

**Procurement Leadership  
Program: a deep dive  
into procurement  
at C-level**

**nevi**

# Unique opportunity for a deep dive into procurement at C-level.

Are you ready to take the next step in your career? Do you have the ambition to develop your professional and personal leadership skills in line with the latest business challenges and procurement trends? Would you like to learn how to become more effective in leading your procurement team towards more business impact? Do you want to prepare for future leadership roles? If yes, do not hesitate to register for our unique Procurement Leadership Program!

The Procurement Leadership Program (PLP) is designed to take your professional and personal leadership development to the next level. Consisting of a series of modules combining lectures, workshops, teamwork and individual coaching, this advanced program will provide you with the latest academic insights along with hands-on insights and the best procurement practices. You will be working with the most talented and experienced professionals in your field.

Our experienced faculty members are all experts in their field and have great affinity with procurement. They will guide you in achieving your professional ambitions and take your personal development to the next level.

## Designed especially for you

The PLP program is designed to meet the specific needs of procurement professionals in managerial and executive positions that are confronted with increasingly complex business challenges and procurement responsibilities. Participants typically wish to sharpen their leadership skills, such as procurement directors, category sourcing managers, and senior procurement professionals. When it comes to career-development of our alumni, the PLP program has an excellent track-record.

## The benefits to you and your organization

The benefits of the Procurement Leadership Program extend far beyond developing skills, learning theories, and acquiring academic insights. Some of the benefits are:

- State-of-the-art knowledge and best practices in the areas of leadership, strategy, organization, finance, innovation and change management;
- Insight into your leadership qualities and the most effective way of using these qualities to create change in procurement and/or the wider organization;
- Development to a level where top management sees you as a business partner who is able to generate valuable impact.

The Procurement Leadership Program celebrates this year its 20th anniversary with a total of over 300 alumni.

## New in PLP 2025::

- A thematic approach with explicit attention for sustainability & responsible leadership, supply/value chain orchestration and digital transformation;
- A strong focus on business impact: make it happen;
- Mentoring with a view to professional development alongside coaching geared towards personal development.



## 'The discussions are on a much more in-depth level than in previous business studies at the university'

**To increase his own competence, Daniel Aronsson, Head of IT Contractor, Contingent Worker and Recruitment Categories at Fujitsu Europe Procurement, decided to participate in Nevi's international leadership program for procurement managers, the Procurement Leadership Program. He specifically noticed a significant positive change in his interaction within the business.**

Originally he studied marketing, but after an exciting Master Thesis within the subject supplier network he chose to change the direction of his career path. He had the feeling that his analytical personality would fit very well to the procurement profession. It was the wide range of competencies with procurement you can actually apply, everything from marketing and sales, to stakeholder management, finance and organization what appealed the most to him. Personally it is not the tough negotiations, with the aim to achieve the lowest possible prices, that drives him. It is rather the possibility to be involved in the development of strategies, innovation and change management what interests him.

### **Achievements**

Traditionally procurement had a significantly lower importance in the IT industry compared to other industries like for example retail and automotive, but a change is currently taking place at Fujitsu. Procurement has become more important during the last couple of years where they, after building up the function, work both at a general category management level- and at a national level. The procurement department is now invited earlier in the procurement process, which is very important within IT as it is in the early stages of the process most of the savings can be generated. They also managed to combine a global and a regional sourcing strategy in a successful way. Having started by going from regional solutions to a European solution, they however experienced along the way that a combination of local footprint and a European consolidation works best for the business.

### **Leadership**

During the Leadership Program, the biggest difference Daniel noticed was that his cooperation with others, both within procurement and the business, has changed in a very positive way. This can be directly derived from the module "Leadership" and the peer coaching sessions that form an important part of the program. It was actually one of my improvement areas he wanted to work on and he experienced a big difference during the course of the program. E.g. instead of taking positions in the mailbox, you achieve much better and quicker results by giving the person you are discussing with a simple phone call.

### **Being right or getting right**

When asked the absolute highlights of the program, Daniel explains that above all, it is the combination between procurement and leadership. Studying together with colleagues from different parts of the world who also want to develop within procurement leadership provides you with fantastic opportunities to discuss and develop yourself. The discussions are on a much more in-depth level than in previous business studies at the university. Another important thing you will learn is the difference between being right and getting right, which becomes even more important the further you would like to develop yourself in the procurement role. You will also learn how to zoom out, take in more perspectives and ask yourself questions such as, "how do the others think?". These are skills that you learn during the course of your working life but PLP accelerates that development.



# Studying at a top-class university in the city of good taste

**The Procurement Leadership Program takes place in Maastricht and is developed in conjunction with Program Director Prof. Dr. Frank Rozemeijer (NEVI professor in Purchasing and SCM) and UMIO, the executive branch of Maastricht University, School of Business and Economics. Internationally renowned professors from different fields and Universities (e.g. Stockholm School of Economics, Copenhagen Business School) will deliver the six modules of the program. They will be supported by guest speakers who are leading professionals in their fields.**

Located in the heart of Europe, Maastricht is one of the oldest and most beautiful cities in the Netherlands. Maastricht University is one of the best young universities in the world, consistently performing well in national and international rankings. The School of Business and Economics (SBE) is positioned among the best in the Financial Times Masters in Management Ranking 2024. Maastricht University School of Business and Economics even belongs to a select group of 1% of educational institutes worldwide with a “Triple Crown” accreditation by AACSB, EQUIS and AMBA. Their team of Purchasing and Supply Chain Management researchers has recently been recognized as a Regional IPSERA Center of Competence (RICC). UMIO | Maastricht University is internationally oriented, with foreign students from every corner of the globe. As a participant of PLP, you will be immersed in the academic community of Maastricht, where English is the working language.

**Intellectually stimulating, ‘Burgundian’ environment**  
Teaching hours for the six modules are usually between Wednesday afternoon and Friday afternoon. During the modules, you and your colleague participants will be staying in Maastricht. For lunch, dinner, and nightlife

entertainment, we rely on the gastronomic facilities that this picturesque city by the River Meuse has to offer.

Here, you will be able to mix study with pleasure in an intellectually stimulating environment where ‘joie de vivre’ is a way of life.

#### **Guest speakers**

In every module CPOs from leading companies will act as guest speaker. In previous PLP editions we have had CPOs from Philips, Shell, AkzoNobel, IKEA, Unilever, AirFranceKLM, Volvo, Marel, Ericsson, StoraEnso and Electrolux, sharing their strategies and leadership journeys.

#### **Frank Rozemeijer**

Responsible for the curriculum of the program is Prof. Dr. Frank Rozemeijer, Nevi Professor of Purchasing and Supply Chain Management at Maastricht University. Since 2013 he is responsible for shaping the international editions of PLP. He has ensured that the PLP program is aligned with the MBA curriculum of Maastricht University to guarantee the desired quality level of the program. Alongside his research and teaching activities in Maastricht, Frank acts as an independent consultant for international companies. This places him in an excellent position to paint an integrated picture of the different disciplines within the PLP curriculum and translate that into required competences for procurement leaders in an international context.



**Prof. Dr. Frank Rozemeijer**  
Nevi Professor Purchasing and Supply Management

# Comprehensive, balanced program

At the core of the PLP are six modules that thoroughly introduce you to a number of relevant management fields. The modules are designed to be interactive, meaning that you will be able to share your knowledge and experience with academic staff and guest lecturers from the business community, and instantly translate theory into your practice.



## MODULE 1: CONTEXTUAL LEADERSHIP

Prof. Dr. Mariëlle Heijltjes, Professor of Managerial Behaviour at Maastricht University

- Professional and Personal leadership theories
- Diagnosis and analysis of your leadership role(s)
- Assessing the effectiveness of your leadership style(s)
- Leading co-creation and innovation projects in your own organization

Location: Maastricht

Date: **11-14 March 2025**



## MODULE 3: ORGANIZATION & DIGITALIZATION

Prof. Dr. Frank Rozemeijer, Nevi Professor Purchasing and Supply Management at Maastricht University

- Using metaphors to look at organizations from multiple perspectives
- Designing and developing future-proof procurement operating models
- Capturing corporate procurement synergy in multi-unit organizations
- Exploring the transformational impact of digital/AI technology on procurement

Location: Maastricht

Date: **14-16 May 2025**



## MODULE 5: VALUE CHAIN ORCHESTRATION

Prof. Dr. Paul Iske, Professor Open Innovation & Business Venturing at Maastricht University

- Introduction to innovation and exploring the role of procurement
- Scenario thinking and Business model innovation
- Setting the right climate for innovation and entrepreneurship across the value chain
- Defining Next Generation Procurement: Value chain orchestration

Location: Maastricht

Date: **3-5 September 2025**



## MODULE 7: VALUE-4-BUSINESS WORKSHOPS

Prof dr Frank Rozemeijer & Review board

- V4B Teams present their V4B Projects
- Assessment by V4B review board consisting of 3 CPOs

Location: Maastricht

Date: **30-31 October 2025**



## MODULE 2: STRATEGY & SUSTAINABILITY

Prof. Dr. Michael Mol, Professor of Strategic and International Management at Copenhagen Business School

- Exploring different perspectives on strategy and strategy formulation
- Aligning procurement strategy with the business strategy of your organization
- Translating changes in the business environment into your procurement strategy
- Impact of new sustainable business models and sustainability regulations on your procurement strategy

Location: Maastricht

Date: **9-11 April 2025**



## MODULE 4: FINANCE AND BUSINESS IMPACT

Dr. Niclas Hellman, Associate Professor Accounting & Finance at Stockholm School of Economics

- Learning the language of the CFO (costs, cash, profits, balance sheets, etc)
- Value creation from a Finance perspective
- Measuring and managing the (non-)financial impact of procurement
- Preparing a solid business case for procurement

Location: Stockholm

Date: **10-13 June 2025**



## MODULE 6: TRANSFORMATION AND BUSINESS IMPACT

Dr. Arend Ardon, Core Lecturer Change management, Leadership and Interventions in change processes at Maastricht University

- Strategies for various types of change
- Macro versus micro change – how to make it happen?
- Why do logical change interventions so often produce illogical business impact?
- Stagnating patterns and how you unintentionally maintain them

Location: Maastricht

Date: **1-3 October 2025**



## THREE ESSAY ASSIGNMENTS

After each second module you are invited to write an essay (three essays in total) in which you have to prove your ability to apply the theory from the modules on a real-life case for change.



## VALUE FOR BUSINESS PROJECT

Besides the modules, you will work in a small team on your Value-4-Business project. Together you investigate a specific procurement challenge and develop clear recommendations on how to create value for business. With the V4B project we test strategic and critical thinking, ability to work in teams, thought leadership and more.

# 'The program contributes to significant progress in your personal development'

**Marjon Veenendaal**  
Strategic buyer,  
at Alliander

**While in between jobs, Marjon Veenendaal (53) decided to enroll in the program at Nevi.**

**'I decided to make a career switch. I wanted to apply my experience and knowledge of sales in the procurement process of a large organization.'**

When Marjon Veenendaal was in her mid-40s and she worked as a commercial manager in the temporary employment industry, a procurement manager once said to her: 'We are too dependent on you; you know too much.' This remark triggered her, because in her opinion, there was no need for any apprehension. On the contrary, if properly used, this knowledge could facilitate innovation for the supplier. Being 'Customer of Choice' for a supplier is valuable, as it boosts the willingness of the supplier to invest in your organization.

## **Aligned with the business**

This moment triggered a turnaround in Marjon's career. Having spent years working in sales, she accepted a position as procurement manager for a large healthcare institution. 'In my view, buyers should be aligned with the business, just like sales people, only in reverse; aligning the organization with the market. You have to know exactly what the internal customer objectives are, and you need to be aware of the developments within the company as well as in the supply market. It is important to be aligned in order to be able to purchase products and services for maximum benefit.'

## **Fabulous personal development**

Her sales vision worked very well in procurement. Nevertheless, she noticed that her theoretical and practical knowledge of and experience in procurement left room for improvement. She enrolled in the Nevi program. 'I paid for the education myself, which was a substantial investment, not just in terms of money, but also in time. The program is quite intensive, so the decision should be based on a conscious choice. However, once you have made the decision, it is absolutely more than worth it. You learn so much from so many different disciplines, but more importantly, it contributes to your personal development in a fabulous way.'

## **Impact on the organization**

Once she had completed the program, her career accelerated. Today, Marjon works for the energy network company Alliander as a strategic buyer. 'Integrated thinking was one of the most important lessons I have learned from the PLP. How can we align the various interests within the organization to ensure that we create added value for the entire organization? What is the best way to engage suppliers in the process? And what will be the impact on the company? By taking the end customer's request as a basis, you can utilize opportunities to a maximum. This allows you to take maximum advantage of every opportunity. For me, it is a great challenge to be able to do this on a daily basis.'

## **Contact with fellow alumni**

Marjon stays in touch with her classmates. 'After all, we did spend a lot of time together, both in the program and socially at night in the ever exciting city of Maastricht. When we see each other now, it is like we just met each other yesterday. We always have great fun together!'



# Enlightening study trip to Stockholm

One particularly interesting element of the Procurement Leadership Program is the 3-day study trip to Stockholm, Sweden. The Finance module will be taught by professor Niclas Hellman, an internationally acclaimed Accounting & Finance Professor of Stockholm School of Economics. In addition, you will receive new insights from leading guest speakers and visit a Swedish multinational company.

Experience has shown that Finance can be quite a challenge for procurement professionals. We are happy to have a renowned professor with a very innovative way of teaching leading our Finance module. He is able to explain in clear language what the role of Finance is in procurement and how procurement contributes to the financial success of the organization. It proves to be real eye-opener!

## Top-level module

The Finance module is developed in conjunction with Stockholm School of Economics, the most prestigious private university in Sweden. You can rest assured that this is a top-level module in a city that, due to its many canals, is also referred to as Venice of the North.

## Instructive and inspirational working visit

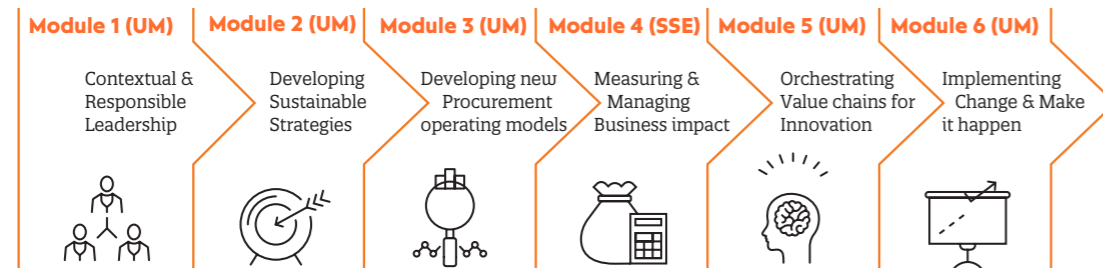
One highly interesting and inspirational element of this study trip to Stockholm is the visit to a world-leading Swedish multinational company. During the visit, you will be able to experience the Swedish way of leading transformation in procurement. If you are intrigued by what goes on behind the scenes in other companies, this is truly a very interesting, instructive, and inspirational element. Earlier editions of the program have included visits to companies such as Saab, Volvo, Electrolux, Skanska, Ericsson and IKEA.



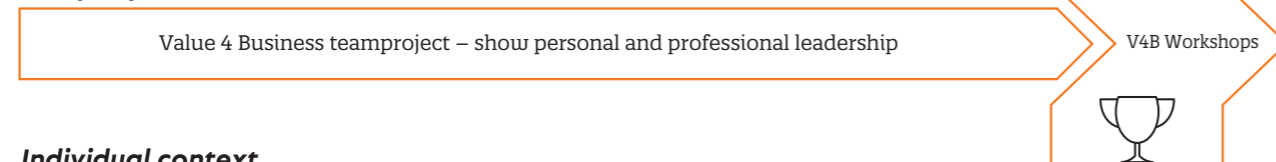
# Program particulars

The Procurement Leadership Program consists of six modules of 2.5 days each. During each module, professors and eminent guest lecturers will share their knowledge and experience. In addition, the program offers four coaching sessions to increase your personal effectiveness as a leader.

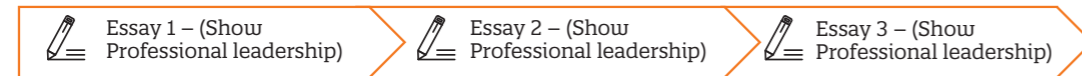
## General context



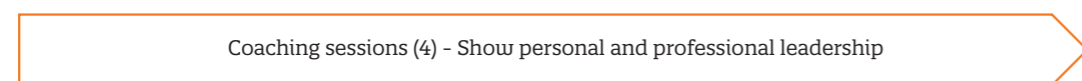
## Company context



## Individual context



## Individual context



This program is co-created by  
maastrichtuniversity.nl



Associated partner  
silf.se



Associated partner  
supplychainmasters.be



Quality Standard  
psgstandard.com



**Location: UMIO | Maastricht University**  
A great place to combine study with pleasure in a picturesque environment.

## STUDY LOAD

- 9-months lead time
- Each module lasts 2.5 days\*
- The total study load is 500 hours

\* The first module takes longer than the other modules. In addition to the substantive part it also contains an introduction of 1.5 days. Coaching and mentoring meetings take place between the modules. You also work on assignments and the final project.



**Study trip to Stockholm**  
A three-day study trip with lectures at Stockholm School of Economics and company visits to leading Swedish companies.

## PRACTICAL INFORMATION

This program is an international program that uses English as the language of instruction.

## TUITION FEE, INCLUDING STUDY TRIP TO STOCKHOLM, SWEDEN

- Nevi members: € 15,499.- excl. VAT
- Non-members: € 17,099.- excl. VAT



**Experienced professors**  
Top scientists that are able to coach you on different procurement, business and leadership topics.

## More information?

Former participants have expressed their appreciation for our program resulting in a net-promotor score of 9 out of 10. If you would like to experience what they are so excited about, please schedule an appointment via our website [www.nevi.nl/plp](http://www.nevi.nl/plp), or contact our Nevi Procurement Leadership recruiter **Mariska van Wijnen** via Email [m.vanwijnen@nevi.nl](mailto:m.vanwijnen@nevi.nl), or +31 6 295 200 06



