



PURCHASING & SUPPLY MANAGEMENT EXECUTIVE MBA //

THE EUROPEAN INSTITUTE OF PURCHASING MANAGEMENT I www.eipm.org I mba@eipm.org

A 1/4 century of purchasing & supply management education!

- BERNARD GRACIA

More than just an MBA!

A programme that contributes to organisational & individual changes in purchasing & supply management

A WORD FROM OUR DEAN & DIRECTOR //

Each business is unique. Every company has its own culture, targets, challenges and geo-economical setting. When we set up EIPM, it was with a clear vision to create a centre of excellence in purchasing, driving-up standards across industry. EIPM is the first institute in Europe, offering an Executive MBA fully specialised in purchasing and supply management!

Our goal at EIPM has always been to support and promote the strategic value of procurement and supply chain. As the purchasing profession gains recognition, professionals need to be ready to act and react to the emerging challenges and the pace of changes that lie ahead. Taking lifelong learning seriously means that we continuously reflect on our actions and results, that we make full use of the development opportunities and we prepare better ways to achieve our goals in the future.

Our EMBA consolidates our educational innovation, both in its conception and implementation. The courses are delivered in Shanghai and Archamps (near Geneva) by a highly-qualified and International faculty, that combines academic excellence and practitioner relevance. The EIPM expertise in education (EMBA & Certification programmes) has been recognised and accredited by IFPSM.

Ultimately, our EMBA is a journey that continues, even after having obtained the diploma. We are proud to keep our alumni close to us, contributing to the development of a successful path for each of them.

Take a moment to consider your educational planning and let us assist you in the evaluation and development of your potential!

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BUSINESS THINKING & VALUE CREATION //

The purchasing function is at the strategic heart of most companies: up to 70% of company spend is made through purchasing. This requires a cross-functional perspective, to synthesise knowledge from different parts of the business.

The EIPM EMBA is the only programme in Europe, specialised in purchasing and supply management. It allows executives to gain both international understanding and valuable specialist knowledge, whist maintaining their professional commitments.









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THE EUROPEAN INSTITUTE OF PURCHASING MANAGEMENT

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ABOUT OUR INSTITUTE //



MISSION & VISION

Our mission is to serve our clients to deploy knowledge in purchasing & supply management and contribute to sustainable value creation for the different stakeholders.

Our vision is to be the leading institute, a reference by differentiation and the preferred global supplier.

WHERE WE ARE

Currently near Geneva and in

Shanghai and with branches in Brazil, India, Mexico, North America and the United Arab Emirates, the Institute has developed a complete range of solutions to meet the training needs of its large base of international clients, in all industry and service sectors.

Created in 1990 by international companies and the European Commission, the European Institute of Purchasing Management (EIPM) is an executive centre dedicated to applied research, education, training and coaching in purchasing and supply management.

EIPM is not a university. Our applied research activities bring new tools, new practices and leading edge contents. EIPM supports continuous improvement through building on its experience with Educational Quality Frameworks (IFPSM, EFQM) and provides valuable and engaging materials to support companies' knowledge network.

IFPSM GLOBAL STANDARD

The International Federation of Purchasing & Supply Management awarded in 2017 the IFPSM Global Standard for the EIPM EMBA and our Certification programmes. This demonstrates the quality of our Executive MBA and guarantees students an internationally recognised diploma in purchasing & supply management.

With two offices, near Geneva and in Shanghai and with regional teams around the world, EIPM offers a complete range of educational programmes and training solutions



OVER 25 YEARS EXPERIENCE //

For more than 25 years, the EIPM International Executive MBA has shaped the career of many excellent procurement leaders, providing them with a qualification that surpasses functional procurement expertise.

EIPM is at the intersection of business and academic worlds, with an approach to education grounded in the reality of business. It was created in 1990 by international companies and the European Commission and is recognised as the leading executive centre dedicated to applied research, education, training & coaching in purchasing & supply management.

Today, through its different programmes, the Institute trains and educates more than 4,000 purchasing professionals, every year, in 9 different languages in Europe and through its branches over the globe.

For more than a 1/4 century, EIPM has collaborated with both public and private sectors, as well as with different

industrial environments (process industries, industrial projects, long production runs, fast moving consumer goods, services, high technology, logistics, etc.).

Based on this solid experience working with the largest groups in the world, EIPM offers educational programmes (Executive MBA, Certification Programmes), as well as in-company tailor-made courses, supported by its research activities, to deliver updated and innovative contents.

EIPM has a strong DNA based on values, global, education and companies, making EIPM unique.



EIPM has gained over time the trust of academic institutes, purchasing organisations and quality standard associations and collaborates to constantly improve and bring innovation to purchasing.







values for value

Dr Peter Kraljic EIPM Professor Emeritus & Director Emeritus McKinsey

The EIPM EMBA offers focus on topics of purchasing and supply management as a core corporate function in a volatile business environment, enabling graduates to be more efficient at handling future challenges of their profession. Practical insights are gained from annual purchasing performance reviews for European companies, which result in the EIPM Purchasing Excellence Award and contribute to the sharing of best practices among the professional network.



Our institute benefits from a highly-qualified international faculty, passionate about procurement and committed to our programmes and students. Our faculty is composed of prominent professors, consultants and executives of leading companies and from different sectors.



PROFESSORS EMERITI

Jean-François BARIL | CEO Connecting Partners, France Dr Corey A. BILLINGTON | Visiting Professor, Wyoming University, USA Dr Rhoda DAVIDSON | Professor at EMLYON Business School, France Dr John HEPTONSTALL | Professor at Geneva Business School, Switzerland Dr Peter KRALJIC | Director Emeritus McKinsey, USA Dr Richard LAMMING | Professor at University of Exeter, United Kingdom Dr Arjan VAN WEELE | Professor at Eindhoven University, Nederlands Andrew WALKER | Associate Professor at London School of Business & Finance, United Kingom



"I believe that the EIPM EMBA prepares professional buyers to take the next step in their career. The course provides students with a mixture of practical and theoretical application of the practices of buying with a rigorous understanding of the other disciplines in business. The EMBA will prepare any buyer who wishes to progress their career into senior levels of management and provide them with the background that they need to make important decisions based on knowledge and analysis."

Prof Dr Kenneth LE MEUNIER-FITZHUGH - Senior Lecturer in Marketing, University of East Anglia, United Kingdom

WHAT MAKES EIPM LEADING EDGE //

EIPM is a Global Institute with a Global Team: 7 nationalities internally + 9 more including the EIPM international branches, welcoming among its participants 50 other nationalities. With a team of permanent Professors and a cohort of Professors Emeriti, the Institute finances 100% of its Research and produces 80% of its revenues.



With a wide geographic coverage across five continents, our multinational staff and international network enable EIPM to organise educational programmes all over the world, balancing global objectives and local requirements.



EIPM continuously develops and leverages new methodologies, tools and concepts, to offer the perfect balance between academic achievement and professional experience.



EIPM maintains a dedicated customer service team, responsive to individual and organisational needs. EIPM's international orientation and family spirit are key factors in its relationship with customers. Over 25 years, EIPM has gained its reputation among the largest gobal companies in the world.



"The EIPM EMBA is an outstanding programme! I was looking for an excellent MBA in Purchasing, as I was an Engineer when I started. My best memory of the programme are the professors. A tremendous, outstanding faculty! Networking and benchmarking also creates a huge value!"

Christophe LEPOUTRE, Vice President Energy & Sub-contracting at VEOLIA, France



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Dr Hervé Legenvre, during Master Class - 2016

THE EIPM EXECUTIVE MBA PROGRAMME DEVELOPS THE POTENTIAL OF BUSINESS PROFESSIONALS, ENHANCING THEIR SKILLS, SO THEY CAN IMPLEMENT PURCHASING STRATEGIES AND MAKE USE OF A FULL RANGE OF PURCHASING TOOLS

Marko Leske EMBA Alumni, during 2016 Master Class

The EIPM Executive MBA, specialised in purchasing & supply management, provides an accredited, high standard of management-level education.

What sets EIPM apart is its dedication to the individual. EIPM realises the subtle differences that exist in people's educational needs and is able to accommodate and incorporate them into classes with a maximum of 25 students.

EIPM graduates demonstrate that purchasing is a strategic function at

the heart of the business. As confident executives, they continuously add value and forge effective relationships with key suppliers to deliver competitive advantages to high performance companies.

25% of projects led by EIPM students have an immediate positive impact on the bottom line of their companies. All projects bring innovative approaches that provide significant long-term benefits.

PRACTICAL LEARNING //

FOUNDATION MODULES

- 1. International Economics & Finance
- 2. Finance & Management Accounting
- 3. Business Strategy
- 4. Leadership & HR Management

SPECIALISATION MODULES

- 5. Purchasing Strategy
- 6. Operations & Supply Chain Management
- 7. Innovation & Entrepreneurship
- 8. International Negotiation & Influencing Skills
- 9. Latest Development in Purchasing

COMPLEMENTARY MODULES

10.	Shaping Responsible Future
11.	Business to Business Marketing
12	Stratogic Information Systems

12. Strategic Information Systems



RESEARCH PROJECT (FINAL THESIS)

The development of a research project during the EMBA Programme enables students to handle strategic issues in the company, serving as consultants to senior management (in purchasing or elsewhere), by applying the programme learning and research. EIPM assigns a tutor from the institute's faculty to advise and coach the students during the project development and validate the content. A company tutor may also be appointed by the sponsoring institution. The project should have a strategic dimension and impact at corporate, business unit and function level.

"The EIPM EMBA program is a unique MBA in having a focus on procurement. With the procurement function becoming ever more important, a procurement consideration gives our graduates an advantage in gaining your attractive

a procurement specialisation gives our graduates an advantage in gaining very attractive jobs. Chief Procurement Officers are looking to change the skills and competencies of their staff and hiring an EIPM graduate is a way to do this. In addition, the participants in our programmes are excellent. They are smart, global, and have practical work experience. This provides our participants with an opportunity to learn not only from world class faculty, but also from each other. With the EIPM having campuses near Geneva and in Shanghai, participants have an opportunity to be part of a truly global MBA which is very enriching in today's world."

Prof Dr Corey Billington - EIPM Professor Emeritus



COURSE CURRICULUM //

FINANCE & MANAGEMENT ACCOUNTING

Financial and cost analysis can no longer be left purely to the finance team. It is increasingly important for procurement professionals to be able to perform their own cost analysis and risk assessments. A buyer can use its financial analytical skills to reduce the chance of contracting with a supplier who is at risk of failure. Likewise, a good understanding of cost techniques can aid in the quest to reduce product cost. Applying correct tools and techniques allows for a better decision-making process.

INTERNATIONAL ECONOMICS & FINANCE

This module will introduce you to the main issues of International Economics. The objective of the course is to highlight the major international economic foundations and the drivers/trends of economic growth worldwide, as well as to draw implications for international and national business operations. It aims at ensuring that participants can leverage and address ongoing changes within the economic environment of their company and supply market.

The course is designed to develop the participants' analytical, problem-solving and decision-making skills using case studies, group and individual exercises. Participants will be provided with applicable and useful reports, tools, measures and reliable data sources to make informed decisions in their business context from an international, national or sector-specific perspective.

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SHAPING RESPONSIBLE FUTURE

The course will look into basic concepts and

definitions of corporate governance, legal basis and

notions of compliance and responsibility, different

legal models of the company and of compliance in

different countries. The aim is to allow students to

develop awareness of the complex ethical issues

which a contemporary business may face and to

assist them through a careful critical reflection

whereby they may reach their own reasoned moral

decisions on the key issues. By the end of the course

students should have an understanding of such

notions as social contract, corporate citizenship and

they should have an ability to contribute to debates

on these matters in an informed manner.

BUSINESS STRATEGY

This module delivers the analytical tools and insights to understand, analyse, formulate and execute business strategy. In particular, there is an acquisition of skills and confidence to develop far-reaching approaches, to make clear strategic decisions and to appreciate the differences between strategic and operational management. The most important aspect is, coming to understand the drivers behind decision-making, the value chain and core competencies of a business and the optimum balance between corporate level strategies and SBU strategies, while enjoying real insight into the competitive environment.

BUSINESS TO BUSINESS (B2B) MARKETING

Behind every purchase in the modern economy, there is a network of business-to-business (B2B) transactions that are largely invisible to the final consumer. Managing the marketing of these networks can provide opportunities for creating additional value for the partners, as well as improving their position in the market. A sound understanding of marketing activities underpins the management of B2B marketing and insights into these concepts will be provided. This module addresses marketing at the most fundamental level: the reasons marketing activities are required, marketing and sales roles and challenges, and the latest thinking and tools employed to leverage commercial advantage. At the same time, an understanding of the marketing mix and the core disciplines behind key account management, marketing planning and relationship marketing will be reviewed.



PURCHASING STRATEGY

Purchasing Strategy must be an integral part of company strategy. Its primary role is to define the ways in which purchasing can sharpen the competitive advantage of the business and to establish the priorities, focus and alignment of the whole purchasing organisation. Yet the real proof of a strategy is in its implementation – this is why the module places strong emphasis on the delivery roadmap, which links strategic and operational actions as the key enablers to successful change management.

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LEADERSHIP & HUMAN RESOURCES MANAGEMENT

This course is a comprehensive view of human resources management, leadership and change management. As part of deploying resources, leaders are expected to play a vital role in managing human resources. Knowing how to design maximally-productive and mutually-rewarding work relationships with employees is important to every manager's success. If you are unable to hire effectively, motivate employees, or retain your best performers, then your job performance will suffer. Hiring the right people, motivating and developing them and ensuring that they are engaged in their work and committed to the company are some of the skills that define great managers.

LATEST DEVELOPMENT IN PURCHASING

This module consists of the EIPM Executive Master Class and the EIPM Annual Purchasing Conference. The first three days of a Master Class provide students with the opportunity to meet leading academics and leaders in the field of purchasing and supply chain, who share the latest trends and break-throughs. It is followed by two days of intensive exchanges with top practitioners and experts from industry and consulting companies, during the EIPM Annual Purchasing Conference. This module is a joint module for the two Campuses. The Shangai students join the Master Class and Conference in Archamps over this period. The module is also open to EIPM MBA Alumni and other participants who wish to taste the EIPM Executive MBA programme.

STRATEGIC INFORMATION SYSTEMS (SIS)

The role of IT is changing as open standards, data interoperability, outsourcing, and the emerging cloud computing paradigm shift IT from a perceived source of competitive advantage to a shared and common utility. The wider Information Systems (IS) environment is now seen as a source of competitive advantage through the creation of new forms of stakeholder value, based on data, interoperability and connectivity. Strategic Information Systems are information systems developed in response to corporate business initiatives: they may deliver a product or service at a lower cost, better differentiated, innovative or that focuses on a particular market segment. They may enable new business models, deeper relationships with customers and suppliers and/or radical adjustments to costs.





OPERATIONS & SUPPLY CHAIN MANAGEMENT

Understand an integrated Supply Chain, the basics of Inventory management and its impact on Supply Chain management. Redesign existing supply chains to use fewer assets (inventory and capacity) for a given level of customer performance. Recommend when a supply chain network must be redesigned rather than improve the performance of one or more of the nodes. Quantitatively judge whether to outsource a supply chain node or not and analytically determine the supply chain cost consequences of changing product modularity or variety.

INNOVATION & ENTREPRENEURSHIP

We will see why innovation with external partners is essential and how we can contribute to make it happen. This will take us on a journey where we will wrestle with strange beasts, such as differentiation drivers, user pain points, business ecosystems, Innovation days and co-Innovation projects. At the end, you will need to be able to tell the right innovation story to sell it. Then, we will challenge our own mind-set, by exploring how we can borrow practices from startups in our own work. When speed is more important than power, this might become a good way forward. It is challenging, but it can be rewarding.

INTERNATIONAL NEGOTIATION & INFLUENCING SKILLS

The module covers the topics of negotiation preparation and the necessary soft skills, to be able to become a leader of the purchasing function. The goal of this module is to enable students to be more conscious of the impact of behaviours on the success of an initiative and to define the behavioural clues that an expert negotiator may leverage. The goal is also to identify what the levers are to obtain more influence in an organisation.

TYPICAL EMBA SCHEDULE //

GENERAL STRUCTURE

Modules are composed of intensive sessions with emphasis on both individual and group work, including lectures, case studies, workshops and simulations. MBA modules are subject to an assessment which takes the form of a written examination on the Saturday morning following the course and/or for certain modules, to a business assignment to be completed between modules.

The final project is a significant piece of applied research which must be focused on a major corporate issue and is supervised by an EIPM Tutor. Guest speakers, conferences and external visits are also features of the programme and additional sources of information and networking. This is a holistic and intellectually-rigorous Executive MBA. Participants must attend all modules, pass all examinations and complete all assignments.



TIME INVESTMENT

One module lasts 5 days, usually from Monday to Friday. Some of the courses require a written exam, organised on Saturday, from 8:00 am to 11:00 am. When taken in Shanghai Campus, classes are planned from Wednesday to Sunday.



"I chose the EIPM EMBA because the programme was very appealing and the timetable accessible to executives, as it allowed me to participate in the programme while engaging my work and family life. The best of it was learning and meeting very interesting professionals coming from around the world. It is a great way to accelerate your career and acquire additional skills and purchasing maturity!"

Nicolas POSSON, Procurement Spend Manager – BNP Paribas Fortis, Belgium



Katia LOTTE Educational Programme Manager

EIPM EMBA & Certification Manager and Responsible for programme quality and development



Hervé LEGENVRE EIPM Research Director

EIPM Research Director and Editor of the Observatory and Journal of Supply Excellence



Anca BELEI Global Programme Coordinator

EMBA & Certification programme Coordinator and Responsible for the EIPM LMS platform



François WANG EIPM China Manager

Manager of the EIPM China Group for local programmes of EMBA & Certification



David DUFOUR EIPM China Coordinator

EMBA programme coordinator and in charge of communication

OUR EMBA TEAM

1 TEAM, 2 CAMPUSES, 5 MULTICULTURAL PROFESSIONALS OF 4 NATIONALITIES, 8 LANGUAGES

and broad work experience, devoted to upholding the quality of EIPM's EMBA and ensuring your success



INTERNATIONAL EXPERIENCE //

The Executive MBA programme is flexible. Apart from two modules below, students may attend the other courses in any of EIPM campuses. Professors lecture on both campuses, delivering the same contents in France and China.



MASTER CLASS IN ARCHAMPS, FRANCE

The EMBA Master Class combines a 3-day class led by top academics and executives with the EIPM Annual Purchasing Conference. The module is held in Archamps, France and is a joint module with EMBA students from EIPM China.



LEADERSHIP JOINT MODULE IN SHANGHAI, CHINA

Students are invited to join their peers in Shanghai, for a joint executive module. An on-site visit to a local company is usually organised and students have the opportunity to observe, learn and implement in a real business environment.







A PROGRAMME IN PARTNERSHIP WITH SDA BOCCONI - MILANO, ITALY

As part of the EMBA, EIPM offers students the opportunity to attend selected classes (electives) which are part of SDA Bocconi Global Executive MBA, as complementary modules of the programme. The leading School of Management in Italy and the Italian school present in all of the most important international rankings (Financial Times, Bloomberg Business week, The Economist, Forbes), SDA Bocconi has established itself as a European leader in education. In exchange, students from SDA Bocconi are invited to join our EMBA Summer School classes during July/August.



I have found fantastic joint work with Shanghai students as it helps to improve communication with Chinese suppliers. The exchange programme with other business schools is also a remarkable idea! I do really recommend this programme to

high potential purchasing professionals who are ready to take a chance to move up to CPO level!

Ivan KONOVALOV - Chief of Import Operations, OMK Group, Russia



CAREER & NETWORKING OPPORTUNITIES //

The EIPM EMBA is not only a learning programme, but also a professional environment where our students grow and develop their business network. The module on Latest Development in Purchasing (Master Class) with access to the EIPM Annual Purchasing Conference, as well as our different thematic workshops & webinars, are some of the occasions at which our students meet with other purchasing professionals and renowned executives.

Once part of our EMBA, students become part of our network. EIPM supports them in their professional development by keeping them informed of job opportunities our clients systematically share with us and offering them the occasion to be speakers at our thematic events. At EIPM we care and we build our relationships on mutual trust.



A network that promotes professionals and offers members access to job opportunities



Critical thinking on Purchasing Excellence, Talent Management, Innovation and Value Creation



Systematic encounters open to students and alumni, to benchmark and exchange



SOME OF OUR CLIENTS WHO PLACED THEIR TRUST IN OUR



ABN AMRO • AHLSTROM • AIR FRANCE • AIRBUS • AIR LIQUIDE • ALSTOM • ARBONIA • ASML HOLDING • ASSA ABLOY • AUTOMOTIVE LIGHTING • AVAYA • AVNET • BALDWIN • BARRY-WEHMILLER • BASF • BAXTER • BIOMERIEUX • BIOMNIS • BNP PARIBAS • BRAUN • CAMOZZI • CAPGEMINI • CARLSBERG • CATERPILLAR • CHINA RAILWAY • DELPHI • EANDIS • EATON • EIFFAGE • ELECTRABEL • ELECTROLUX • FAIVELEY • FAURECIA • FESTO • GENERAL ELECTRIC • GRUNDFOS • HAGER • HARLEY-DAVIDSON • HEINZ • HELIATEK • HERO • HITACHI • HOLCIM • HONEYWELL • HEWLETT-PACKARD • IKEA • JOHNSON & JOHNSON • KONE • KRUUSE • LEXMARK • L'OREAL • LYONNAISE DES EAUX • METSO • MICHELIN • NESTLE • NEXANS • NOVARTIS • OMK • ORANGE • PIRELLI • RENAULT • RHEINMETALL • ROCHE • ROLLS-ROYCE • SAFRAN • SAINT-GOBAIN • SANOFI • SAP • SCHINDLER • SCHNEIDER ELECTRIC • SCHWAN COSMETICS • SIEGWERK • SITA • SKF • SNCF • SWISSCOM • TEEKAY • THALES • UCB • UNHCR • UNITED TECHNOLOGIES • UNIVAR • UPM • VALEO • VATTENFALL • VEOLIA • VODAFONE • WARSTEINER

APPLICATION PROCESS & ADMISSION //

The application form is received on demand. Candidates need to fill in the form and submit it, along with the requested documents. Once all the requirements are fulfilled, candidates are invited for a personal interview with a member of the Admission Committee. This interview is compulsory for all applicants. In some instances, the interview can be performed through an online videoconference facility.

PROGRAMME FEE

EMBA France 26,000 \in (+VAT) / EMBA China 210,000 CNY (including VAT)

Special prices and conditions are available to companies interested in sponsoring students participating in EIPM programmes on a regular basis.

INVESTMENT



SCHOLARSHIPS

EIPM offers a limited number of scholarships per year which may be different according to candidate's profile.

For more information, please submit your request to mba@eipm.org





PRE-ENTRY REQUIREMENTS

- 1. University degree
- A minimum of 3 years working experience in purchasing. For applicants without a university degree, a working experience of at least 5 years, as well as a position with responsibilities, are required
- 3. A very good level of English is expected
- 4. A multicultural exposure or experience abroad are a plus

Applications are examined within a maximum of 15 days from reception of the complete documents

EQUIVALENCE

EIPM recognises successful completion of modules within other institutes. When these modules are considered sufficient in terms of content, expectations and relevance to our EMBA, EIPM can validate them as acquired.

CHECKLIST

- ask for the application form
- fill in all information
- attach two letters of recommendation from people whom you have worked with
- attach copies of diplomas
- include a photo (portrait)
- scan the documents and email them to mba@eipm.org, or post them to our headquarters physical address
- prepare for the interview (anticipate one hour) in English
- admission letter is received within two weeks, if accepted
- sign learning contract and email it either to mba@eipm.org, or send it by post them to our headquarters physical address





EUROPE

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