Incoterms Rules, Negotiation and Risk Training Course

9 – 13 November 2026
Milan

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Training Center

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Ref: 1228_190702 **Date:** 9 – 13 November 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Incoterms Rules, Negotiation and Risk Training Course is a one-week advanced course for international trade, procurement, contracts, logistics, supply-chain, finance, insurance, and commercial professionals who leave with an Incoterms Transaction Playbook. The course resolves confusion between delivery, destination, cost, and risk by comparing all eleven rules and their contract interfaces. Participants select rules, define named places, negotiate allocations, and align documents. Agile Leaders Training Center presents Incoterms application as a controlled commercial decision process.

Who Should Attend

- Commercial and sales functions responsible for quotations, margins, delivery commitments, and customer negotiations
- Procurement and contracts functions responsible for purchase terms, supplier obligations, and contract wording
- Logistics and supply-chain functions responsible for carriage, delivery points, customs coordination, and shipment execution
- Finance and trade-finance functions responsible for landed cost, payment documents, and documentary alignment
- Insurance and risk functions responsible for cargo exposure, coverage requirements, and claims readiness
- Legal liaison and compliance functions responsible for reviewing trade-term use without replacing legal advice

The course assumes participants already support domestic or international goods transactions and leaves out introductory logistics, legal opinions, tax advice, and detailed customs law.

Departments and Industries

The course supports Incoterms negotiation and risk decisions across:

- Sales, procurement, contracts, logistics, supply chain, finance, insurance, and compliance departments
- Manufacturing, energy, chemicals, construction, and industrial equipment businesses
- Retail, distribution, food, pharmaceuticals, and consumer-goods organisations
- Freight forwarding, transport, warehousing, ports, and trade-finance services
- Technology hardware, project supply, commodities, and professional trade services

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Learning Objectives

By the end of this course, participants will be able to:

- Apply Incoterms scope and rule structure
- Compare delivery, risk transfer, costs, and obligations
- Evaluate multimodal and maritime rule suitability
- Use named-place drafting in commercial negotiations
- Analyze carriage, insurance, customs, and document interfaces
- Build a transaction risk and alignment checklist

Course Agenda

Day 1: Scope, Structure and Contract Context

- Incoterms Purpose and Limits
- Eleven Rules and A1/B1 to A10/B10 Structure
- Sale Contract and Surrounding Contract Network
- Delivery, Destination, Risk, Cost, and Title Distinctions
- Rule-Version and Named-Place Drafting Formula

Day 2: Rules for Any Transport Mode

- EXW and FCA Responsibility Comparison
- CPT and CIP Delivery-Destination Separation
- DAP, DPU, and DDP Arrival Obligations
- Containerised and Multimodal Rule Selection
- Any-Mode Transaction Decision Matrix

Day 3: Maritime Rules and Cargo Scenarios

- FAS and FOB Port Delivery Points
- CFR and CIF Shipment Risk Transfer
- Traditional Bulk and General Cargo Applications
- FCA versus FOB for Container Movements
- Maritime Transaction Decision Matrix

Day 4: Negotiation and Contract Alignment

- Buyer-Seller Objectives and Bargaining Positions
- Cost Build-Up and Landed-Cost Questions
- Carriage and Transport Document Alignment
- CIP and CIF Insurance Requirements
- Customs, Security, Notices, and Evidence

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Day 5: Risk Control and Dispute Prevention

- Trade-Term Risk and Assumption Register
- Quotation and Contract Review Checklist
- Mismatch, Exception, and Escalation Controls
- Shipment Scenario and Document Review
- Capstone Exercise: Incoterms Transaction Playbook

Practical Exercises

The course uses suggested activities to practise rule selection and negotiation:

- Suggested activity: compare delivery, risk, cost, carriage, customs, and insurance across competing rules
- Suggested activity: select a rule for containerised, bulk, multimodal, and delivered-duty scenarios
- Suggested activity: negotiate a named place and allocation using buyer and seller commercial objectives
- Suggested activity: identify mismatches across a quotation, sale contract, transport instruction, insurance requirement, and payment document

FAQs

Who does Incoterms negotiation and risk training suit, and what does it assume?

Incoterms negotiation and risk training suits experienced trade, sales, procurement, contracts, logistics, finance, insurance, and compliance functions and assumes involvement in buying, selling, moving, documenting, financing, or insuring goods.

How does Incoterms training differ from general export documentation training?

Incoterms training focuses on buyer-seller obligations, delivery, risk transfer, costs, carriage, insurance, customs, and named-place drafting, while general export documentation training focuses on preparing and checking shipment, customs, origin, banking, and transport documents.

Do Incoterms rules replace a sale contract?

Incoterms rules do not replace a sale contract; they address selected delivery obligations, risk, costs, carriage, insurance, documents, and customs responsibilities and must be incorporated into complete contractual wording.

What is the difference between delivery and destination in Incoterms?

Delivery is the point where the seller performs the rule’s delivery obligation and risk transfers, while destination is the place to which carriage may be arranged or where arrival delivery occurs; under C rules these points are different.

How should an Incoterms rule be written in a contract?

An Incoterms rule should be written with the selected three-letter rule, a precise named place or port including the relevant point where possible, and an explicit reference to the chosen edition.

Conclusion

Participants take back an Incoterms Transaction Playbook containing rule comparisons, selection matrices, a named-place drafting guide, negotiation questions, cost analysis, document alignment tests, and a contract-review checklist. The playbook connects commercial intent with operational responsibilities and evidence. It helps teams select rules consistently, expose assumptions, negotiate allocations, align surrounding contracts, and prevent avoidable disputes.