing Supplier Performance
- Establishing Expectations
- Sharing The Information
- Holding Supplier Recognition Events
- Motivate Supplier With Performance Measurements
- Expectations From The Supplier’s Point Of View

Case: Letting the Supplier Measure Your Organization as a Customer
Did you know that as a purchaser you could be responsible for spending over 50% or your organization’s revenue? This could be spent on goods and services like raw material or even overnight mail. Yet, by contrast, labour costs seldom exceed 10 to 15 percent of sales. So when the goal is to increase earnings by lowering costs, you have to look very closely at what and how you buy. Cost Reduction Programs and Cost Price Analysis and tools, when properly implemented, will result in dramatic reductions in cost and bring significant improvements in productivity across your organization.

Key benefits of attending this workshop:
- Explore 20 cost reduction methods and gain substantial savings
- Learn proper Cost Reduction Reporting Procedures
- Streamline and improve your supplier performance
- Master data mining and learn the art of strategic plans
- Accurately monitor your cost improvements
- Learn how to get control of your time with the all important ABC analysis
- Develop your skill in handling Purchase Price Indexes

Purchasing Savings Impact on the Bottom Line
See the purchasing savings go right to the bottom line whereas a small percentage of sales hit the bottom line
- The need for change
- Purchasing savings model

Essential Issues in Cost Reduction Initiatives
- A check List resulting for experiences

Cost Reduction Reporting Procedures
A formal reporting process is essential for you to have a successful initiative and to motivate people to search for savings
- Difference between cost reduction and avoidance
- Types of reduction
- Sample reporting form

Continuous Improvement Skills Set
This will give you an essential skill set and training
- A comprehensive list of crucial skill sets

Data Mining
The 1st critical step for you to perform world class purchasing is to have a spend profile
- Sources of data to develop the spend profile
- Developing the spend profile
- Commodity Codes
- Developing the ABC analysis

Opportunity Assessment
After the spend profile is developed, you need to show how to analyze data. Included are some essential tools used by very few purchasers
- Analyzing the spend profile
- A demonstration of how to use Pivot Tables, Filters in Excel Course outline

Develop Opportunity Hypotheses
This will enable you to identify specific opportunities and how to rank them
- User group brainstorming sessions
- The Improvement Opportunity form

Purchase Price Index
This will show you how to develop a KPI to show positive savings performance even when prices are increasing
- Developing company purchase price index and comparing to external Indexes

Cost Reduction Methods
This will clarify typical savings methods and enable you to implement improved performance
- Benchmarking
- Early Purchasing
- Supplier Involvement
- Supplier reduction
- Advancing supplier relationships
- Supplier qualification methods
- Supplier performance measurement
- Strategic alliances
- Understanding of supply marketplace
- Developing commodity plans
- Resisting price increases
- Reengineering processes
- Negotiations
- Inventory reduction
- Improving terms & conditions
- Long term agreements
- Information Systems
- Value analysis
- Reducing Waste in the supply chain
- Defining Price/ Cost Analysis

Who should attend:
Materials, Contracts, or Purchasing Managers, Buyers, Contract Administrators, any other Managers or Professionals involved in Implementing cost reduction initiatives or looking for savings relating to the purchase of goods, equipment, supplies, and services.
Robi, lifetime C.P.M and Founder-Director of Bendorf & Associates, has over 30 years of diversified industrial purchasing and sales experience involving both domestic and international activities for a broad range of manufacturing and service businesses. His vast practical experience combined with an excellent theoretical understanding, strategic focus, and ability to quickly implement concepts makes him a much sought after international authority in procurement.

HERE ARE A FEW HIGHLIGHTS OF HIS ILLUSTRIOUS CAREER:

Westinghouse Distribution and Control Business Unit:
- $14 million in cost reductions by developing procurement strategies for key commodities that took advantage of multi-plant volumes and resources
- Increased value from 17 to 30% of materials controlled by central purchasing by managing commodity specialists in implementation of strategies

Westinghouse Trading Company:
- Doubled sales income by promoting benefits of overseas procurement to Westinghouse corporate and division level executives
- Achieved cost savings opportunities of over $3 million by on-site analysis of products and components purchased or made in house.
- Tripled supplier base by determining potential sourcing countries and locating new suppliers

Westinghouse Commercial & Industrial Air Conditioning Division:
- Improved productivity of department by 76% with excellence guidelines
- Increased cost reduction by 200% with cost reduction strategies

Medical Instrument Manufacturing Division of Fortune Top 100 Corporation with Annual Sales $700 million:
- Achieved 20 to 35% savings from overseas suppliers by developing formal Global Sourcing Process and implementing actions

Non-Profit Health Insurance Association Annual Sales: Over $2 Billion:
- Accomplished $1.5 million in savings in less than 6 months by re-organizing spend profile

Large non-profit Professional Society Annual Revenues $70 million:

Michael has been selected to Who’s Who in American Manufacturing and is one of the best in his field as can be seen from his Certifications, Memberships, Publications, Clients and Testimonials outlined below:

Certifications & Memberships
- Certified in Production and Inventory Management (CPIM) & Certified Supply Chain Professional (CSCP) by the Association for Operations Management (APICS),
- Member of the American Society for Quality (ASQ),
- Member of the Institute for Supply Management (ISM formerly NAPM),
- Member of Society for Manufacturing Engineers (SME),
- Member of International Service Quality Association (ISQA).

Books Published: Michael is a successful and established author of many books. He is the co-author of "Made In America - The Total Business Concept", "Just-In-Time Purchasing", "Supplier Certification", "Behind Bars: Bar Coding Principles and Applications", and his latest "People Empowerment - Success Through Involvement".

TRAINING SCHEDULE

08.30am  Registration & Morning Coffee
09.00am  Training Starts
10.45am  Morning Coffee Break
11.00am  Training Resumes
01.00pm  Lunch
02.00pm  Training Resumes
03.40pm  Afternoon Coffee Break
04.00pm  Q & A
05.00pm  End of Training

To Register, please see the last page
Stuart Emmett is a Senior Consultant and Procurement Expert from the UK specialising in Purchasing, Procurement Supply Management and related areas of Inventory, Transport, Production and Warehousing.

After starting his career in Freight Forwarding Stuart specialized in the analysis of costs and service factors and the tendering/selection of freight service providers. Pursuing his passion in procurement he held commercial roles and later since 1990 consulted and trained in many industries to over 50 nationalities and in over 30 countries on 6 continents. Stuart was also a visiting Professor to Cambridge Pragmatix in Beijing, China.

Besides undertaking training, Stuart also acts as a coach and mentor to individuals/groups, and also as a catalyst/consultant to effect change to existing methods by effecting improvements and introducing new ways. Developing management and supply management excellence is his business.

He is a well known author and joint author of over 25 books. Some of his well known titles are:

- **Excellence in Procurement: How To Optimise Costs & Add Value**
- **Excellence in Services Procurement**
- **Excellence in Supplier Management**
- **Excellence in Public Sector Procurement**

Other titles are: “Stores and Distribution”, “Excellence in Warehouse Management”, “Excellence in Inventory Management”. His book on “Green Supply Chains” was awarded the “Most Innovative Supply Chain Book of the Decade” by Supply Chain Insights.

Finally, Stuart is not only an established author, but is also an outstanding instructor who engages the class and every participant learns in an excited and entertaining way. This is what clients say about Stuart:

“**In Stuart Emmett, we have not only one of the countries acknowledged leaders in training, but who also has the practical background to relate this to the real problems faced by managers**”

(John Perry Managing Director Scala Consulting Limited)

“I really think you did remarkably well and definitely understand the audience - brilliant!”

(Jenny Lazeal, Conference Organiser SAPICS)

“Stuart brings humour and common sense to complex business and training issues. He remains cool under pressure, and is deservedly popular with delegates on training courses.”

(Peter Foreman, Owner, Traprain Consultants Ltd)

“The score for the course overall was 4.9 out of 5! Good work!”

(Jan Taylor, Lloyds Maritime Academy, London)

“His delivery, breadth of knowledge and his patience with his students on some of the more complex modules set him apart from many lecturers I have worked with. ... If you need someone to deliver any training ....you will find no better. Top Qualities: Great Results, Personable, Expert “

(Roy Herley)
Please complete this form immediately and SEND back to: scan and email to: info@purchasing-procurement-center.com or Fax to: 603 7665 2038

REGISTRATION FORM

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COMPANY INFORMATION

Name: ..............................................................................................................
Telephone: ......................................................................................................
Fax: ...................................................................................................................
Address: .........................................................................................................

AUTHORIZATION (This form is invalid without signature)

Name: ..............................................................................................................
Job Title: .......................................................................................................... 
Signature: ........................................................................................................
Date: ................................................................................................................

CONTACT PERSON

Name: ..............................................................................................................
Job Title: .......................................................................................................... 
Telephone: ......................................................................................................
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Important: Please fill all details in this registration form.

P A Y M E N T D E T A I L S

PAYMENT OPTIONS: Please tick your method of payment
PAYMENT POLICY: Payment is required within 5 days upon receipt of the invoice.

☐ BANK TRANSFER
Bank Name: STANDARD CHARTERED BANK MALAYSIA BERHAD
Bank Address: Lot 10, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia
Bank Account Name: KAVAQ BUSINESS INTELLIGENCE (M) SDN BHD
Bank Account No: 897156698585
Swift Code: SCBLMYKXXX
All payments must be received prior to the event date.

☐ CHEQUE
Please make your cheque crossed payable to KAVAQ BUSINESS INTELLIGENCE (M) SDN BHD in Malaysia Ringgit (MYR).

PAYMENT FEES

☐ REGULAR FEE RM 5,995.00 / USD 1,995.00 per participant
☐ Group of 3 to 5 (8% off) RM 5,515.00 / USD 1,835.00 per participant
☐ Group of 6 or more (17% off) RM 4,975.00 / USD 1,655.00 per participant

Select the trainings to attend (Please tick / check box)

☐ EXCELLENCE IN THE PROCUREMENT OF SERVICES
17—18 December 2012, Kuala Lumpur—Malaysia

☐ CATEGORY MANAGEMENT IN PROCUREMENT
19—20 December 2012, Kuala Lumpur—Malaysia

☐ SUPPLIER QUALIFICATION AND PERFORMANCE MEASUREMENT
14—15 January 2013, Kuala Lumpur, Malaysia

☐ COST REDUCTION IN PURCHASING
16—17 January 2013, Kuala Lumpur, Malaysia

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