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# SUPPLIER RELATIONSHIP MANAGEMENT CERTIFICATE

## **Supplier Relationship Management (SRM) – TOC Overview**

Unpredictable challenges continue to disrupt global supply chains. In response, companies are placing a higher priority on building strong relationships with key suppliers. Through the implementation of Supplier Relationship Management (SRM) practices, companies will better understand supplier capabilities, reduce costs, limit risks, and gain end-to-end visibility across the supply chain.

ASCM's Supplier Relationship Management Certificate provides you with the knowledge and skills needed to create long-term and low-risk relationships with valuable suppliers, enhancing the stability and reliability of your supply chain operations. The self-paced online program includes 20 hours of education and a comprehensive final exam. After passing the exam, you'll earn a certificate and digital badge.

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## Module 1: Introduction to Supplier Relationship Management (SRM)

### Module 1 Objectives

1. Define supplier relationship management and its key components.
2. Describe the history of Supplier Relationship Management, how it has evolved over time, and how the current landscape fosters collaboration, diversification, resilience, and inclusivity.
3. Identify the key benefits companies can gain from utilizing Supplier Relationship Management practices and strategies.
4. Explain the importance of Supplier Relationship Management in the context of Supply Chain Management.
5. Describe the different types of supplier relationships and how Supplier Relationship Management functions within each of them.
6. Describe the different types of supplier contracts and agreements, highlighting their specific purposes in SRM practices.
7. Summarize the challenges and pitfalls companies face when incorporating Supplier Relationship Management practices into their business models and what solutions can be implemented in order to troubleshoot them.

### Module 1 Topics

#### Definition of Supplier Relationship Management

- Define Supplier Relationship Management (SRM)
- Objectives of SRM
- Overview of the SRM Process
- Balancing Relationships with Multiple Suppliers

#### The Evolution of Supplier Relationship Management

- History of SRM
- The Evolution of SRM
- The Current State of SRM
- Digital Transformation in SRM

#### The Benefits of Supplier Relationship Management Practices

- Identify Key Benefits of SRM
- Relational and Collaborative Benefits
- Financial Benefits
- Operational Benefits
- Additional SRM Benefits

#### The Importance of Supplier Relationship Management in Supply Chain Management

- Using SRM Alignment to Achieve Business Objectives
- Avoiding Supply Chain Disruption
- Case Study: COVID-19 Example
- Importance of Aligning SRM to Organizational Strategy

## Module 1: Introduction to Supplier Relationship Management (SRM)

### Module 1 Topics

#### Types of Supplier Relationships

- Vendor
- Strategic Alliance
- Partnership

#### Types of Supplier Contracts and Agreements

- Supplier Contracts and Agreements
- Types of Supplier Contracts
- Exclusive
- Non-Exclusive
- Components of a Supplier Agreement
- Managing Contracts

#### Common Challenges and Pitfalls of Supplier Relationship Management and Solutions to Overcome Them

- Challenges Associated with SRM
- Solutions to Challenges

#### Case Studies Included

- Case Study: Leading Automotive Company Utilizes SRM to Enhance Longevity and Value
- Case Study: Electric Car Company Utilized Supplier Relationships to Increase Production
- Case Study: How the SRM Model of a Multinational Consumer Goods Corporation Increases Efficiency and Reduces Waste

## Module 2: Supplier Selection and Evaluation

### Module 2 Objectives

1. Analyze the reasons and requirements for supplier selections.
2. Prioritize supplier selection criteria based on their relevance to business needs.
3. Assess the advantages and disadvantages of different sourcing methods.
4. Follow the criterion ranking methodology for identifying supplier capabilities.
5. Describe the key benefits of supplier evaluation and how supplier evaluations contribute to the selection of sustainable suppliers aligned with TBL principles.
6. Use supplier segmentation frameworks to strategically allocate time, resources, and investments into supplier relationships.

### Module 2 Topics

#### Supplier Relationship Management Goals and Objectives

- Requirements for Supplier Selection
- Selecting Supplier for the Best Value (Price, Quality, Service)
- Determining Sourcing Strategy

#### Selection Criteria

- Establishing Criteria for Supplier Selection
- Importance of Selection Criteria

#### Identifying Potential Suppliers

- Methods of Sourcing
- Sole-Source
- Single-Source
- Multi-Source / Dual Sourcing

#### Identifying Supplier Capabilities

- Analyzing Primary Criteria
- Cost
- Quality
- Delivery
- Additional Criteria
- Methodology for Using the Criterion

#### Evaluating Supplier Qualifications

- Effective Evaluation Methodology
- Benefits of Supplier Evaluation
- Challenges Associated with Supplier Evaluation
- Case Study: Sustainability

## Module 2: Supplier Selection and Evaluation

### Module 2 Topics

#### Evaluating Supplier Segments

- Define SRM Strategy
- Strategic
- Important
- Transactional
- Using Kraljic's Supplier Matrix
- Factors that Influence Segmentation Decision-Making
- Benefits of Correct Implementation
- Technology Use in Supplier Selection

#### Case Study Included

- Video: Successful and Unsuccessful Case Study

## Module 3: Supplier Development

### Module 3 Objectives

1. Define Supplier Development and its benefits.
2. Outline the roles and expectations for supplier relationship management.
3. Examine the supplier development process.
4. Recognize Financial Assistance with Supplier Development.
5. Identify factors for supplier collaboration.

### Module 3 Topics

#### What is Supplier Development?

- Define Supplier Development
- Benefits of Supplier Development

#### Roles and Expectations for Supplier Relationship Management

- Roles and Functions of the SRM Team
- Creating Mutually Beneficial KPIs
- Aligning SRM Objectives with Organizational Goals
- Establishing Performance Benchmarks
- Define Communication and Feedback Loop

#### Supplier Development Process

- Define Organizational and Supplier Development Goals
- Define Supplier Development Framework
- Case Study: Czech Government Supplier Development Program
- Exploring Supplier Development Methods
- Case Study: Bavaria Program Survey Case Study
- Negotiating and Managing Contracts
- Capacity Building

#### Financial Assistance

- Define Financial Assistance
- Types of Financial Assistance
- Structured Payment Plans
- Vendor Payment Solutions
- Reverse Factoring
- Dynamic Discounting
- Trade Credit Insurance
- Evaluating ROI of Financial Assistance
- Case Study: MCG Model of Car Company



## Module 3: Supplier Development

### Module 3 Topics

#### Supplier Collaboration

- Introduction to Collaboration Types
- Innovation
- Information
- Synergies
- Decisions Involved with SRM
- Define Strategic Alliances and Partnerships
- Case Study: Low-Carbon Beverage Company
- Case Study: Electric Car Company
- Case Study: Ride-Sharing Company and Music Streaming Company
- Define Concurrent Engineering/Participative Design

#### Case Studies Included

- Supplier Development Case Study
- Excellent Supplier Award Case Study
- Czech Government Supplier Development Case Study
- Barometer Survey Case Study
- Video: Examining 3 Different Strategic Partnerships
- Greenhouse Gas Reduction Case Study

## Module 4: Supplier Performance Management

### Module 4 Objectives

1. Define Supplier Performance Management and how it supports the effective management of supplier relationships.
2. Discuss the importance of effective Supplier Performance Management.
3. Follow industry standards and best practices for monitoring, evaluating, reporting, and communicating performance expectations to suppliers.
4. Assess and evaluate the performance of suppliers to make sure expectations are being met, communication is strong, and relationships.
5. Describe what it means to give effective supplier performance feedback to suppliers.
6. Enhance supplier performance and strengthen relationships through proven performance improvement techniques.

### Module 4 Topics

#### Overview of Supplier Performance Management

- Define Supplier Performance Management
- Importance of Supplier Performance Management to SRM Strategy

#### Importance of Supplier Performance Management

- Benefits of Supplier Performance Management
- Challenges of Supplier Performance Management
- Consequences of Supplier Performance Management

#### Monitoring Supplier Performance

- Strategies for Monitoring Supplier Performance
- Using Metric Tools for Monitoring
- SCOR
- Data and Reporting Automation

#### Evaluating Supplier Performance

- Components of Supplier Performance Evaluation
- Best Practices for Supplier Performance Evaluation
- Define G4 and GRI Performance Indicators

#### Giving Effective Feedback

- Importance of Effective Feedback
- Define Effective Supplier Performance Feedback

#### Improving Supplier Performance

- Techniques for Improving Supplier Performance
- Continuous Improvement Programs

## Module 5: Supplier Risk Management

### Module 5 Objectives

1. Define supplier risks and recognize the importance of mitigating them.
2. Identify and assess supplier risks.
3. Outline strategies, policies, and procedures for managing supplier risks.
4. Describe how to monitor supplier risks and why it is important

### Module 5 Topics

#### Understanding Supplier Risks

- Define Supplier Risks
- Identifying and Assessing Supplier Risks
- Types of Supplier Risks

#### Identifying and Assessing Supplier Risks

- Identifying Potential Supplier Risks
- Categorizing Risks
- Define Risk Category
- Assessing Risks
- Define Risk Rating
- Tools and Methodologies for Identifying Risks
- Challenges Associated with Assessing Supplier Risk

#### Managing Supplier Risks

- Define Risk Management
- Strategies for Managing Supplier Risks
- Define Risk Mitigation
- Define Risk Acceptance
- Define Risk Transfer
- Impact of Supply Chain Disruptions
- Managing and Responding to Supply Disruptions

#### Monitoring Supplier Risks

- Importance of Monitoring
- Define Risk Register
- Strategies for Monitoring Supplier Risks

## Module 6: Supplier Relationship Management Best Practices

### Module 6 Objectives

1. Describe the SRM Framework and why it is important.
2. Effectively manage supplier relationships by leveraging influencing factors, aligning SRM with organizational goals, categorizing supplier-customer relationships, implementing communication strategies, handling conflicts, and recognizing strategic alliances.
3. Build and maintain strong supplier relationships through clear communication, collaboration, and performance monitoring, including implementing effective mechanisms, problem-solving techniques, and innovation strategies.
4. Leverage technology to streamline SRM processes.
5. Analyze case studies of successful SRM implementations to extract real-world examples, lessons learned, and best practices for effective SRM strategies.

### Module 6 Topics

#### SRM Framework

- Importance of SRM Framework
- Benefits of an Effective SRM Framework
- Key Concepts and Components of SRM Framework
- Implementing an SRM Framework

#### SRM Relationships

- Factors Influencing Supplier Relationships
- Types of Supplier-Customer Relationships
- Communicating Effectively with Suppliers
- Recognizing Strategic Alliances

#### Best Practices

- Building and Maintaining Supplier Relationships
- Monitoring Supplier Performance and Relationships
- Collaborative Problem-Solving with Suppliers
- Importance of Ethical Conduct in SRM
- Implementing Supplier Code of Conduct

#### Leveraging Technology in SRM

- Leveraging Technology to Streamline SRM Processes
- Using Data Analytics for Decision-Making
- Transitioning to Integrated Technology Solutions
- Influence and Impact of AI on SRM Practices
- Future Trends in SRM

#### Case Studies Included

- Case Study One: SRM in the Automotive Industry
- Case Study Two: SRM in the Energy Sector
- Case Study Three: Enhancing Profitability through Procurement Data Analytics

## About ASCM

The Association for Supply Chain Management (ASCM) is the global pacesetter of organizational transformation, talent development and supply chain innovation. As the largest association for supply chain, ASCM members and worldwide alliances fuel innovation and inspire accountability for resilient, dynamic and sustainable operations. ASCM is built on a foundation of world-class APICS education, certification and career resources, which encompass award winning workforce development, relevant content, groundbreaking industry standards and a diverse community of professionals who are driven to create a better world through supply chain.

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