

Training programme for technical and transversal skills

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1. General outlook and needs

With revenues higher than 80 billion euros, increasing volumes and employed, Italian's Contract Logistics sector in 2018 has seen an increase if compared to 2017 in a scenario where it is growing since 2013 (Source: Contract Logistics Observatory, School of Management, Politecnico di Milano). It is a dynamic sector that looks at innovation such as Industry 4.0, the adoption of logistics softwares, the implementation of innovative services, the use of digital platforms to match demand and supply and the growing adoption of hardware tools.

Nowadays one of the areas affecting firms' competitiveness where Contract Logistics is widely used refers to transport activities and their sourcing processes.

Preceding the actual purchase of goods and services, sourcing facilitates the full life cycle of procurement by analyzing how a company spends its money on those assets. This includes identifying and selecting opportunities to reduce expenses using knowledge of the external markets and about the company's needs, negotiating, managing and monitoring contracts for goods or services. Specifically, sourcing includes tools that facilitate internal (buyer) and external (supplier) communication and the contracting process. All businesses need supplies and generally are spent 50% and sometimes as much as 70% of their budget for them.

Starting from this short introduction it becomes clear that in an even more competitive environment for firms it is necessary to properly define, manage and control transport activities and their related strategic sourcing processes. This can be carried out rethinking business processes particularly those referring to purchasing logistics services which can be better carried out whether supported by the use of specific innovative platforms.

In this sense when speaking about changing business processes and using innovative platforms the focus goes to e-Sourcing. E-Sourcing is basically performing most, if not all, of this process electronically, consolidating proposals, quotes and bids from various suppliers in one central information hub for ease of comparison. In its most basic definition, e-Sourcing is locating those goods or services and, once set up with suppliers, being able to purchase them with pre-negotiated terms and conditions using electronic tools. This is extremely helpful in minimizing non-compliant expenses and realizing budget savings.

2. Educational aims

The transport and logistics services market is a strongly dynamic and competitive one where there is an even increasing number of Italian and foreign operators. Even at first sight the specific offer's characteristics may look similar, approaching the sector with a higher attention it is possible to see that there are a lot of peculiarities making one operator different from another (e.g.: performed service, served markets, fleet, equipment, industrial sectors served, etc.) and contributing at significantly differentiating the offer. This complexity generates the need, for those who have to deal with the transport services' purchase, to have a clear view of the supply market and about the availability of innovative tools (e.g.: outsourcing platforms) that can be used when selecting a supplier able to provide that or those services that best meet firm's needs.

The training program aims at providing interpretation and concrete tools useful to design the transport purchase process through innovative e-sourcing solutions and to improve its execution.

3. Participants

The program is addressed to all those professionals in the field of purchases, supply chain and logistics that are interested in studying the issue of purchasing transport services as SMEs' purchasing managers, supply managers, logistics managers, indirect material buyers, service buyers senior and junior logistics services' buyers, etc. The participants will learn which the purchase process drivers' are, they will be able to carry out market researches matching their needs and to analyze the following results, they will learn about the main innovative e-sourcing tools whose use will enable them at building a tender for supplier's selection.

4. Learning methodologies

Lectures, role play and simulations

5. Final evaluation

At the end of the training program participants' knowledge will be evaluated using a multiple-choice test prepared by the teachers based on the topics dealt with during the lectures.

6. Program structure

MODULE N.	TITLE	HOURS
1	The purchase of transport services	8
2	Market mapping and scouting process	8
3	Suppliers' choice and tender design	8
4	Tender implementation: web-based methods and tools	8

7. Skills and contents

MODULE N. 1

Skills

Knowledge of purchase process' phases; logistics services' market strategic approach; normative, legal and contractual references; needs identification.

Contents

Transport services industrial cost structure; purchasing process stages; market strategic approach; normative, legal and agreement basics; qualitative requirements practical constraints and needs identification and description; classification of services by Kraljic matrix.

MODULE N. 2

Skills

Knowledge about transport services' supply market, suppliers classification and management; definition of suppliers' selection criteria; providers' market research.

Contents

Market mapping; Suppliers' Register management criteria and segmentation; market research implementation and identification of new potential suppliers; suppliers' general and specific characteristics definition; providers' pre-qualification questionnaire creation.

MODULE N. 3

Skills

Suppliers' market research analysis capacity; identification of suppliers complying firm's needs; be able to design a tender.

Contents

Analysis of scouting (pre-qualification of providers) phase results; selection of suppliers meeting the defined conditions; tender strategic design.

MODULE N. 4

Skills

Being able to carry out a supplier selection tender; knowledge about the main web-based tools used in tender execution.

Contents

How to carry out a tender; tendering innovative instruments; the online tender.