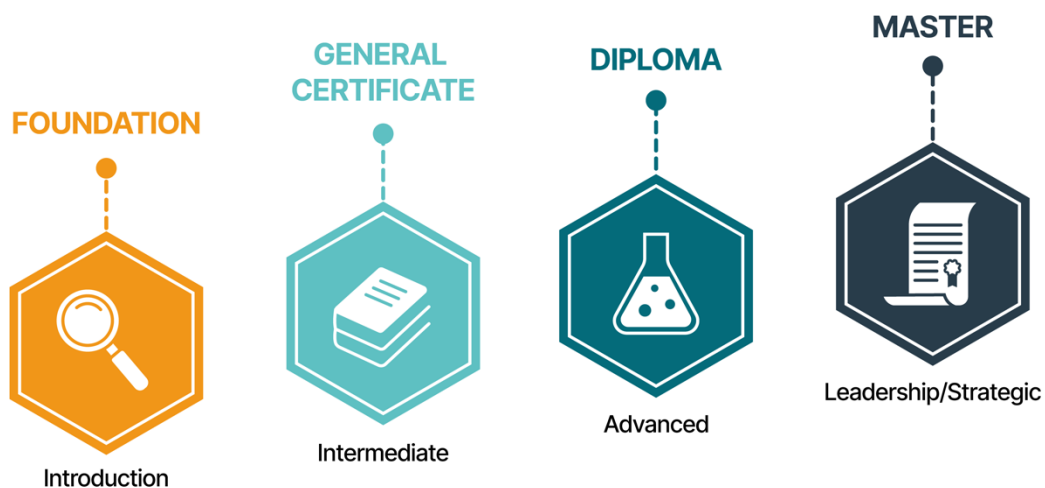


Master Brewer Syllabus



Version No.	Description	Author	Reviewer	Approval	Effective Date
1	EX019 Master Brewer Syllabus	Syllabus Portfolio Manager	Examination Board	Chair of Board of Examiners	12/08/2025

Master Brewer

Introduction & Background

The CIBD Master Level qualification is our highest professional qualification in brewing and is the culmination of many years of learning, experience and application.

The roles of senior operational leaders and professional brewers have changed significantly over recent years. Historically, recruitment criteria for such roles were based principally on technical and functional competencies. Ongoing industry consolidation, as well as changes within the last 5-10 years in geopolitical and economic landscapes, have resulted in a need for today's operational remit to include varying degrees of awareness/competence in wider End-to-End Value Chain capabilities all the way from sustainable sourcing of materials through to the customer.

Other key skills identified to enable efficient and effective operations across the value chain are critical thinking and problem solving.

In addition, today's brewers must be aware of new technological advancements being made within brewing operations processes.

The new syllabus was written in collaboration with senior leaders from the brewing industry and learning and development experts, through the CIBD Masters Customer Reference Group. Their honest and open feedback has been critical to ensure that the syllabus is completely aligned with industry requirements.

Candidate feedback was also taken into consideration in the creation of this syllabus. In a recent CIBD survey, candidates demonstrated an extremely strong preference for the CIBD qualifications to be reshaped to recognise their current and future roles and support their aspirations.

Who is this Qualification for?

Senior operational and technical leaders, future operational, supply chain and technical directors. Once you have achieved the award, you can use the 'M.Brew' post-nominal.

Prerequisites

Mandatory:

CIBD membership

CIBD Diploma in Brewing or Distilling or an exempting qualification from an approved university (insert link to list).

If you have a CIBD Diploma in Packaging, you will be required to also complete a CIBD Diploma in Brewing or Distilling or have an exempting qualification as above.

Senior person from within the candidate's organisation nominated as a sponsor. The sponsor's role is to provide resources and opportunities to complete the full qualification program as well as to sign off the candidate's readiness to undertake the Master level qualification.

Recommended:

Typically, a minimum of 5 years' experience in mid to senior leadership roles within brewing or distilling industries,

If you have completed the CIBD Diploma in Brewing or Distilling but lack packaging experience or qualifications, we recommend that you take the CIBD General Certificate in Packaging to support your success in master-level studies.

Qualification Structure

There are five Modules in total.

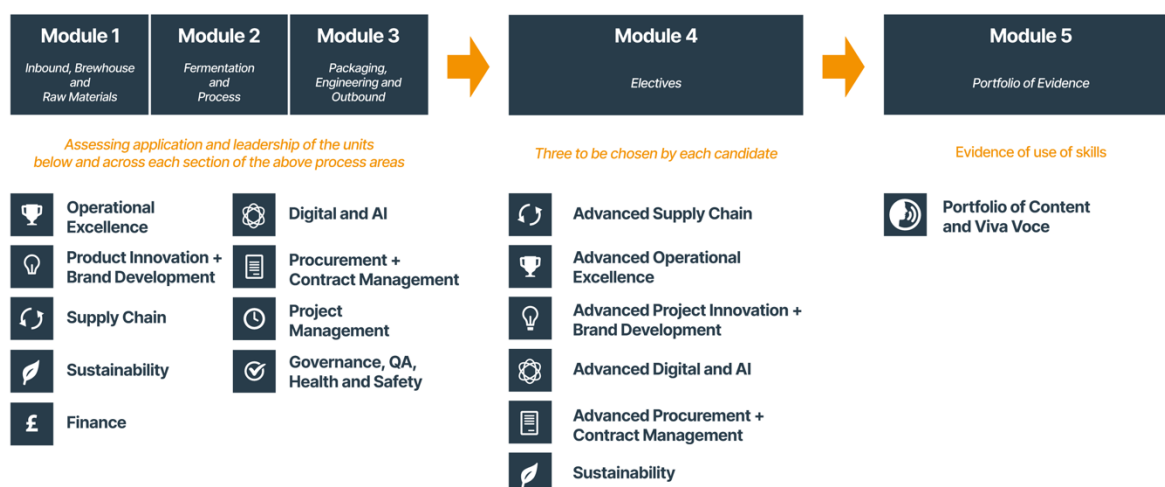
Modules 1, 2 and 3 consist of topics that cover the end-to-end value chain that encompasses the full brewing production and packaging process from sustainable sourcing of raw materials all the way through to the customer/consumer. These modules can be done in any order, but Modules 1 2 and 3 must all be successfully completed before starting Module 4.

Module 4 is constructed to enable candidates to select the topics most relevant to their personal career goals and each candidate will select three of the six advanced electives to be assessed on.

Module 5 is the final step and must be done last and after successful completion of Module 4. It consists of candidates preparing and presenting a portfolio of evidence that serves as a structured collection of work samples and documentation that demonstrates the candidates' skills, knowledge, and abilities related to the Master qualification learning outcomes and professional standards.

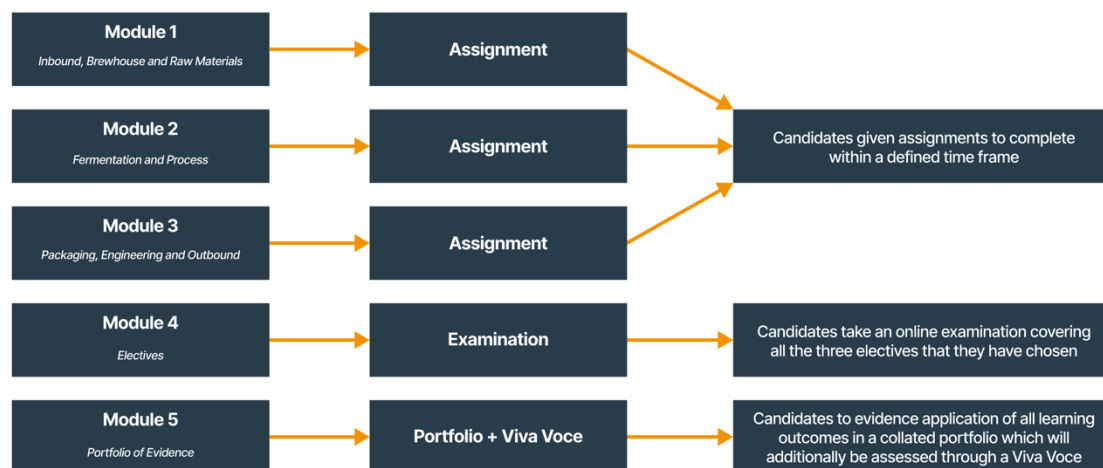
Candidates can complete the CIBD Masters programme within three years but can take longer to complete the qualification if necessary (please see exam regulations . [ex001_examination-regulations_jun2025.pdf](#))

For a detailed breakdown of what candidates will be assessed on, see the diagram below.



Assessment Methodology

Master candidates will be assessed using several different methodologies. These have been selected to best demonstrate evidence of candidates' knowledge, experience and application. See diagram below for details.



Modules One to Three

These modules are constructed to cover all the critical areas that are required to be a successful brewing industry leader either within operations, supply chain or in technical functions.

Module One		Module Two		Module Three	
Inbound, Brewhouse and Raw Materials		Fermentation and Process		Packaging, Engineering and Outbound	
1.1	Operational Excellence	2.1	Operational Excellence	3.1	Operational Excellence
1.2	Product Innovation and Brand Development	2.2	Product Innovation and Brand Development	3.2	Product Innovation and Brand Development
1.3	Supply Chain	2.3	Supply Chain	3.3	Supply Chain
1.4	Sustainability	2.4	Sustainability	3.4	Sustainability
1.5	Digital and AI	2.5	Digital and AI	3.5	Digital and AI
1.6	Procurement and Contract Management	2.6	Procurement and Contract Management	3.6	Procurement and Contract Management
1.7	Finance and Capital Investment	2.7	Finance and Capital Investment	3.7	Finance and Capital Investment
1.8	Project Management	2.8	Project Management	3.8	Project Management
1.9	Governance (Quality Assurance and Health & Safety)	2.9	Governance (Quality Assurance and Health & Safety)	3.9	Governance (Quality Assurance and Health & Safety)

Module One: Inbound, Brewhouse and Raw Materials

Unit 1.1: Operational Excellence

This Unit helps candidates build a deeper understanding of Operational Excellence (OpEx), with a focus on the leadership and strategies needed for long-term improvement and skill development. It explores how improving performance is closely linked to building the right skills and capabilities. Candidates will learn about key OpEx practices, the role of leadership in setting and raising standards, the essential resources needed to support OpEx, and the importance of coaching in driving continuous improvement.

It also builds on candidates' understanding of people leadership by exploring the employee lifecycle. It introduces key leadership skills such as setting a vision, aligning with business strategy and supporting employee growth. The focus is on how leaders guide long-term priorities by setting direction, inspiring others, and using strategic people processes to drive success.

LEARNING OUTCOMES

- 1.1.1 Understanding the core elements of Lean OpEx – performance, capability and standards – and the benefits it brings. Learn about its history in manufacturing.
- 1.1.2 Learn how strong leadership and effective change management drive performance by building organisational capability using OpEx best practices.
- 1.1.3 Know how to set clear performance goals, KPIs, and how to create a roadmap for developing capability in key OpEx areas.
- 1.1.4 Understand the leadership behaviours that help build a culture where OpEx standards and practices can thrive.
- 1.1.5 Learn how to lead by example, using OpEx tools to solve complex problems and deliver significant performance improvements.
- 1.1.6 Develop coaching skills to help teams and leaders grow their operational capabilities.
- 1.1.7 Understand workforce recruitment planning, the labour market, and organisational design. Learn to create a recruitment strategy that supports business goals, using employer branding and data and insights.
- 1.1.8 Learn what drives employee engagement and how it affects business performance. Candidates will be able to lead or support the development of an effective engagement strategy.
- 1.1.9 Know how to align learning with business goals. Learn about succession planning and how to measure development success.
- 1.1.10 Connect business goals to team and individual performance objectives and learn how to choose the right performance management approach to improve results and employee engagement.
- 1.1.11 Lead teams through change using proven change management techniques. Candidates will also learn about different communication styles and how to apply policies and processes.
- 1.1.12 Understand key people metrics and data to measure impact on organisational effectiveness and decision-making.
- 1.1.13 Help develop contracts, people policies and Handbooks that reflect the organisation's strategy and values.

- 1.1.14 Develop knowledge of key leadership skills and behaviours. Understand the difference between leading and managing a team.

Unit 1.2: Product Innovation & Brand Development

This Unit helps candidates understand how to develop new products that meet customer needs, follow regulations, and support business goals. It teaches them how to make decisions using data, lead teams from different departments, and apply sustainable methods throughout the product development process.

LEARNING OUTCOMES

- 1.2.1 Lead or support projects that involve creating new products, improving existing ones, or reducing costs – while keeping efficiency, quality and sustainability in balance.
- 1.2.2 Take the lead or play a key role in teams made up of people from different departments, working together on innovation or improvement projects.
- 1.2.3 Use advanced data analysis to support smart, evidence-based decisions in the development of new products.
- 1.2.4 Identify and manage risks in product development projects, making sure everything stays aligned with the company's overall goals.

Unit 1.3: Supply Chain

This Unit builds on the principles taught at Diploma level to help candidates gain a strategic understanding of how the supply chain works. It highlights the importance of teamwork and collaboration across the whole supply chain, including both internal departments and external partners.

It also builds on candidates' knowledge of warehousing and introduces them to the wider field of logistics. It covers important topics such as food safety, automation and transportation.

LEARNING OUTCOMES

- 1.3.1 Gain an understanding of cross-functional supply chains, learning how successful, effective supply chains depend on collaboration between different internal departments and external partners.
- 1.3.2 Learn how inventory can be both helpful and costly, depending on how well it is managed.
- 1.3.3 Build on existing knowledge of demand management with a focus on improving how customer demand is forecast and handled.
- 1.3.4 Learn to create detailed supply and capacity plans and understand why they are essential for long-term business success.
- 1.3.5 Understand the strategic value of Sales & Operations Planning (S&OP) and Integrated Business Planning (IBP), and what is needed to implement them effectively in a business.
- 1.3.6 Explore how technology is transforming supply chains in the brewing industry.
- 1.3.7 Understand how brewery warehouses function day-to-day. Learn techniques like cycle counting to manage stock more accurately.

- 1.3.8 Explore how returns affect other departments and how to manage them efficiently.
- 1.3.9 Get introduced to Warehouse Management Systems (WMS) and their role in automation.
- 1.3.10 Understand two-tier distribution, export processes, International Commercial Terms and how to plan transport effectively.
- 1.3.11 Learn about sustainable practices within logistics and warehousing.
- 1.3.12 Develop skills in planning to improve efficiency.
- 1.3.13 Identify and use key performance indicators to measure logistics performance.

Unit 1.4: Sustainability

This Unit builds on the Diploma and helps candidates gain a deeper understanding of the data and reporting needed to lead a successful sustainability or ESG (Environment, Social and Governance) programme.

LEARNING OUTCOMES

- 1.4.1 Learn how to calculate carbon footprints, understand how different methods can affect the results, and manage data uncertainty when planning to cut emissions.
- 1.4.2 Understand how cutting carbon emissions can also reduce energy usage and save money.
- 1.4.3 See how strong ESG reporting and carbon strategies can improve brand reputation and make the business more resilient.
- 1.4.4 Learn how to work with suppliers to improve ESG performance and create a plan to reach net zero.
- 1.4.5 Gain detailed knowledge of what's needed to report sustainability data on key platforms.
- 1.4.6 Learn why it's important to assess water risk and how to create a plan to reduce water use.

Unit 1.5: Digital and AI

This Unit builds on the knowledge from the Diploma and helps leaders develop the skills to use digital technologies effectively in production and across the supply chain. It focuses on making sure that using new technology brings real, measurable benefits to the business through teamwork across the organisation. Candidates will look at important topics like Change Management and Organisational Design and learn why it's important to focus on specific, high-impact Use Cases. They will also understand that technology is a helpful tool – but not the main driver – of successful Digital Transformations.

LEARNING OUTCOMES

- 1.5.1 Encourage “critical thinking” and help candidates look beyond the technical side of brewing, considering the bigger picture of operations. Explore how digital technologies can support everything from individual processes to the entire value chain.
- 1.5.2 Develop a digital mindset, teaching candidates how to choose and use technologies effectively in breweries. They also learn about common mistakes that can cause digital transformation project to fail.

- 1.5.3 Gain an understanding of the key role people play in digital change. This unit highlights the importance of people-focused change management, building collaborative teams, and attracting talent with digital skills to support successful technology adoption.
- 1.5.4 Learn how Data Bias can harm AI systems and why using accurate, relevant data is essential for successful AI use in brewing.
- 1.5.5 Learn core AI concepts. Provide a basic understanding of key AI models and how they apply to brewing, including practical examples and Use Cases.
- 1.5.6 Gain practical knowledge of digital infrastructure, covering topics like connected devices (OT/IT convergence), Big Data/Data Lakes, Cybersecurity, data protection, and regulatory compliance – focusing on how to apply these in real operations.

Unit 1.6: Procurement and Contract Management

This Unit builds on what candidates studied in the Diploma and gives them a deeper understanding of the procurement process. It covers important topics like types of spending, procurement models, negotiation, contracts and managing supplier performance. The aim is to help candidates better support stakeholders in choosing suppliers, managing contracts, and responding to the changing needs of the brewing industry.

LEARNING OUTCOMES

- 1.6.1 Learn how to assess business needs and create strategies for different types of spending. This includes understanding what information is needed to make good decisions.
- 1.6.2 Understand how to use different procurement models to create value and how to choose the right one based on the situation and business needs.
- 1.6.3 Learn how to choose suppliers in a way that supports business goals and reduces risks. This includes using tools like Request for Information (RFI), Request for Proposal (RFP), Request for Quotation (RFQ), E-Auctions and doing proper background checks.
- 1.6.4 Gain a basic understanding of how to negotiate and write contracts, and what business information is needed to make sure supply meets demand.
- 1.6.5 Learn how to manage supplier contracts and run a simple process to track and improve supplier performance.

Unit 1.7: Finance and Capital Investment

This unit will give candidates an understanding of the key financial topics that affect the day-to-day running of production operations.

It is expected that candidates will work alongside a finance professional who will make sure the financial information they use is accurate and available. Candidates should have a sufficient understanding of finance to manage a department.

LEARNING OUTCOMES

- 1.7.1 Know the main types of financial statements. Understand what financial reports are for and how they are used. Learn how finance works in a company. Know what a

- Profit and Loss Statement shows. Know what a Balance Sheet shows. Know what a Cashflow Statement shows. Understand the reports used to monitor a department's finances.
- 1.7.2 Understand what budgets and Mid-Year Forecasts are used for. Be aware of the planning cycle, including strategic plans, annual budgets, in-year forecasts. Know how budgeting works including: Zero-based budgeting and Activity-based budgeting. Understand the business need to set targets to deliver long-term targets.
- 1.7.3 Be aware of what standard costs are and how they're used in a business. Know how standard costs are set and why they matter. Manage Bills of Materials (direct costs). Manage how resources are shared or allocated (indirect/allocated costs). Work with Finance to investigate any differences between actual and expected costs.
- 1.7.4 Understand what Capital Expenditure (CapEx) is. Be aware of how capital spending works in a business (the capital cycle). Know how to spot potential projects. Learn how to prepare a strong case to justify why a project should be approved to proceed.
- 1.7.5 Critically review processes for efficiency and effectiveness and explore opportunities for improvement. This could include such items as reducing waste, or fine-tuning product recipes. They should also help build and manage a list of improvement ideas (an improvement pipeline).

Unit 1.8: Project Management

This Unit builds on the project management basics covered in the Diploma course. It prepares candidates to support and develop Capital Plans for the business that might happen across different locations or regions. It also shows how these plans align with a company's overall strategic goals. Candidates will learn how to use Discounted Cash Flow (DCF) methods to assess if a project is financially worthwhile. As projects grow more complex, the Unit emphasises the importance of managing a wider range of stakeholders and using practical tools and methods to guide the project from start to finish. The Unit also introduces digital tools that improve teamwork, help control costs, and manage risk more effectively. Finally, candidates will be introduced to key concepts in Contract Management, Vendor Management, and Change Management.

LEARNING OUTCOMES

- 1.8.1 Understand the importance of strategic planning when deciding how to spend limited capital across multiple projects. This includes learning about timelines, challenges and constraints.
- 1.8.2 Learn how to use Discounted Cashflow methods to assess whether projects are financially viable throughout their entire lifecycle.
- 1.8.3 Gain a clear understanding of project roles and responsibilities, how to manage each stage of a project successfully and how to keep improving things after the project ends.
- 1.8.4 Get introduced to digital tools and methods for managing projects, including the use of Digital Twins and Collaborative Engineering systems from the early concept stage through to design, operations and support.

- 1.8.5 Build skills to manage complex projects, including handling critical path tasks, contracts, change management, safety checks (like HAZOP), and health and safety requirements.
- 1.8.6 Learn how to identify and involve a wider group of stakeholders to help make your project a success.

Unit 1.9: Governance (Quality Assurance and Health & Safety)

This Unit helps candidates understand how to run Quality and Food Safety (Q&FS) Management Systems well. It builds on the learning in the Diploma and shows candidates how to create a system that suits their business's size, type, and risks. Through both theory and practical learning, candidates will gain the skills to apply these systems effectively in real-life situations.

It also equips candidates with the knowledge and skills to develop, support and promote effective health and safety practices.

Staying compliant with Health and Safety regulations can be complex. It requires understanding of conditions, company culture, and changes in legislation. Success depends on building a strong safety culture and taking a proactive approach to compliance.

By valuing diversity, promoting safety, and keeping up with regulations, businesses can meet legislative requirements and create a safe, healthy workplace. This not only protects employees but also supports the company's success. Compliance should be seen as an investment in both people and the business.

LEARNING OUTCOMES

- 1.9.1 Understand how Quality and Food Safety systems work and how they follow UK and international standards.
- 1.9.2 Learn what to check when buying brewing ingredients, packaging and raw materials. Understand the risks to food safety, including food fraud, and how to reduce them.
- 1.9.3 Get a clear picture of how to manage quality and food safety during production. This includes Good Manufacturing Practices (GMP), hygiene, Hazard Analysis and Critical Control Points (HACCP), factory design, laboratory work, data use and understanding how to manage and assess flavours.
- 1.9.4 Know the laws and customer expectations for making safe food. This includes rules about labels, allergens, and how they apply to brewing.
- 1.9.5 Learn how to trace products and handle recalls. Understand how these systems work and how to test them.
- 1.9.6 Find out how to check product quality in the market and use this information to improve quality. Learn how to deal with customer complaints in the right way.
- 1.9.7 Understand which Health and Safety regulations apply based on location and type of work.
- 1.9.8 Know how to clearly explain the benefits of a safety programme to everyone in the business – from frontline operational workers to senior leaders.
- 1.9.9 Create a business protection report that outlines how to prevent incidents, accidents and losses of materials or products.
- 1.9.10 Be able to lead incident investigations quickly and thoroughly, making sure all the facts are gathered and understood. Use root cause analysis to find out why the

incident happened and come up with practical solutions to fix it and stop the incident from happening again. Understand the importance of reporting incidents properly – both within the company and to regulators when required, such as under RIDDOR.

- 1.9.11 Understand the importance of using a risk-based approach to keep people safe at work. Use tools like Job Safety Analysis (JSA) or task-based risk assessments to spot potential hazards before work begins. Apply simple scoring systems – like 3x3 or 5x5 matrices – to judge how likely something is to go wrong.
- 1.9.12 Know and understand the role of both leading and lagging indicators in measuring and improving safety performance.
- 1.9.13 Take the lead in building a positive health and safety culture across the business, including wellness programmes.
- 1.9.14 Write a workplace safety policy, documenting the rules and standards for health and safety in the business.
- 1.9.15 Create Occupational Health and Safety (OH&S) procedures and processes to communicate safety policies across the business.
- 1.9.16 Provide training and staff development to ensure employees understand and follow health and safety practices.
- 1.9.17 Understand national and international Occupational Health and Safety standards that apply to the business.
- 1.9.18 Develop a Business Continuity and Recovery Plan to keep the business running and recover quickly after disruptions.

Module Two: Fermentation and Processing

Unit 2.1: Operational Excellence

This Unit helps candidates build a deeper understanding of Operational Excellence (OpEx), with a focus on the leadership and strategies needed for long-term improvement and skill development. It explores how improving performance is closely linked to building the right skills and capabilities. Candidates will learn about key OpEx practices, the role of leadership in setting and raising standards, the essential resources needed to support OpEx, and the importance of coaching in driving continuous improvement.

It also builds on candidates' understanding of people leadership by exploring the employee lifecycle. It introduces key leadership skills such as setting a vision, aligning with business strategy and supporting employee growth. The focus is on how leaders guide long-term priorities by setting direction, inspiring others, and using strategic people processes to drive success.

LEARNING OUTCOMES

- 2.1.1 Understanding the core elements of Lean OpEx – performance, capability and standards – and the benefits it brings. Learn about its history in manufacturing.
- 2.1.2 Learn how strong leadership and effective change management drive performance by building organisational capability using OpEx best practices.

- 2.1.3 Know how to set clear performance goals, KPIs, and how to create a roadmap for developing capability in key OpEx areas.
- 2.1.4 Understand the leadership behaviours that help build a culture where OpEx standards and practices can thrive.
- 2.1.5 Learn how to lead by example, using OpEx tools to solve complex problems and deliver significant performance improvements.
- 2.1.6 Develop coaching skills to help teams and leaders grow their operational capabilities.
- 2.1.7 Understand workforce recruitment planning, the labour market, and organisational design. Learn to create a recruitment strategy that supports business goals, using employer branding and data and insights.
- 2.1.8 Learn what drives employee engagement and how it affects business performance. Candidates will be able to lead or support the development of an effective engagement strategy.
- 2.1.9 Know how to align learning with business goals. Learn about succession planning and how to measure development success.
- 2.1.10 Connect business goals to team and individual performance objectives and learn how to choose the right performance management approach to improve results and employee engagement.
- 2.1.11 Lead teams through change using proven change management techniques. Candidates will also learn about different communication styles and how to apply policies and processes.
- 2.1.12 Understand key people metrics and data to measure impact on organisational effectiveness and decision-making.
- 2.1.13 Help develop contracts, people policies and Handbooks that reflect the organisation's strategy and values.
- 2.1.14 Develop knowledge of key leadership skills and behaviours. Understand the difference between leading and managing a team.

Unit 2.2: Product Innovation & Brand Development

This Unit helps candidates understand how to develop new products that meet customer needs, follow regulations, and support business goals. It teaches them how to make decisions using data, lead teams from different departments, and apply sustainable methods throughout the product development process.

LEARNING OUTCOMES

- 2.2.1 Lead or support projects that involve creating new products, improving existing ones, or reducing costs – while keeping efficiency, quality and sustainability in balance.
- 2.2.2 Take the lead or play a key role in teams made up of people from different departments, working together on innovation or improvement projects.
- 2.2.3 Use advanced data analysis to support smart, evidence-based decisions in the development of new products.
- 2.2.4 Identify and manage risks in product development projects, making sure everything stays aligned with the company's overall goals.

Unit 2.3: Supply Chain

This Unit builds on the principles taught at Diploma level to help candidates gain a strategic understanding of how the supply chain works. It highlights the importance of teamwork and collaboration across the whole supply chain, including both internal departments and external partners.

It also builds on candidates' knowledge of warehousing and introduces them to the wider field of logistics. It covers important topics such as food safety, automation and transportation.

LEARNING OUTCOMES

- 2.3.1 Gain an understanding of cross-functional supply chains, learning how successful effective supply chains depend on collaboration between different internal departments and external partners.
- 2.3.2 Learn how inventory can be both helpful and costly, depending on how well it is managed.
- 2.3.3 Build on existing knowledge of demand management with a focus on improving how customer demand is forecasted and handled.
- 2.3.4 Learn to create detailed supply and capacity plans and understand why they are essential for long-term business success.
- 2.3.5 Understand the strategic value of Sales & Operations Planning (S&OP) and Integrated Business Planning (IBP), and what is needed to implement them effectively in a business.
- 2.3.6 Explore how technology is transforming supply chains in the brewing industry.
- 2.3.7 Understand how brewery warehouses function day-to-day. Learn techniques like cycle counting to manage stock more accurately.
- 2.3.8 Explore how returns affect other departments and how to manage them efficiently.
- 2.3.9 Get introduced to Warehouse Management Systems (WMS) and their role in automation.
- 2.3.10 Understand two-tier distribution, export processes, International Commercial Terms and how to plan transport effectively.
- 2.3.11 Learn about sustainable practices within logistics and warehousing.
- 2.3.12 Develop skills in planning to improve efficiency.
- 2.3.13 Identify and use key performance indicators to measure logistics performance.

Unit 2.4: Sustainability

This Unit builds on the Diploma and helps candidates gain a deeper understanding of the data and reporting needed to lead a successful sustainability or ESG (Environment, Social and Governance) programme.

LEARNING OUTCOMES

- 2.4.1 Learn how to calculate carbon footprints, understand how different methods can affect the results, and manage data uncertainty when planning to cut emissions.
- 2.4.2 Understand how cutting carbon emissions can also reduce energy usage and save money.
- 2.4.3 See how strong ESG reporting and carbon strategies can improve brand reputation and make the business more resilient.

- 2.4.4 Learn how to work with suppliers to improve ESG performance and create a plan to reach net zero.
- 2.4.5 Gain detailed knowledge of what's needed to report sustainability data on key platforms.
- 2.4.6 Learn why it's important to assess water risk and how to create a plan to reduce water use.

Unit 2.5: Digital and AI

This Unit builds on the knowledge from the Diploma and helps leaders develop the skills to use digital technologies effectively in production and across the supply chain. It focuses on making sure that using new technology brings real, measurable benefits to the business through teamwork across the organisation. Candidates will look at important topics like Change Management and Organisational Design and learn why it's important to focus on specific, high-impact Use Cases. They will also understand that technology is a helpful tool – but not the main driver – of successful Digital Transformations.

LEARNING OUTCOMES

- 2.5.1 Encourage “critical thinking” and help candidates look beyond the technical side of brewing, considering the bigger picture of operations. Explore how digital technologies can support everything from individual processes to the entire value chain.
- 2.5.2 Develop a digital mindset, teaching candidates how to choose and use technologies effectively in breweries. They also learn about common mistakes that can cause a digital transformation project to fail.
- 2.5.3 Gain an understanding of the key role people play in digital change. This unit highlights the importance of people-focused change management, building collaborative teams, and attracting talent with digital skills to support successful technology adoption.
- 2.5.4 Learn how Data Bias can harm AI systems and why using accurate, relevant data is essential for successful AI use in brewing.
- 2.5.5 Learn core AI concepts. Provide a basic understanding of key AI models and how they apply to brewing, including practical examples and Use Cases.
- 2.5.6 Gain practical knowledge of digital infrastructure, covering topics like connected devices (OT/IT convergence), Big Data/Data Lakes, Cybersecurity, data protection, and regulatory compliance – focusing on how to apply these in real operations.

Unit 2.6: Procurement and Contract Management

This Unit builds on what candidates studied in the Diploma and gives them a deeper understanding of the procurement process. It covers important topics like types of spending, procurement models, negotiation, contracts and managing supplier performance. The aim is to help candidates better support stakeholders in choosing suppliers, managing contracts, and responding to the changing needs of the brewing industry.

LEARNING OUTCOMES

- 2.6.1 Learn how to assess business needs and create strategies for different types of spending. This includes understanding what information is needed to make good decisions.
- 2.6.2 Understand how to use different procurement models to create value and how to choose the right one based on the situation and business needs.
- 2.6.3 Learn how to choose suppliers in a way that supports business goals and reduces risks. This includes using tools like Request for Information (RFI), Request for Proposal (RFP), Request for Quotation (RFQ), E-Auctions and doing proper background checks.
- 2.6.4 Gain a basic understanding of how to negotiate and write contracts, and what business information is needed to make sure supply meets demand.
- 2.6.5 Learn how to manage supplier contracts and run a simple process to track and improve supplier performance.

Unit 2.7: Finance and Capital Investment

This unit will give candidates an understanding of the key financial topics that affect the day-to-day running of production operations.

It is expected that candidates will work alongside a finance professional who will make sure the financial information they use is accurate and available. Candidates should have a sufficient understanding of finance to manage a department.

LEARNING OUTCOMES

- 2.7.1 Know the main types of financial statements. Understand what financial reports are for and how they are used. Learn how finance works in a company. Know what a Profit and Loss Statement shows. Know what a Balance Sheet shows. Know what a Cashflow Statement shows. Understand the reports used to monitor a department's finances.
- 2.7.2 Understand what budgets and Mid-Year Forecasts are used for. Be aware of the planning cycle, including strategic plans, annual budgets, in-year forecasts. Know how budgeting works including: Zero-based budgeting and Activity-based budgeting. Understand the business need to set targets to deliver long-term targets.
- 2.7.3 Be aware of what standard costs are and how they're used in a business. Know how standard costs are set and why they matter. Manage Bills of Materials (direct costs). Manage how resources are shared or allocated (indirect/allocated costs). Work with Finance to investigate any differences between actual and expected costs.
- 2.7.4 Understand what Capital Expenditure (CapEx) is. Be aware of how capital spending works in a business (the capital cycle). Know how to spot potential projects. Learn how to prepare a strong case to justify why a project should be approved to proceed.
- 2.7.5 Critically review processes for efficiency and effectiveness and explore opportunities for improvement. This could include such items as reducing waste, or fine-tuning product recipes. They should also help build and manage a list of improvement ideas (an improvement pipeline).

Unit 2.8: Project Management

This Unit builds on the project management basics covered in the Diploma course. It prepares candidates to support and develop Capital Plans for the business that might happen across different locations or regions. It also shows how these plans align with a company's overall strategic goals. Candidates will learn how to use Discounted Cash Flow (DCF) methods to assess if a project is financially worthwhile. As projects grow more complex, the Unit emphasises the importance of managing a wider range of stakeholders and using practical tools and methods to guide the project from start to finish. The Unit also introduces digital tools that improve teamwork, help control costs, and manage risk more effectively. Finally, candidates will be introduced to key concepts in Contract Management, Vendor Management, and Change Management.

LEARNING OUTCOMES

- 2.8.1 Understand the importance of strategic planning when deciding how to spend limited capital across multiple projects. This includes learning about timelines, challenges and constraints.
- 2.8.2 Learn how to use Discounted Cashflow methods to assess whether projects are financially viable throughout their entire lifecycle.
- 2.8.3 Gain a clear understanding of project roles and responsibilities, and how to manage each stage of a project successfully and how to keep improving things after the project ends.
- 2.8.4 Get introduced to digital tools and methods for managing projects, including the use of Digital Twins and Collaborative Engineering systems from the early concept stage through to design, operations and support.
- 2.8.5 Build skills to manage complex projects, including handling critical path tasks, contracts, change management, safety checks (like HAZOP), and health and safety requirements.
- 2.8.6 Learn how to identify and involve a wider group of stakeholders to help make your project a success.

Unit 2.9: Governance (Quality Assurance and Health & Safety)

This Unit helps candidates understand how to run Quality and Food Safety (Q&FS) Management Systems well. It builds on the learning in the Diploma and shows candidates how to create a system that suits their business's size, type, and risks. Through both theory and practical learning, candidates will gain the skills to apply these systems effectively in real-life situations.

It also equips candidates with the knowledge and skills to develop, support and promote effective health and safety practices.

Staying compliant with health and safety regulations can be complex. It requires understanding of conditions, company culture, and changes in legislation. Success depends on building a strong safety culture and taking a proactive approach to compliance.

By valuing diversity, promoting safety, and keeping up with regulations, businesses can meet legislative requirements and create a safe, healthy workplace. This not only protects employees but also supports the company's success. Compliance should be seen as an investment in both people and the business.

LEARNING OUTCOMES

- 2.9.1 Understand how Quality and Food Safety systems work and how they follow UK and international standards.
- 2.9.2 Learn what to check when buying brewing ingredients, packaging and raw materials. Understand the risks to food safety, including food fraud, and how to reduce them.
- 2.9.3 Get a clear picture of how to manage quality and food safety during production. This includes Good Manufacturing Practices (GMP), hygiene, Hazard Analysis and Critical Control Points (HACCP), factory design, laboratory work, data use and understanding how to manage and assess flavours.
- 2.9.4 Know the laws and customer expectations for making safe food. This includes rules about labels, allergens, and how they apply to brewing.
- 2.9.5 Learn how to trace products and handle recalls. Understand how these systems work and how to test them.
- 2.9.6 Find out how to check product quality in the market and use this information to improve quality. Learn how to deal with customer complaints in the right way.
- 2.9.7 Understand which Health and Safety regulations apply based on location and type of work.
- 2.9.8 Know how to clearly explain the benefits of a safety programme to everyone in the business – from frontline operational workers to senior leaders.
- 2.9.9 Create a business protection report that outlines how to prevent incidents, accidents and losses of materials or products.
- 2.9.10 Be able to lead incident investigations quickly and thoroughly, making sure all the facts are gathered and understood. Use root cause analysis to find out why the incident happened and come up with practical solutions to fix it and stop the incident from happening again. Understand the importance of reporting incidents properly – both within the company and to regulators when required, such as under RIDDOR.
- 2.9.11 Understand the importance of using a risk-based approach to keep people safe at work. Use tools like Job Safety Analysis (JSA) or task-based risk assessments to spot potential hazards before work begins. Apply simple scoring systems – like 3x3 or 5x5 matrices – to judge how likely something is to go wrong.
- 2.9.12 Know and understand the role of both leading and lagging indicators in measuring and improving safety performance.
- 2.9.13 Take the lead in building a positive health and safety culture across the business, including wellness programmes.
- 2.9.14 Write a workplace safety policy, documenting the rules and standards for health and safety in the business.
- 2.9.15 Create Occupational Health and Safety (OH&S) procedures and processes to communicate safety policies across the business.
- 2.9.16 Provide training and staff development to ensure employees understand and follow health and safety practices.
- 2.9.17 Understand national and international occupational health and safety standards that apply to the business.
- 2.9.18 Develop a Business Continuity and Recovery Plan to keep the business running and recover quickly after disruptions.

Module Three: Packaging, Engineering and Outbound

Unit 3.1: Operational Excellence

This Unit helps candidates build a deeper understanding of Operational Excellence (OpEx), with a focus on the leadership and strategies needed for long-term improvement and skill development. It explores how improving performance is closely linked to building the right skills and capabilities. Candidates will learn about key OpEx practices, the role of leadership in setting and raising standards, the essential resources needed to support OpEx, and the importance of coaching in driving continuous improvement.

It also builds on candidates' understanding of people leadership by exploring the employee lifecycle. It introduces key leadership skills such as setting a vision, aligning with business strategy and supporting employee growth. The focus is on how leaders guide long-term priorities by setting direction, inspiring others, and using strategic people processes to drive success.

LEARNING OUTCOMES

- 3.1.1 Understanding the core elements of Lean OpEx – performance, capability and standards – and the benefits it brings. Learn about its history in manufacturing.
- 3.1.2 Learn how strong leadership and effective change management drive performance by building organisational capability using OpEx best practices. Know how to set clear performance goals, KPIs, and how to create a roadmap for developing capability in key OpEx areas.
- 3.1.3 Understand the leadership behaviours that help build a culture where OpEx standards and practices can thrive.
- 3.1.4 Learn how to lead by example, using OpEx tools to solve complex problems and deliver significant performance improvements.
- 3.1.5 Develop coaching skills to help teams and leaders grow their operational capabilities.
- 3.1.6 Understand workforce recruitment planning, the labour market, and organisational design. Learn to create a recruitment strategy that supports business goals, using employer branding and data and insights.
- 3.1.7 Learn what drives employee engagement and how it affects business performance. Candidates will be able to lead or support the development of an effective engagement strategy.
- 3.1.8 Know how to align learning with business goals. Learn about succession planning and how to measure development success.
- 3.1.9 Connect business goals to team and individual performance objectives and learn how to choose the right performance management approach to improve results and employee engagement.
- 3.1.10 Lead teams through change using proven change management techniques. Candidates will also learn about different communication styles and how to apply policies and processes.
- 3.1.11 Understand key people metrics and data to measure impact on organisational effectiveness and decision-making.

- 3.1.12 Help develop contracts, people policies and Handbooks that reflect the organisation's strategy and values.
- 3.1.13 Develop knowledge of key leadership skills and behaviours. Understand the difference between leading and managing a team.

Unit 3.2: Product Innovation & Brand Development

This Unit helps candidates understand how to develop new products that meet customer needs, follow regulations, and support business goals. It teaches them how to make decisions using data, lead teams from different departments, and apply sustainable methods throughout the product development process.

LEARNING OUTCOMES

- 3.2.1 Lead or support projects that involve creating new products, improving existing ones, or reducing costs – while keeping efficiency, quality, and sustainability in balance.
- 3.2.2 Take the lead or play a key role in teams made up of people from different departments, working together on innovation or improvement projects.
- 3.2.3 Use advanced data analysis to support smart, evidence-based decisions in the development of new products.
- 3.2.4 Identify and manage risks in product development projects, making sure everything stays aligned with the company's overall goals.

Unit 3.3: Supply Chain

This Unit builds on the principles taught at Diploma level to help candidates gain a strategic understanding of how the supply chain works. It highlights the importance of teamwork and collaboration across the whole supply chain, including both internal departments and external partners.

It also builds on candidates' knowledge of warehousing and introduces them to the wider field of logistics. It covers important topics such as food safety, automation and transportation.

LEARNING OUTCOMES

- 3.3.1 Gain an understanding of cross-functional supply chains, learning how successful, effective supply chains depend on collaboration between different internal departments and external partners.
- 3.3.2 Learn how inventory can be both helpful and costly, depending on how well it is managed.
- 3.3.3 Build on existing knowledge of demand management with a focus on improving how customer demand is forecast and handled.
- 3.3.4 Learn to create detailed supply and capacity plans and understand why they are essential for long-term business success.
- 3.3.5 Understand the strategic value of Sales & Operations Planning (S&OP) and Integrated Business Planning (IBP), and what is needed to implement them effectively in a business.
- 3.3.6 Explore how technology is transforming supply chains in the brewing industry.

- 3.3.7 Understand how brewery warehouses function day-to-day. Learn techniques like cycle counting to manage stock more accurately.
- 3.3.8 Explore how returns affect other departments and how to manage them efficiently.
- 3.3.9 Get introduced to Warehouse Management Systems (WMS) and their role in automation.
- 3.3.10 Understand two-tier distribution, export processes, International Commercial Terms and how to plan transport effectively.
- 3.3.11 Learn about sustainable practices within logistics and warehousing.
- 3.3.12 Develop skills in planning to improve efficiency.
- 3.3.13 Identify and use key performance indicators to measure logistics performance.

Unit 3.4: Sustainability

This Unit builds on the Diploma and helps candidates gain a deeper understanding of the data and reporting needed to lead a successful sustainability or ESG (Environment, Social and Governance) programme.

LEARNING OUTCOMES

- 3.4.1 Learn how to calculate carbon footprints, understand how different methods can affect the results, and manage data uncertainty when planning to cut emissions.
- 3.4.2 Understand how cutting carbon emissions can also reduce energy usage and save money.
- 3.4.3 See how strong ESG reporting and carbon strategies can improve brand reputation and make the business more resilient.
- 3.4.4 Learn how to work with suppliers to improve ESG performance and create a plan to reach net zero.
- 3.4.5 Gain detailed knowledge of what's needed to report sustainability data on key platforms.
- 3.4.6 Learn why it's important to assess water risk and how to create a plan to reduce water use.

Unit 3.5: Digital and AI

This Unit builds on the knowledge from the Diploma and helps leaders develop the skills to use digital technologies effectively in production and across the supply chain. It focuses on making sure that using new technology brings real, measurable benefits to the business through teamwork across the organisation. Candidates will look at important topics like Change Management and Organisational Design and learn why it's important to focus on specific, high-impact Use Cases. They will also understand that technology is a helpful tool – but not the main driver – of successful Digital Transformations.

LEARNING OUTCOMES

- 3.5.1 Encourage “critical thinking” and help candidates look beyond the technical side of brewing, considering the bigger picture of operations. Explore how digital technologies can support everything from individual processes to the entire value chain.

- 3.5.2 Develop a digital mindset, teaching candidates how to choose and use technologies effectively in breweries. They also learn about common mistakes that can cause digital transformation project to fail.
- 3.5.3 Gain an understanding of the key role people play in digital change. This unit highlights the importance of people-focused change management, building collaborative teams, and attracting talent with digital skills to support successful technology adoption.
- 3.5.4 Learn how Data Bias can harm AI systems and why using accurate, relevant data is essential for successful AI use in brewing.
- 3.5.5 Learn core AI concepts. Provide a basic understanding of key AI models and how they apply to brewing, including practical examples and Use Cases.
- 3.5.6 Gain practical knowledge of digital infrastructure, covering topics like connected devices (OT/IT convergence), Big Data / Data Lakes, Cybersecurity, data protection, and regulatory compliance – focusing on how to apply these in real operations.

Unit 3.6: Procurement and Contract Management

This Unit builds on what candidates studied in the Diploma and gives them a deeper understanding of the procurement process. It covers important topics like types of spending, procurement models, negotiation, contracts and managing supplier performance. The aim is to help candidates better support stakeholders in choosing suppliers, managing contracts, and responding to the changing needs of the brewing industry.

LEARNING OUTCOMES

- 3.6.1 Learn how to assess business needs and create strategies for different types of spending. This includes understanding what information is needed to make good decisions.
- 3.6.2 Understand how to use different procurement models to create value and how to choose the right one based on the situation and business needs.
- 3.6.3 Learn how to choose suppliers in a way that supports business goals and reduces risks. This includes using tools like Request for Information (RFI), Request for Proposal (RFP), Request for Quotation (RFQ), E-Auctions and doing proper background checks.
- 3.6.4 Gain a basic understanding of how to negotiate and write contracts, and what business information is needed to make sure supply meets demand.
- 3.6.5 Learn how to manage supplier contracts and run a simple process to track and improve supplier performance.

Unit 3.7: Finance and Capital Investment

This unit will give candidates an understanding of the key financial topics that affect the day-to-day running of production operations.

It is expected that candidates will work alongside a finance professional who will make sure the financial information they use is accurate and available. Candidates should have a sufficient understanding of finance to manage a department.

LEARNING OUTCOMES

- 3.7.1 Know the main types of financial statements. Understand what financial reports are for and how they are used. Learn how finance works in a company. Know what a Profit and Loss Statement shows. Know what a Balance Sheet shows. Know what a Cashflow Statement shows. Understand the reports used to monitor a department's finances.
- 3.7.2 Understand what budgets and Mid-Year Forecasts are used for. Be aware of the planning cycle, including strategic plans, annual budgets, in-year forecasts. Know how budgeting works including: Zero-based budgeting and Activity-based budgeting. Understand the business need to set targets to deliver long-term targets.
- 3.7.3 Be aware of what standard costs are and how they're used in a business. Know how standard costs are set and why they matter. Manage Bills of Materials (direct costs). Manage how resources are shared or allocated (indirect/allocated costs). Work with Finance to investigate any differences between actual and expected costs.
- 3.7.4 Understand what Capital Expenditure (CapEx) is. Be aware of how capital spending works in a business (the capital cycle). Know how to spot potential projects. Learn how to prepare a strong case to justify why a project should be approved to proceed.
- 3.7.5 Critically review processes for efficiency and effectiveness and explore opportunities for improvement. This could include such items as reducing waste, or fine-tuning product recipes. They should also help build and manage a list of improvement ideas (an improvement pipeline).

Unit 3.8: Project Management

This Unit builds on the project management basics covered in the Diploma course. It prepares candidates to support and develop Capital Plans for the business that might happen across different locations or regions. It also shows how these plans align with a company's overall strategic goals. Candidates will learn how to use Discounted Cash Flow (DCF) methods to assess if a project is financially worthwhile. As projects grow more complex, the Unit emphasises the importance of managing a wider range of stakeholders and using practical tools and methods to guide the project from start to finish. The Unit also introduces digital tools that improve teamwork, help control costs, and manage risk more effectively. Finally, candidates will be introduced to key concepts in Contract Management, Vendor Management, and Change Management.

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- 3.9.14 Write a workplace safety policy, documenting the rules and standards for health and safety in the business.
- 3.9.15 Create Occupational Health and Safety (OH&S) procedures and processes to communicate safety policies across the business.
- 3.9.16 Provide training and staff development to ensure employees understand and follow health and safety practices.
- 3.9.17 Understand national and international occupational safety and health standards that apply to the business.
- 3.9.18 Develop a Business Continuity and Recovery Plan to keep the business running and recover quickly after disruptions.

Module Four: Electives

Candidates are required to select three of the following topics to be assessed on.

Module 4	
Electives	
4.1	Advanced Operational Excellence
4.2	Advanced Product Innovation and Brand Development
4.3	Advanced Supply Chain
4.4	Advanced Sustainability
4.5	Advanced Digital and AI
4.6	Advanced Procurement and Contract Management

Unit 4.1 Advanced Operational Excellence

This advanced Unit helps senior leaders understand when and why to launch an Operational Excellence (OpEx) programme across the organisation. It builds the skills needed to take a step back, assess the value of OpEx, and set a clear direction. Leaders will learn how to lead the programme by setting goals, providing resources, and supporting teams. The unit also covers how to coach others and ensure the programme delivers lasting results.

LEARNING OUTCOMES

- 4.1.1 Gain a clear understanding of what Operational Excellence (OpEx) is and how it can improve long-term performance and culture in areas like manufacturing, supply chain, and customer service.
- 4.1.2 Learn how to spot when OpEx is needed and how to lead its planning, funding, rollout, and long-term success.
- 4.1.3 Understand the value of setting a strong 3- to 5-year vision that motivates and involves the whole organisation in continuous improvement.
- 4.1.4 Learn how leadership in standardisation processes can improve efficiency, learning, and overall performance.
- 4.1.5 Recognise how organisational structure, resourcing, and external partnerships support the success of OpEx goals.

Learn how to work with HR, Finance, Operations and Supply Chain teams to build skills and promote a servant leadership culture that supports lasting improvements.

Unit 4.2: Advanced Product Innovation & Brand Development

This advanced Unit prepares senior leaders to guide strategic New Product Development (NPD) across the organisational. It builds skills in making complex decisions, leading innovation, and supporting sustainable development, while balancing the needs of different stakeholders. The focus is on thinking strategically, leading change, and creating long-term value through successful NPD and commercialisation.

LEARNING OUTCOMES

- 4.2.1 Lead major New Product Development (NPD) projects that support business growth and sustainability.
- 4.2.2 Create and apply NPD strategies in brewing that meet business goals and follow industry regulations.
- 4.2.3 Manage complex product portfolios by balancing innovation, efficiency, and sustainability.
- 4.2.4 Use advanced NPD tools and systems to lead change across the organisation.
- 4.2.5 Learn how to build a competitive edge by using strategic NPD leadership to create long-term value and stand out in the market.

Unit 4.3: Advanced Supply Chain

This advanced Unit helps candidates think strategically about the supply chain. It focuses on creating value and reducing risk. This unit also develops leadership skills and explains why understanding the whole business and its supply chain is essential for success. It shows how managing both internal and external stakeholders is key to running the supply chain effectively.

It also helps senior leaders improve supply chain performance across the entire network. It focuses on strategic thinking, leadership, and collaboration across functions and partners. Candidates will learn how to align the supply chain with business goals, manage risks, and drive innovation.

LEARNING OUTCOMES

- 4.3.1 Learn how to evaluate a supply chain to see how well it supports business goals, spot risks and opportunities, and suggest ways to improve it.
- 4.3.2 Develop a clear plan to improve the supply chain and understand how to carry it out, involving all key stakeholders.
- 4.3.3 Understand how to measure an organisation's progress in Sales and Operations Planning (S&OP) or Integrated Business Planning (IBF), and outline the steps needed to implement it.
- 4.3.4 Understand how different types of warehouses work within the supply chain, including the basics of Systematic Layout Planning (SLP).
- 4.3.5 Learn key inventory practices such as cycle counting, using automation, and keeping stock safe and secure.
- 4.3.6 Understand how to handle product recalls and returns, and how these processes affect other parts of the business.
- 4.3.7 Gain knowledge of all types of transport and how to plan transport effectively across the network.
- 4.3.8 Explore ways to improve sustainability in both the supply network and transport operations.
- 4.3.9 Learn the basics of planning in logistics and supply chain operations.
- 4.3.10 Understand key performance indicators (KPIs) used to measure logistics performance.
- 4.3.11 Gain an understanding of the financial aspects of logistics and supply chain management.

Unit 4.4: Advanced Sustainability

This advanced Unit gives Environmental, Social, and Governance (ESG) leaders the tools and knowledge they need to build strong strategies and reporting frameworks. It also helps them overcome internal challenges that could slow down progress.

LEARNING OUTCOMES

- 4.4.1 Learn how to collect internal and external data and connect it to formal ESG reporting, including net zero targets and interim goals.
- 4.4.2 Understand how to design and implement an ESG programme that involves the whole business and tackle common challenges.
- 4.4.3 Discover how to improve ESG platform scores to strengthen brand reputation.
- 4.4.4 Learn how to carry out a water risk assessment and create an action plan.

Unit 4.5: Advanced Digital and AI

This advanced Unit helps senior leaders take a wider view of the value chain, beyond just the production floor. It supports them in spotting opportunities and leading the use of digital

technologies that drive real business transformation. The focus is on turning potential into measurable results. Leaders will also learn how to work effectively with internal teams and build strong partnerships with external stakeholders. By the end of the Unit, they will be ready to take ownership of delivering meaningful change across the business.

LEARNING OUTCOMES

- 4.5.1 Help individuals spot and create opportunities for better collaboration, transparency, across the entire value chain – from farm to consumer – by using digital technologies.
- 4.5.2 Support candidates in developing clear and reliable business KPIs, using consistent data and KPI pyramids to ensure alignment across the organisation.
- 4.5.3 Prepare candidates to lead people-focused change management efforts that support successful digital transformation across the business.
- 4.5.4 Enable candidates to work efficiently with technology partners, focussing on business results rather than just technical features during complex digital projects.
- 4.5.5 Expand understanding of how AI is currently used in brewing and help identify future high-value opportunities.

Unit 4.6: Advanced Procurement and Contract Management

This advanced unit builds on the diploma and master's level learning to help senior leaders create a world-class procurement organisation. It focuses on setting a clear vision, mission and objectives that align with the wider business strategy. The Unit highlights the role of innovation through new technologies and process improvements, and the use of market intelligence to shape cross-category strategies – even when that means taking calculated risks to challenge traditional methods. It also emphasises the importance of developing talent to grow future leaders within and beyond procurement. At the same time, managing risk and ensuring compliance with legal and ethical standards remains a core responsibility.

LEARNING OUTCOMES

- 4.6.1 Understands the full needs of the brewing business and develops a procurement strategy across all categories to meet current and future demands. Sets a clear vision, mission, and objectives that deliver value to business.
- 4.6.2 Uses market insights and new technologies to improve processes, increase efficiency and effectiveness, reduce costs and maintain or improve quality.
- 4.6.3 Supports procurement managers by encouraging innovation and cost-saving ideas. Promotes the exploration of new suppliers, practices and ideas, including those from other industries.
- 4.6.4 Fosters a culture that values talent, builds key procurement skills, and creates opportunities for employees to grow into future leaders within and beyond procurement.
- 4.6.5 Builds a procurement function that meets business needs, adds value, reduces risks and ensures compliance with legal, ethical, and sustainability standards and policies.

Syllabus Module Five (Portfolio and Viva Voce)

After successfully completing Modules 1 to 4, Candidates must submit a portfolio of evidence which shows their knowledge, skills, and competencies based on specific criteria. A follow-up interview (viva voce) will confirm the work is their own, explore their understanding in more depth, and clarify any areas that are unclear. Details of how to collate the portfolio will be provided on the CIBD website well in advance of candidates being able to register for this module