

**JARO**  
INSTITUTE  
FOR SUSTAINABILITY  
AND DIGITALIZATION

In cooperation with the  
IEDC Bled School of Management

**IEDC**

Bled School of  
Management

*A School with a View*



# CERTIFIED SUSTAINABLE PROCUREMENT PROFESSIONAL

Online Course Brochure

# Our Testimonials – Together Towards a Sustainable Future

## Many companies already use our JARO Academy (excerpt)

- » Axel Springer SE
- » BME e.V.
- » Debatin
- » EcoVadis
- » EDRO Specialty Steel LLC
- » Exxcility Business Solutions GmbH & Co. KG
- » Funke Mediengruppe
- » Gerolsteiner Brunnen
- » Gisela Linge Consulting
- » KPMG
- » Lancom Systems
- » Martin Bauer Gruppe
- » Metis GmbH
- » PEG eG
- » Quarzwerke
- » Radeberger Gruppe KG
- » SAP SE
- » Schlüter Consulting
- » SR Managementberatung GmbH
- » Sto SE & Co KGaA
- » Stromnetz Berlin GmbH
- » Tfs Academy
- » Uddeholm AB
- » Union IT-Services GmbH
- » Vattenfall GmbH
- » voestalpine
- » sowie zahlreiche individuelle Teilnehmende

... as well as numerous participants



**Gundula Ullah**

Chief Procurement Officer, Funke Mediengruppe

„The eLearning of the JARO Institute offers the possibility to deal with the topic of sustainable procurement comprehensively and in detail. In many cases there are implementation possibilities regarding sustainability that are not immediately obvious in the first step. This eLearning is therefore another important element for me in the 360-degree view of buyers.“

**Marcus Schumacher**

Head of Purchasing, Gerolsteiner Brunnen



“The clear structure and the high target group orientation of the JARO eLearning convinced me immediately. The learning content is very well prepared and logically combined with the test questions. The training helps me massively to have the red thread in the implementation of sustainable procurement in front of my eyes.“

**Tamara Braun**

SAP Intelligent Spend Management

“In times of rapidly changing business requirements, it is a MUST for procurement to focus on lifelong learning and stay as ahead of procurement trends as possible. We need to understand our impact on our organization's sustainability performance and learn how to implement responsible practices on a day-to-day basis. All this, and much more, you can learn from an amazing variety of the eLearning offered by the JARO Academy.“

# SUSTAINABLE PROCUREMENT CAN CHANGE THE WORLD!



**Yvonne Jamal**

Chairwoman of the JARO Institute for Sustainability and Digitalization e.V.

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„Procurement managers, steering demand world-wide, play a key role in the sustainable development of our world. Buyers and their business partners along the supply chain must deal more responsibly with scarce resources and human rights, develop sustainable procurement strategies and implement them in a structured manner together with the relevant stakeholders.

Through this course, we would like to enable and motivate the participants to for sustainable procurement practices. Use the levers of procurement for sustainable development and take the first step with this training.”



**Dr. Elisabeth Fröhlich**

Professorship Sustainable Procurement Management and Head of the Scientific Advisory Board of JARO

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„Sustainable management approaches are moving to the center of strategic reorientation measures. It is necessary to ensure the survival of companies and to be able to tackle sustainability challenges such as climate change, respect for human rights in supply chains or increasingly strict regulations. Sustainable entrepreneurial visions can only be realized in the long term with the crucial support of the purchasing function. This means that qualification will also become more important than ever.

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**The JARO Institute's training in this groundbreaking area of sustainable procurement is unique in both the German and international context.**

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The training offered makes your buyers active drivers of a sustainable future and thus a bit more resilient to sustainability challenges in the global supply chain.”



**Danica Purg**

President of the IEDC Bled School of Management

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„If sustainability is truly to become the new normal, then sustainable procurement needs to become the standard. Procurement is a very special segment as it can drastically improve both companies' internal results as well as lead to a positive impact across the whole value chain.

Procurement leaders who are equipped to take strong action will be the ones who make a significant difference in sustainability!”



## A Brief Course Overview

- » Course duration: Self-paced online
- » Course portfolio: 40 modules for a tailored combination
- » Course language: English with optional subtitles in Mandarin, German
- » Cost:

Curricula (keynotes & 15 modules)	p.p.	€ 1990 + VAT
Two training days at IEDC	p.p.	€ 1990 + VAT
Examination and certification	p.p.	€ 690 + VAT
Single module price	p.p.	€ 150 + VAT

including JARO certificate of attendance and learning materials plus accommodation and travel expenses for classroom training
- » Estimated time effort:
  - About 8 - 10 hours per module in total (training video of 30-60 min and self-learning time)
  - self-paced
  - Approximately 4 months for the curricula



## Benefits

- » Internationally valid IEDC Bled School of Management certificate with 6 ECTS points or JARO confirmation of participation for participants without classroom training and examination.
- » A practice-oriented and customizable sustainability training program designed specifically for procurement professionals based on a modular system.
- » Three different curricula for various procurement roles depending on the participant's occupation.
- » Modern learning platform (JARO Academy).
- » 13 dedicated thought leaders and sustainability experts of the JARO Academy.
- » Accredited by the ZFU (State Central Agency for Distance Learning) in Germany.

Corporate clients can integrate the complete course (SCORM format) into their company's learning management system (LMS). For further information and corporate pricing please contact [academy@jaro-institut.de](mailto:academy@jaro-institut.de).



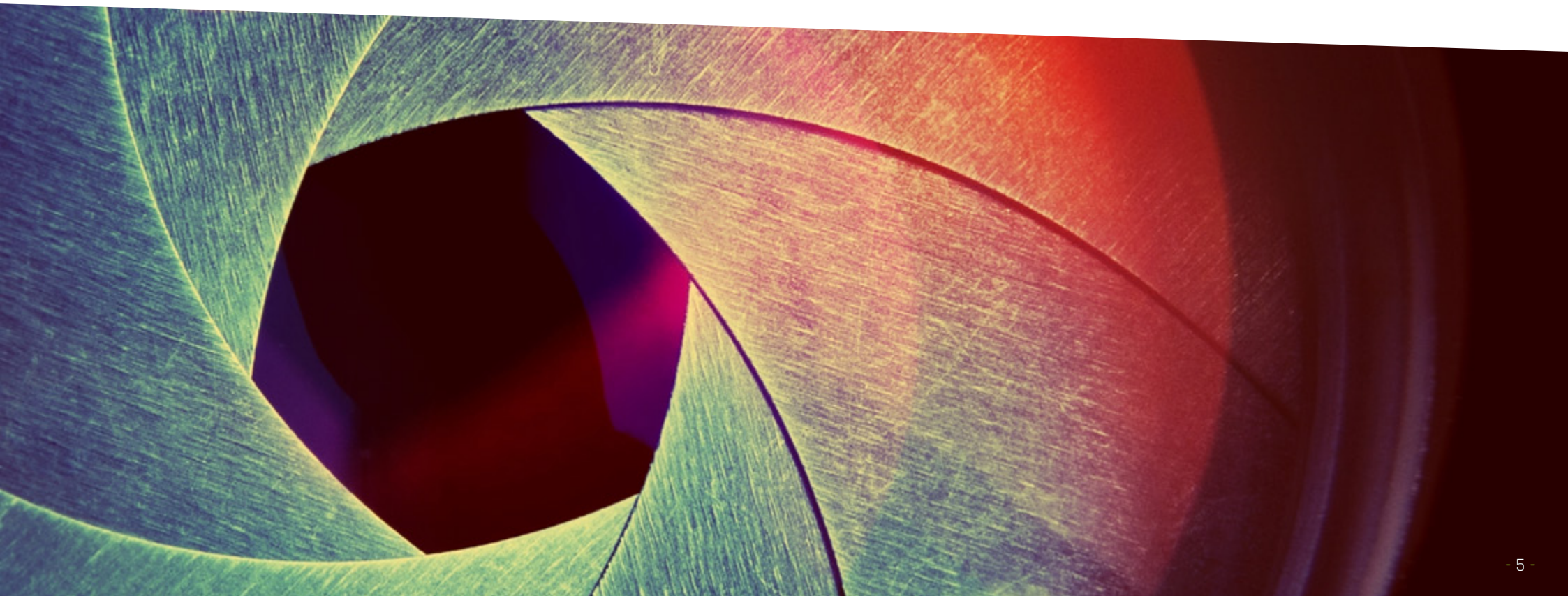
## Learning Objectives

- » You are familiar with the current discourse as well as the central concepts and methods of sustainable management and can apply them systematically to procurement.
- » You know the tools and solution approaches relevant for your procurement role and are able to implement sustainable procurement in a structured manner.
- » You have additional technical and methodological skills of key topics that specifically support you in the introduction of sustainable procurement.

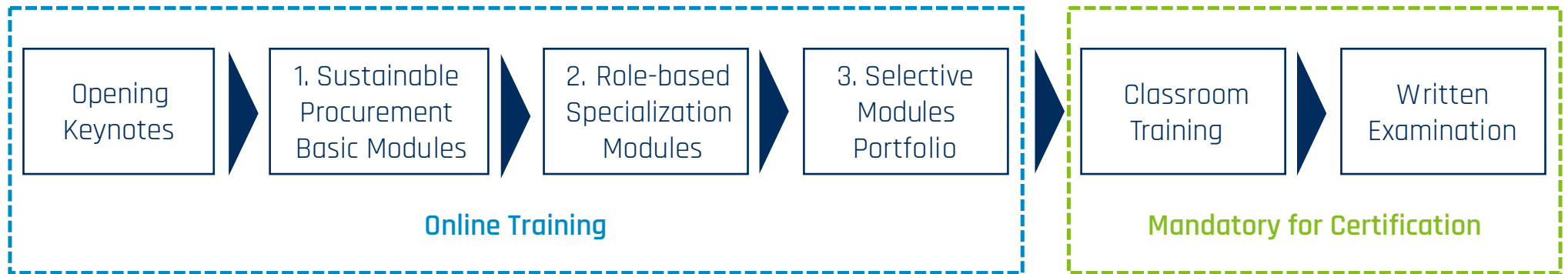


## Target Group

- » Procurement professionals at all levels (CPD, Category Manager, Supplier Manager, Buyer...) who want to understand the topic and further improve their skills.
- » CSR Managers who want to take a closer look at the impact of procurement.
- » Suppliers that want to improve their sustainability performance for their customers.
- » Thought leaders with a special interest in sustainable procurement.



# Course Outline



You can choose one out of three complete curricula (15 modules) with or without certification or register for one or more single modules only. The modular structure allows you a high degree of flexibility and individuality to meet your personal needs.

# Module Structure

## Opening Keynotes - The Impact of Procurement on Sustainable Development

### 1. Sustainable Procurement Basic Modules

1.1 Introduction to Sustainable Procurement	1.2 Political Framework Including the Financial Market	1.3 The Importance of Human Rights and Due Diligence in Supply Chains	1.4 Circular Economy - Basics	1.5 Integration of Sustainability into Procurement Strategy	1.6 Materiality in Procurement	1.7 Quality Features of Management Systems
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### 2. Role-based Specialization Modules - Choose your package

Track A: Top Management, CPO & CSR	Track B: Category Management	Track C: Supplier Management
2.1 Sustainable Procurement Business Case	2.1 Sustainable Procurement Business Case	2.19 Total Cost of Ownership (TCO) and Life Cycle Cost Calculation (LCC)
2.2 New Indices for Sustainable Procurement	2.6 - 2.18 Relevance Matrix for Selected Category 1	2.20 Evaluation Standards for Sustainability Reports
2.3 Development of a Sustainability Program for Procurement	2.6 - 2.18 Relevance Matrix for Selected Category 2	2.21 Supplier Ratings
2.4 Measures for Sustainable Procurement with a Focus on the SDGs	2.6 - 2.18 Relevance Matrix for Selected Category 3	2.22 Sustainability Supplier Development Program
2.5 Communication Program	2.5 Communication Program	2.23 Using Innovations for Greater Sustainability

### 3. Selective Modules Portfolio - Choose three of nine

3.1 Circular Procurement	3.4 Climate Action for Companies	3.7 Civil Society, Citizenship and NGOs
3.2 New Technologies for Procurement	3.5 Water Footprint	3.8 Engagement in Sustainable Sector Initiatives
3.3 Agile Approaches for Sustainable Procurement	3.6 Biodiversity in Sustainable Procurement	3.9 Sustainable Public Procurement

**Classroom Training at IEDC Bled School of Management and Written Examination (Optional)**

# Three Inspiring Keynotes

Why should you implement sustainable procurement in your company and what role does purchasing play in the context of global sustainable development? In order to recognize your own opportunities for action, you need to have a holistic view that considers the three known sustainability dimensions: ecology, society and economy. This training therefore begins with inspiring keynotes on the impact of procurement on a sustainable development from these different perspectives. We would like to thank the outstanding experts for their exciting contributions to kick off the topic at the start of the training:



**Mr. Farid Yaker**

Program Officer  
United Nations Environmental  
Program (UNEP)



**Mr. Michael Elkin**

Program Officer  
International Labour  
Organization (ILO)



**Mr. Dirk Jan de With**

former Chief  
Procurement Officer  
Covestro AG



# Certificate "Certified Sustainable Procurement Professional"

To obtain the internationally valid certificate „Certified Sustainable Procurement Professional“ and the 6 ECTS points, the following requirements must be met:

- » Successful completion of a complete curriculum (keynotes and 15 modules).
- » Participation in a two-day classroom event at IEDC Bled School of Management.
- » Passing the written examination in the form of a case-based submission.

## Classroom Event (in English)

The two-day classroom event of the IEDC Bled School of Management will take place once a quarter on a weekend (Saturday - Sunday) and includes the following agenda:

- » Day 1 approx. 11:00 a.m. to 6:00 p.m.
  - Individual arrival
  - Opening lecture by Prof. Dr. habil Elisabeth Fröhlich, Professorship Sustainable Procurement Management
  - Workshops aligned with the offered e-learning curricula for the joint discussion of questions and solution approaches from practice
  - Optional „get together“ in the evening (from 6:00 p.m.)
- » Day 2 approx. 09:00 a.m. to 4:00 p.m.
  - Full-day colloquium in small groups to prepare for the written exam: Presentation of your own submitted work & mutual feedback for further processing, as well as final advice regarding formal and content-related requirements and recommendations
  - Individual departure

The participation fee for the classroom training includes the provision of the training rooms, local Wifi and the accompanying training documents as well as lunch and break catering. Accommodation and travel costs are not included and must be organized by each participant.

## Written Examination (in English)

The task for your written examination will be sent to you by e-mail together with the confirmation of participation up to 4 weeks before the selected attendance date, so that you can prepare for the colloquium. After the colloquium, you have another 4 weeks to submit your work result as a written examination. After passing the exam, you will receive the „Certified Sustainable Procurement Professional“ certificate as well as personal feedback on your exam performance. This certificate is graded with 6 ECTS credits and is based on a total of 190 working hours.

## 14 THOUGHT LEADERS and Proven SUSTAINABILITY EXPERTS as Trainers:



Prof. Dr. habil Elisabeth Fröhlich



Dr. Sibyl Anwander



Hans-Christoph Schwärzler



Cristina Fedato



Sibylle Baumgartner



Gabriele Sorg



Steffen Dehn



Prof. Dr. Markus Berger



Dr. Rosário Costa-Schott



Lara Obst



Matthias Leisinger



Prof. Dr. Sandra Rochnowski



Steffi Kirchberger



Yvonne Jamal



## Prof. Dr. Elisabeth Fröhlich

- » Studied business administration and completed a dissertation on the topic of "supplier assessment"
- » Habilitation on the topic of "modeling professional profiles in procurement" with Prof. Dr. U. Koppelman / University of Cologne
- » Professorship Sustainable Procurement Management
- » Head of the Scientific Advisory Board of JARO
- » Member of the Management Council of the PRME Initiative, the UN Global Compact Initiative for Responsible Management Education
- » Regional board member BME Cologne



## Prof. Dr. Sandra Rochnowski

- » Expert in the implementation of various management systems
- » More than 15 years of experience in the economy and applied science in the field of sustainability, quality, and the tourism / hotel industry
- » Since 2019, Professor of General Business Administration, especially Tourism Business Administration, at the Berlin School of Economics and Law



## Dr. Sibyl Anwander

- » Freelance consultant in the field of Sustainable Supply Chain with a focus on Biodiversity and Agro-food Chains
- » Former Head of Sustainability and Public Affairs with the retailer Coop Switzerland
- » Former Head of Economics and Innovation at the Federal Office for the Environment (FOEN)
- » Member of the JARO-Network



## Dr. Rosário Costa-Schott

- » Lecturer at the Munich University of Applied Sciences with a focus on sustainable management and post-growth society, and on the certificate series "Social Work in the Immigration Society"
- » Lecturer at the University of Rostock - Advanced training in "Sustainable Business / Corporate Social Responsibility" and "Corporate Citizenship"
- » Freelance consultant / trainer / lecturer with a focus on sustainable responsibility and integration



## Prof. Dr. Markus Berger

- » Professor for Multidisciplinary Water Management at University of Twente (NL)
- » Research focus: Life cycle assessment and evaluation of water use along value chains
- » Steering committee member in the Social LCA Alliance
- » Co-chairs the Resources Task Force of UN Environment's Life Cycle Initiative



## Hans-Christoph Schwärzler

- » Mechanical and business engineer, graduated from the Technical University Munich, University of Bristol and University Hagen
- » 10 years of experience in the development and implementation of sustainability strategies in the rail industry. Co-founder of the Rail Sustainable Procurement Initiative Railsponsible
- » 20 years of experience in procurement and supply chain management including the implementation of innovative sustainable business models
- » Assistant Head of the Scientific Advisory Board of JARO



## Steffen Dehn

- » Founder of Sustained Thinking & freelance consultant
- » Agile Coach (design thinking & scrum) working at the interface of sustainability and innovation management
- » Supports the development of solutions for the right problems with user-centred, interactive formats
- » Believes in using iterative approaches to find solutions and founded Sustained Thinking to help organizations to prepare for a sustainable future



## Steffi Kirchberger

- » Since 2018, Founder and CEO of JARO Services GmbH
- » More than 15 years of experience in IT project management, requirements engineering and process management, software evaluation & procurement, amongst others, in a leading position
- » Certified and experienced project manager, at home in classical and agile frameworks
- » Tech enthusiast, challenging the promises made by technology



## Yvonne Jamal

- » Studied business administration, specializing in tourism (Diploma)
- » More than 20 years of international professional experience in tourism and procurement, focusing on B2B
- » Scientific further education on the topic of sustainable management & CSR at the University of Rostock
- » 2013 - 2018 various senior purchasing positions at Zalando SE
- » Chairwoman of the Board of the JARO Institute for Sustainability & Digitalization e.V.
- » Regional board member BME Berlin-Brandenburg, focus: sustainable procurement
- » Member of the BVMW Expert Group on Sustainability



## Gabriele Sorg

- » More than 25 years of experience in innovation management, sustainable business development and communication as a consultant and independent journalist.
- » Communication consulting and publishing services (specialist books, editorials, white papers, features, blogs) and ghost-writing with a strong focus on innovation and sustainability.
- » Sustainable business and communication coach, networking, and business catalyst, connecting people (online, offline).



## Matthias Leisinger

- » Director & Co-founder of focusright
- » Over 10 years of experience in the private sector
- » MBA Sustainability Management
- » Former Vice President Corporate Responsibility at Kuoni Group
- » Record of success in human rights due diligence, capacity building and developing and managing multi-stakeholder initiatives
- » Professional goal: driving change to create a more sustainable business model that delivers commercial success



## Sibylle Baumgartner

- » Director & Co-founder of focusright
- » Over 10 years of experience in the field of responsible business & sustainable sourcing with a specific focus on social aspects
- » Former Head of Corporate Responsibility & Human Rights Manager at Kuoni Group
- » SA8000 Auditor
- » Worked with companies from various industries focusing on devising responsible business strategies, implementing sustainable supply chain management, and developing human rights due diligence frameworks





## Cristina Fedato

- » Mechanical engineer, MBA
- » Head of Sustainable Infrastructure, Products and Services at the CSCP, Wuppertal, Germany
- » 20 years of experience in the field of CSR and sustainable development, with 16 of these spent working on sustainable procurement and sustainable supply chains in different sectors and regions
- » Expert in the ISO international Technical Committees TC 277 on ISO 20400 - Sustainable Procurement and TC 323 - Circular Economy
- » Participant in the stakeholder group of the BME/JARO Certification for Sustainable Procurement



## Lara Obst

- » Founder of THE CLIMATE CHOICE, SaaS platform for the decarbonization of companies and their supply chains
- » 15 years of experience in the field of sustainability and climate
- » Studies in business administration, sustainability and entrepreneurship
- » Founder of the WindTech company MOWEA, working on sustainability innovations in the Berlin startup ecosystem and member of Europe`s largest CleanTech initiative Climate-KIC
- » Part of the FutureWomen Network, member of B.A.U.M. e.V. and BNW e.V.
- » Supports software industry leaders in their successful climate transformation



## Conditions of Participation

The prerequisite for participation in the distance learning course is at least the completion of vocational training or a basic study period as well as one year of work experience, including in the form of internships. Experience in handling standard software (Word, Excel, PowerPoint) and Internet applications is required. As the entire course is held in English, good knowledge of English (min B2 level) is required. Participants also need a standard PC with Internet access.

Further information at [www.jaro-academy.com](http://www.jaro-academy.com)



# Training catalogue

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## The Building Blocks for a Sustainable Future



# 1.1 Introduction to Sustainable Procurement & New Business Models

## Contents

### This module covers the following content:

- » A mechanistic worldview (Adam Smith)
- » A holistic worldview (Systems Theory)
- » Economical development: From linear to regenerative
- » Rethinking the economy!
- » Procurement is the missing link in a sustainable supply chain
- » Investor, propagator and innovator - Different types of companies and their sustainability motives, derivations for the focus in the sustainable procurement process
- » The supply chain value stages of two selected industries and their environmental impacts on greenhouse gases, air pollution, water use, and land use
- » Framework for sustainable procurement: Maturity levels at the levels of people, policy/strategy & communication, procurement process, supplier involvement, and measurement & results
- » The four steps of a process model for sustainable procurement
- » Basis and process integration
- » Behaviour change model and different measures for sustainable purchasing
- » Establishment of sustainable supplier management
- » Supplier selection and the connection with the SDGs (UN Sustainable Development Goals)
- » House of sustainable supplier relationship management incl. the REWE Case
- » Establishment of sustainable supplier management by using the general supplier relationship model
- » Evaluating and learning incl. the Innogy case

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand the relevance of a holistic worldview and its effects on the sustainable development.
- » be able to explain why your company has to act sustainably in procurement.
- » recognize the importance of transparency in your downward supply chain.
- » Know the four steps to plan and implement a sustainable procurement in your organization.



Yvonne Jamal



Prof. Dr. habil Elisabeth Fröhlich

### Media and methods

Video und Audio, Interview

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

62 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

# 1.2 Political Framework Including the Financial Market

## Contents

### This module covers the following content:

- » International and national regulatory developments related to supply chains
- » Transparency and regulation - the «New Normal»
- » Legal compliance - For whom?
- » From soft law to hard law:
  - Social aspects
  - Environmental aspects
  - Financial transparency
- » Dual materiality
- » Extended producer responsibility
- » Linking EU Green Deal, EU Taxonomy, CSDD, CSRD and TCFD
- » Core elements of human rights due diligence
- » What changes with the German Due Diligence Act?
- » What does the German Supply Chain Act cover?
- » German Supply Chain Due Diligence Act (an overview)
- » New reporting obligations
- » Structure of the European reporting standards
- » Further regulatory development
- » Future challenges for companies
- » Due diligence - Plea for a common perspective
- » Enforcement means of the government



Dr. Sibyl Anwander

## Learning Objectives

### After having accomplished this training, the participant will:

- » know the development of the political framework on a national and international level and differentiate between international agreements, soft law, and mandatory requirements for companies.
- » understand medium & long-term political developments even outside the own specific sector.
- » know the corporate due diligence process for companies under the German Supply Chain Due Diligence Act and understand why it makes sense for a company to act now.

### Media and methods

Video und Audio, Interview

### Course language

English

(opt. subtitle Mandarin)

German

### Duration of videos

37 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

# 1.3 The importance of Human Rights Due Diligence (HRDD) in Supply Chains

## Contents

### This module covers the following content:

- » Relevance of human rights for companies:
  - Civil society, legislators, consumers, investors
  - Examples of human rights potentially affected by companies (child labour, occupational health & safety, land rights, forced labour & modern slavery, working conditions, environmental impacts)
- » Key elements of Human Rights Due Diligence (HRDD):  
Policy commitment, risk & impact assessment, cease, prevent or mitigate adverse human rights impacts, embedding, track & communicate, grievance & remedy
- » How to start?
  - Value chain mapping - Focus supply chain management
  - Issue mapping
  - Defining severity
  - Identifying salient issues
- » Determine measures
- » Possible actions:
  - Medium - high leverage
  - Medium leverage
  - Low leverage
- » Action plan: targets, responsibilities & timeline
- » Controlling & reporting
- » Best Practice: examples of companies
- » Recap: Key elements of Human Rights Due Diligence (HRDD)

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand the relevance and core elements of HRDD for procurement.
- » understand how to identify and prioritize human rights impacts in the supply chain.
- » be able to take concrete action to prevent or mitigate human rights impacts.



Matthias Leisinger



Sibylle Baumgartner

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

61 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

# 1.4 Circular Economy – Basics

## Contents

### This module covers the following content:

- » Sustainable development & circular economy
- » Systems view - from an isolated approach of the three sustainability dimensions to the nested circles
- » Requirements to establish circular processes in your company
- » Benefits of a transition from linear to circular thinking & acting
- » From linear to circular supply chains
- » Circular economy
  - Basic concepts and definition
  - Overall principles
  - Schools of thought
- » Circular economy in the EU - outlook
- » Best practice
- » Cradle to cradle
  - Basic concept
  - Product design concept & example
  - Certification & example
  - The power of procurement: Definition of circular procurement
  - The 8 steps of circular procurement
- » Best Practice



Gabriele Sorg



Yvonne Jamal

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

30 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » know the basics of circular economy (CE) based on a systems view of sustainable development and understand the benefits.
- » be familiar with the general concept of circular economy and its seven schools of thought.
- » understand the Cradle to Cradle concept as a holistic design concept and framework.
- » be able to name the necessary steps for a circular procurement.

# 1.5 Integration of Sustainability into Procurement Strategy

## Contents

### This module covers the following content:

- » The three main questions to ask for a sustainable procurement approach
- » The 3 approaches for a sustainability strategy: Efficiency, consistency, sufficiency
- » What is new compared to conventional procurement?
- » What is a sustainable procurement strategy: Corporate strategy, procurement strategy, market strategy, supplier strategy, process strategy, performance strategy
- » Procurement and sourcing strategies - The level of commitment regarding the collaboration with suppliers
- » Do you take your suppliers with you on this journey? The four steps of a process model for sustainable procurement
- » A comprehensive sustainable procurement framework
- » Responsible sourcing programs
- » Sourcing strategies - the conventional approaches: Kraljic-Matrix
- » Market (category) strategies - Category examples for reflection
- » Process strategy: internal and external documents and processes
- » Best Practice: University of Strathclyde Glasgow
- » Leadership for sustainable development: Examples of different sector initiatives
- » Supporting guidelines for the development of a sustainable procurement strategy



Cristina Fedato

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

31 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » know the three strategic sustainability approaches and possible focuses for a sustainable procurement strategy.
- » understand the framework and scope of sustainable procurement.
- » have explored the opportunities of the leadership for sustainable development.



# 1.6 Materiality Analysis in Procurement

## Contents

### This module covers the following content:

- » What is Materiality?
  - Outside-in perspective
  - Inside-out perspective
  - Stakeholder-perspective
- » Engaging with stakeholders: internal vs. external stakeholders
- » Why engage stakeholders?
- » Materiality and sustainability
- » Materiality matrix
- » Identification of sustainability issues: SASB materiality map
- » Materiality matrix & sustainability
- » Advantages of materiality analysis
- » Analyzing the procurement portfolio
- » Materiality and sustainable procurement: internal and external factors
- » Best Practice: Brazilian company (cosmetics sector)
- » Connecting to supplier assessment (example of Ecovadis)
- » Best Practice: Sustainability strategy and value chain of Henkel, materiality analysis at product level at Henkel
- » Summary
- » Guiding questions – get started



Cristina Fedato

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

27 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand materiality and the connection to sustainability strategies.
- » understand how a materiality analysis can support a sustainable procurement strategy.
- » be able to reflect about how to apply materiality in the own procurement strategy and processes.

# 1.7 Quality Features of Management Systems and Certifications

## Contents

### This module covers the following content:

- » Basics of Management Systems: Differentiation of management concept, management model and verified management system
- » Basics of management systems: Total Quality Management (TQM), KAIZEN and continuous improvement process
- » Basics of management systems: The Deming Circle (1992)
- » Structural requirements of management systems and tool recommendation to check sustainability labels and standards
- » Benefits of management systems from an external and internal perspective
- » The ISO certification process including certification period and costs
- » The high-level structure of ISO and its benefits
- » The ISO 20400 standard for sustainable procurement: Presentation and classification
- » The ISO 20400 standard for sustainable procurement: Structure and core content
- » Best Practice: BME-Certification

## Learning Objectives

### After having accomplished this training, the participant will:

- » know the concept of the management systems and its main quality feature.
- » understand the scope and the advantages of management systems for their company.
- » grasp the ISO and its systematic of High-Level Structure (HLS) and know the ISO 20400.



Yvonne Jamal



Prof. Dr. Sandra Rochnowski

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

24 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

# 2.1 Business Case Sustainable Procurement

## Contents

### This module covers the following content:

- » Many reasons to engage in responsible supply chains:  
Fashion, consumer electronics, transportation and cross industry
- » Sustainable supply chains as an investment
- » Value creation through sustainability
- » Weighting of sustainability arguments according to business situation: Work wear, bedding for hospital or hotel and fashion for young women
- » Sustainable supply chain management - still in the beginning
- » Improvements - At the output rather than the impact level
- » Areas that benefit from the sustainable procurement program:  
Investors, supply chain, sales, marketing, human resources
- » The compliance trap
- » Strategic paths towards an holistic approach
- » Increased resilience in supply chains
- » Sustainability as part of digitalization in supply chain management
- » Best practice



Dr. Sibyl Anwander

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

30 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand sustainability as an investment that creates business value.
- » know the term „compliance trap“ and recognize the opportunities in sustainable supply chains.
- » understand the strategic paths towards a holistic approach, and reflect them for own business strategy.

## 2.2 New Indices for a Sustainable Procurement

### Contents

#### This module covers the following content:

- » Setting the scene: Spend vs. revenues and the supply chain impact on CSR
- » The purposes of sustainability indices and its use cases
- » Addressable management scopes: Company related, supply chain related and product related
- » The categorisation of sustainability indices - 1: Primary and secondary indicators
- » The categorisation of sustainability indices - 2: Input and output / impact indicators
- » The stakeholder perspective and materiality determine useful indicators: Financial, customer, process- and learning & development-perspectives along the three sustainability dimensions (ecology, social, economy)
- » Sustainability KPI in procurement should be related to the SDGs
- » Best practice: Managing sustainable procurement performance at DB AG



Hans-Christoph Schwärzler

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

24 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » understand the purpose of sustainability indices.
- » know the effectiveness and limitations of indices and be able to delineate sustainability indices from other.
- » have an impression how to develop sustainability indices.

## 2.3 Development of a Sustainability Program for Procurement

### Contents

#### This module covers the following content:

- » Clarification of terms:  
Sustainable procurement strategy, program, and project and the key elements of a sustainable procurement strategy
- » First steps to derive a program from the strategy
- » Think along the whole procurement process
- » Program KPIs
- » From first steps to a continuous sustainable procurement program
- » Change management as a continuous process
- » Best practices



Steffi Kirchberger

### Learning Objectives

#### After having accomplished this training, the participant will:

- » understand what sustainable procurement strategy, program, and project are about and how they relate to each other.
- » know the first steps to derive a sustainable procurement program from a strategy including hints on what to consider when implementing the steps.
- » understand how to continuously steer and control a sustainable procurement program in an agile way and know the importance of an accompanying change- and communication management.

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

43 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.4 Measures for a Sustainable Procurement Focused on the SDGs

### Contents

#### This module covers the following content:

- » 17 goals to guide a sustainable procurement
- » SDGs cluster by sustainability dimension
- » Review: 5 years with the SDGs - What is the progress?
- » How can procurement contribute to the SDGs?
- » SDG Action Manager developed by B Lab and the UN Global Compact
- » Best Practice: SDG Industry Matrix - Collection of best practices for each SDG



Yvonne Jamal

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

27 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the Sustainable Development Goals (SDGs) and how to integrate them into their business.
- » understand how key drivers can be influenced by procurement to achieve the SDGs.
- » know useful tools to support corporate action and recognize opportunities for the their organization.

# 2.5 Development and Implementation of a Communication Program

## Contents

**This module covers the following content:**

- » What is a communication program?
- » Initial situation: external and internal complexity, talent complexity, digital complexity
- » Key questions to be answered
- » The right channels/media
- » External communication - challenges
- » The Procurement Communication Canvas and example
- » Best practice: stakeholder dialogue series DAW
- » Best practice: TfS - Together for Sustainability



Yvonne Jamal



Gabriele Sorg

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

58 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

**After having accomplished this training, the participant will:**

- » reflect the procurement department as an active communicator, as a 'sustainability catalyst' inside and outside the company.
- » know the most essential steps to build up their internal procurement communication program.
- » understand how they can plan and improve their supplier communication.
- » be inspired by best practices and examples.

## 2.6 Relevance Matrix – Furniture and Indoor Decoration

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

29 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.



## 2.7 Relevance Matrix – Chemicals Including Cleaning Agents

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

28 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

## 2.8 Relevance Matrix – Motor Vehicles and Means of Transport

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

35 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

## 2.9 Relevance Matrix – Food and Catering

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

33 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

## 2.10 Relevance Matrix – Fossil and Renewable Fuels

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

36 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.11 Relevance Matrix – Paper, Packaging and Office Supplies

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

33 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.12 Relevance Matrix – Telecommunication Equipment and IT-Hardware

### Contents

**This module covers the following content:**

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement

### Learning Objectives

**After having accomplished this training, the participant will:**

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.



Dr. Sibyl Anwander



Steffi Kirchberger

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

29 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.13 Relevance Matrix – Textiles and Clothing

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

39 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.14 Relevance Matrix – Business Trips and Events

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.



Dr. Sibyl Anwander



Yvonne Jamal

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

29 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)



## 2.15 Relevance Matrix – Office Automation Including Presentation Technology

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

30 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

# 2.16 Relevance Matrix – Electronic Household Appliances Including Lighting

## Contents

### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

## Learning Objectives

### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

### Media and methods

Video und Audio, Presentation

### Course language

English

(opt. subtitle Mandarin)

German

### Duration of videos

34 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.17 Relevance Matrix – Office Automation Including Presentation Technology

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

31 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.18 Relevance Matrix – Medical and Precision Instruments

### Contents

#### This module covers the following content:

- » Hotspot analysis in the context of the buying process
- » Products covered and the relevance of the sustainability criteria levels
- » Ecological and lifecycle criteria and their relevance for the product group, options for actions
- » Social criteria and their relevance for this category and options for action
- » The three key drivers for sustainable procurement



Dr. Sibyl Anwander

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the most important ecological hotspots and their causes along the value chain of this product group.
- » know the most important social hotspots and their causes along the value chain of this product group.
- » know the three most important drivers for a sustainable procurement in this product group and can identify the company's need for action on basis of targeted questions and translate them into effective implementation measures.

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

24 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

# 2.19 Total Cost of Ownership (TCO) and Life Cycle Costing Calculation (LCC)

## Contents

### This module covers the following content:

- » Just the tip of the iceberg ... - The price and its hidden costs
- » Price vs. cost
- » Total cost of ownership - Types & calculation
- » Price and costs are not the same:  
Introduction to Life Cycle Costs (LCC)
- » Lifecycle Costing Calculation including external costs (whole costs)
- » External costs - Examples
- » Natural Capital Protocol and the Integrated Profit Loss Statement



Dr. Sibyl Anwander

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

31 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand the difference between the total Cost of Ownership (TCO) and Life.
- » know various direct and indirect cost types and the importance to integrate external costs into price evaluations.

## 2.20 Evaluation Standards for Sustainability Reports – How to read Sustainability

### Contents

This module covers the following content:

- » Basics:
  - The Sustainability Code
  - Corporate Sustainability Reporting Directive (CSRD)
  - The IöW ranking
  - Global Reporting Initiative (GRI)
  - United Nations Global Compact (UNGC)
  - Basic questions about sustainability reporting: why, what and how?
- » Exercise 1: The Multi-Stakeholder Approach
- » Exercise 2: Matrix for evaluating sustainability reports
- » Exercise 3: Matrix for evaluating your company's sustainability reports
- » Best Practice

### Learning Objectives

After having accomplished this training, the participant will:

- » have an overview of the basics of sustainability reporting and know the most common standards.
- » know the reasons for reporting about sustainability and understand the difference between "integrated report" and „financial report plus sustainability report“.
- » reflect their learnings by applying the multi-stakeholder approach to identify expectations for Corporate Sustainability and evaluate sustainability reports by using the evaluation matrix.
- » be enabled to classify sustainability reports with the help of the evaluation matrix.



Dr. Rosário Costa-Schott



Yvonne Jamal

#### Media and methods

Video und Audio, Presentation

#### Course language

English

(opt. subtitle Mandarin)

German

#### Duration of videos

31 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.21 Supplier Ratings – Overview and how to use

### Contents

This module covers the following content:

- » What is a supplier rating?
- » Benefits and use of supplier ratings
- » Sustainability supplier ratings
  - Types of supplier sustainability ratings
  - Examples and integration into procurement
- » Guiding questions - get started

### Learning Objectives

After having accomplished this training, the participant will:

- » understand what supplier ratings are and what to use for.
- » know possible ways how to rate sustainability performance of your suppliers.
- » reflect on the benefits and challenges of ratings to companies.



Cristina Fedato

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

25 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 2.22 Supplier Sustainability Development Programme

### Contents

#### This module covers the following content:

- » What is a supplier development program?
- » Supporting suppliers in helping themselves:  
The stages of engagement with suppliers
- » Sustainable supplier development concept  
builds on a phased approach
- » Best Practice

### Learning Objectives

#### After having accomplished this training, the participant will:

- » understand the purpose, the benefits and the limitations of supplier sustainability development.
- » know how to manage performance and development potentials of suppliers.
- » be able to reflect own business practices and recognize potential improvement activities.



Hans-Christoph Schwärzler

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

20 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)



## 2.23 Using Innovations for more Sustainability

### Contents

This module covers the following content:

- » Key challenges for procurement
- » Innovation based on a system view
- » Value drivers for Innovation in procurement
- » New self-Image and role of procurement
- » The new business role, delivery model and resources of procurement to become an innovation catalyst
- » Five key shifts to increase the impact of procurement
- » Supplier segmentation for innovation
- » Success factors for joint innovation

### Learning Objectives

After having accomplished this training, the participant will:

- » know the basics of innovation and understand the benefits of open innovation and innovation ecosystems.
- » understand the new strategic role procurement plays and knows the value drivers for more innovation in procurement.
- » understand how to assess the suppliers' innovation capability.



Gabriele Sorg



Yvonne Jamal

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

58 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

# 3.1 Circular Procurement

## Contents

### This module covers the following content:

- » Circular procurement relates to the three aspects from the sustainable production and consumption: Efficiency, consistency and sufficiency
- » From linear to circular economy transition
- » Circular procurement
- » Circular public procurement
- » Circular supply chains - Procurement as strategic partner for circular economy business models
- » Best practice
- » Guiding questions



Cristina Fedato

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

34 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand the connection between circular economy and sustainable procurement.
- » know concepts and examples on how to integrate circularity into procurement
- » reflect on what are the opportunities and ways to apply circularity patterns in their organizations.

## 3.2 New Technologies for Procurement - Basics & Evaluation in Regards to Sustainability

### Contents

#### This module covers the following content:

- » From paper to digital transformation: Clarification of digitization, digitalization and digital transformation
- » Localization within the digital product groups: Hardware, software, IT-services
- » Technologies that will shape our future - and the future of procurement
- » Introduction to key technologies - IoT, Big Data, KI, Blockchain:
  - What and why?
  - What is next for procurement?
  - Examples within procurement
- » Chances and risks of digital technologies: Economical, social, ecological
- » Defining sustainable digital transformation based on the guiding principles for a sustainable digitalization
- » Chances & risks for the future - IoT, Big Data, KI and Blockchain: Examples of positive use cases and presentation of the risks or points still to be clarified
- » Best Practice

### Learning Objectives

#### After having accomplished this training, the participant will:

- » have an overview of the new technologies that will shape our future grade of sustainability.
- » understand the concept of the technologies presented and can locate them within the field of procurement.
- » understand what sustainable digitalization is about and why it is important.
- » see the technologies in the context of sustainability.



Steffi Kirchberger

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

39 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

## 3.3 Agile Approaches for Sustainable Procurement

### Contents

#### This module covers the following content:

- » Current challenges for sustainable procurement: VUCA World
- » Defining „Agile“: Values, principles, practices and continuous improvement
- » Navigating the procurement landscape using the Stacey Matrix:  
Simple, complicated, complex and chaotic environments
- » Approach for secure & familiar environments
- » Advantages of agile approaches and how they help to deal with complexity
- » Agile approaches - first steps to apply them for sustainable procurement

### Learning Objectives

#### After having accomplished this training, the participant will:

- » understanding the complex environment that they are operating in and are able to explain the basics of agile approaches.
- » have an overview of when to apply which approach.
- » know about the advantages of agile approaches and get to know first steps on how to apply them for sustainable procurement.



Steffen Dehn

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

26 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

# 3.4 Climate Action for Companies

## Contents

### This module covers the following content:

- » Importance of climate action for companies
- » Tackle global warming with climate action – SDG 13

### The five steps towards climate protection for companies

- » Step 1 - Preparing a Greenhouse Gas (GHG) inventory
  - The Greenhouse Gas Protocol – a standard for accounting and reporting GHGs - Scope 1, scope 2, scope 3
- » Step 2 - Introducing data and process management

- » Step 3 - Developing a climate strategy: Four pillars
  - What is a climate neutral position of companies? Definition and short formula
  - Offsetting: Criteria for climate protection projects
  - Best Practice
- » Step 4 - Controlling based on key performance indicators (KPIs)
  - Potential KPIs for Procurement (scope 3 category)
- » Step 5 - Communication
  - Process recommendations for external and internal communication
  - content requirements for reporting

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand the urge to act to fight global warming and why procurement is key.
- » know the 5 steps towards climate protection for companies.
- » know the 4 pillars of an impactful climate strategy and understand the term climate neutrality.
- » know potential KPIs to measure effectiveness of climate action.



Lara Obst



Yvonne Jamal

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

32 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

# 3.5 Water Footprint

## Contents

### This module covers the following content:

- » How much water do we need every day?
- » Virtual water: Blue Water, Green Water, Grey Water
- » Is that a problem? - Representation of the water consumption of known products
- » Water Footprint: Definition and Calculation
- » Water footprint of companies:  
direct and indirect water consumption
- » Local measures in global supply chains:  
Introduction of the Welle Project
- » Calculating a company's water footprint best practice - Data collection, results, mitigating water stress
- » Team-exercise



Prof. Dr. Markus Berger

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

33 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## Learning Objectives

### After having accomplished this training, the participant will:

- » have developed a deeper understanding of water consumption along their company's supply chains.
- » know the influence of purchase decisions on the company's water footprint.
- » know a best practice example.

# 3.6 Biodiversity in Sustainable Procurement

## Contents

### This module covers the following content:

- » Biodiversity – Definition:
  - services of ecosystems
  - SDG context (SDG 14 and 15)
- » Biodiversity under threat
- » Business Cases for Biodiversity - Risks and Opportunities
- » Private Sector: Main advocate for binding policies

### A: Develop a corporate biodiversity strategy – approach

- » Step 1 and 2: Motivation and anchoring
- » General risk assessment
- » Step 3 and 4: Assess and understand impact and dependencies
- » Step 5: Explore options and establish a portfolio
- » Step 6: Develop a monitoring strategy
  - Integration into the sourcing processes
- » Step 7 and 8: Write a strategy and start implementing

## Learning Objectives

### After having accomplished this training, the participant will:

- » understand what biodiversity refers to and what risks and opportunities go along with from a business perspective.
- » know an approach for a corporate biodiversity strategy and the important role procurement plays within it.
- » know examples for options that can be taken to protect biodiversity.

### B: Concrete examples and good practices to protect biodiversity

- » Option 1: Change sourcing area to areas less threatened or relevant for biodiversity and impact of a change of origin
- » Option 2: Chose a standard that covers biodiversity in a credible way
- » Certified Products – double challenge
- » Option 3: Engagement in a sector-wide initiative
- » Option 4: Create your own sourcing project
- » Option 5: Change the Assortment and provide transparent information to the end-consumer



Dr. Sibyl Anwander

### Media and methods

Video und Audio, Presentation

### Course language

English  
(opt. subtitle Mandarin)  
German

### Duration of videos

41 Minutes

### Price

160.50 EUR (inkl. 7% VAT rate)

## 3.7 Civil Society, Corporate Citizenship and NGOs

### Contents

#### This module covers the following content:

- » The role of the civil society as an external stakeholder
- » The role of civil society as the third sector and presentation of the interdependencies of the state, business and civil society sectors.
- » Corporate Citizenship (CC); Companies as "good citizens"
- » Identifying relevant NGOs in the own company's supply chains
- » Roles of NGOs in the own company's procurement logic
- » Non-governmental organizations (NGOs) in the view of a stakeholder analysis, Notes on the respective handling NGOs as local partners
- » What roles can NGOs play in my company's procurement logic?

### Learning Objectives

#### After having accomplished this training, the participant will:

- » know the role of the civil society as an external stakeholder.
- » understand the concept of Corporate Citizenship (CC).
- » understand how to assess the importance of civil society actors and how the own company can support trustworthy partnerships between its suppliers and the local civil society.



**Dr. Rosário Costa-Schott**



**Steffi Kirchberger**

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

18 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)



## 3.8 Engaging in Sustainable Sector Initiatives

### Contents

#### This module covers the following content:

- » Diverse expectations need adequate answers: Governments, financial markets, business partners, consumers, NGOs and civil society
- » From control to «shared values»
- » Advantages of sectoral approaches
- » Sustainability initiatives - ranked against transparency and ownership / stakeholder involvement (indicative), and ranked against business case orientation and commitment / engagement
- » How to identify, evaluate and compare labels, certificates and sustainability initiatives - Standards Map of ITC: Overview segregation in environment, social and management
- » Example: Evaluation of standards - Textile
- » First steps towards a new business initiative: Analyze, Exchange, Make a start
- » Roadmap towards sustainable supply chains - Potential roles for business associations
- » Best Practice



Dr. Sibyl Anwander

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

43 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » understand the opportunities and challenges related to pre-competitive sustainability initiatives and can allocate fitting measures depending on aspired degree of cooperation.
- » be able to evaluate the rigour and credibility of existing sectoral sustainability initiatives.
- » know the first steps necessary to create a sectoral initiative or to choose the right business initiative for own purposes.

## 3.9 Sustainability in Public Procurement

### Contents

#### This module covers the following content:

- » Regulatory framework and EU Treaty Principles
- » Strategy and planning
- » Sustainability along the buying process - Needs assessment
- » Needs assessment: the most influential step!
- » Circular Procurement (CP) opportunities
- » The importance of collaboration:  
External supply chain and internal stakeholders
- » Market engagement – A source of innovation:
  - Purpose and legal base
  - Pre-procurement, during tender and post tender
- » Sustainability along the buying process - Requirements and tender
- » Choice of procedures
- » Technical Specifications:  
Technical, performance-based or functional specifications
- » Using labels in technical specifications
- » Sustainability along the buying process - Continuous improvement
- » Contract performance clauses and verification



Dr. Sibyl Anwander

#### Media and methods

Video und Audio, Presentation

#### Course language

English  
(opt. subtitle Mandarin)  
German

#### Duration of videos

38 Minutes

#### Price

160.50 EUR (inkl. 7% VAT rate)

### Learning Objectives

#### After having accomplished this training, the participant will:

- » understand the EU Treaty Principles for public procurement.
- » understand how sustainability can be integrated into procurement processes according to the specific legal framework for sustainability in the context of public procurement.
- » know the benefits of sustainable public procurement in selected categories.

# The Sustainable Development Goals (SDGs) as a Guideline for Purchasing

The United Nations Global Sustainable Development Goals (SDGs), adopted by all member states in 2015, are our compass. Purchasing can make a massive contribution to achieving these goals with a well-thought-out strategy and targeted measures.

This e-learning course examines what is important in terms of sustainability and how to establish sustainable procurement in the company. It is more important than ever to work together on solutions in order to bundle knowledge and strengths. The training is intended to make an active contribution to this.



# About IEDC Bled School of Management

The IEDC Bled School of Management is located just 20 minutes by car from Ljubljana International Airport (Slovenia). The award-winning business school has already inspired more than 99,000 executives from more than 100 countries. It has been very active in the UN PRME (Principles for Responsible Management Education) activities and it was the first management school from the CEE region to be recognized as PRME Champion.

In 2022 IEDC - Bled School of Management was listed among the top 100 management schools on the WURI „World's Universities with Real Impact“ ranking.

The IEDC-Bled School of Management is the headquarters of the international association for Management Development in dynamic societies, CEEMAN, associating 180 business schools from 51 countries. Two institutes are also headquartered at the IEDC: the World Institute for Sustainability and Ethics (WISE) and the IEDC Team Development Institute. IEDC has hosted management gurus such as Peter Drucker, Henry Mintzberg, Edgar Schein, Paul Polman, Ichak Adizes, Otto Scharmer, Manfred Kets de Vries, Nancy Adler, Bill Fischer, Pankaj Ghemawat, Roger Martin, Stéphane Garelli, Daniel Susskind, Dominique Turcq and others. The IEDC Alumni network currently associates with 5,659 members from 75 countries and counts 16 clubs in 16 countries.

The logo for IEDC, consisting of the letters 'IEDC' in a bold, dark blue, sans-serif font, centered on a bright yellow square background.

Bled School of  
Management

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*A School with a View*

# Our Partners

It would not have been possible to create this training course without the support of our partners. Thank you very much for the fantastic cooperation!



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Adenauerstr. 20 / B2

D - 52146 Würselen

phone: +49 2405 49936-0

[www.lancom-systems.de](http://www.lancom-systems.de)



Since its founding in 2007, **EcoVadis** has become a trusted partner for procurement teams in more than 450 leading multinational organizations to reduce risk and drive innovation in their sustainable procurements. We envision a global marketplace where sustainability intelligence influences every business decision - improving economies, people's lives and the planet we all depend on. Our mission is to provide the world's most-trusted sustainability ratings, enabling all businesses to reduce risk, drive performance, and improve environmental and social outcomes.

## **EcoVadis SAS**

43 Avenue de la Grande Armée

F - 75116 Paris

phone: +33 1 82288888

[www.ecovadis.com](http://www.ecovadis.com)



**Afb gGmbH** is Europe's largest non-profit IT company. As a professional refurbisher with locations in 5 countries, we create jobs for people with disabilities by refurbishing and remarketing used IT and mobile devices. We pick up decommissioned IT hardware from companies, which we refurbish for reuse after certified data deletion. In this way we extend the product life cycle, conserve natural resources and reduce emissions. Our partners benefit from cashback for used IT, professional services, key figures for their sustainability report and attractive benefits for their employees.

## **Afb gGmbH**

Carl-Metz-Str. 4

D - 76275 Ettlingen

phone: +49 7243 20000 141

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# Our Supporters

We would also like to thank the many dedicated supporters who have helped us to put our e-learning plans into practice. We share the common goal that sustainable action becomes the standard for business.



## About the JARO Institute for Sustainability and Digitalization

The JARO Institute for Sustainability and Digitalization was founded on 20th July 2018 as a non-profit organization. The institute's vision is to make sustainable action the standard in business, administration, and all kinds of organizations. The global framework for its work is the United Nations' 17 Sustainable Development Goals (SDGs). The advisory board includes well-known representatives from science and business who support the institute. JARO works closely with the Federal Association Supply Chain Management, Procurement and Logistics (BME).  
More information: [jaro-institut.de](http://jaro-institut.de).

### Contact us:

#### JARO Academy

a product of the JARO Institute for Sustainability and Digitalization  
Köpenicker Str. 325, Haus 11  
12555 Berlin  
Germany

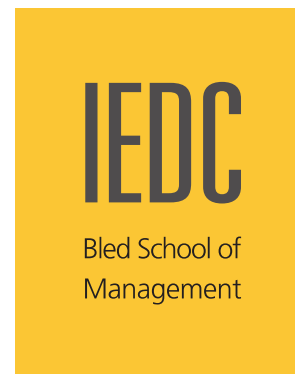
Phone: +49 (0) 30 234 80 567  
E-mail: [academy@jaro-institut.de](mailto:academy@jaro-institut.de)  
Website: [www.jaro-academy.com](http://www.jaro-academy.com)

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# YOU CAN MAKE THE DIFFERENCE!

If you want to take your procurement skills to the next level and have an impact on the sustainable development of your company or your future employer, secure your place on in this course by registering at the link on this page.

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