EXECUTIVE MASTER IN

International Supply Chain Management

September 2010 – June 2011

www.supplychainmaster.eu

This program of executive education is endorsed by “Logistics in Wallonia”, the Walloon Cluster for Regional Growth, Innovation and Development in Logistics and Transport
A Modular Program for Executives

Typical structure

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Opening Session: September 29, 2010

Module 1
Supply Chain Management and Strategy
October 14-16, 2010

Module 2
Design and Management of Logistic Flows
November 18-20, 2010

Module 3
Supply Chain Planning and Analysis
December 16-18, 2010

Module 4
Collaborative Management and Purchasing
January 13-15, 2011

Module 5
Transport, Physical Distribution and Reverse Logistics
February 10-12, 2011

Module 6
Linking Supply Chain Management and Financial Management
March 17-19, 2011

Module 7
E-Management
May 12-14, 2011

Module 8
Change and Innovation Management
June 16-18, 2011

Closing Session: June 24, 2011

With more than 25 years experience within the several aspects of the Supply Chain of different industries, I never noticed a course with such a focus on the understanding of the underlying principles, combined with a direct applicable usage.

Drs. N.Th. Vet CPIM
Director Distribution Network Europe
VWR International
Developing applied competences

The Executive Master in International Supply Chain Management program is based on unique teaching methods in order to ensure that the participants gain the full benefit of their investment, integrating very tightly theory and practice. Each of the eight modules includes a real life, full-day on site case study including the visit of a logistic or industrial site. The participants work the case in small groups, this gives them an immediate opportunity to confront the course material, their experience and the group exchange dynamics to a current real-life situation. This reality-based approach offers an opportunity of opinion confrontation between the participants, the trainers and the hosting professionals. For these reasons, the number of participants is strictly limited.

The companies which are, or have been, participating in the program include: ABX Logistics / Arcelor-Mittal / Asahi Glass / Audi / Baxter / Borealis / Carrefour / Caterpillar / Colruyt / Danone / Dow Corning / Euronetforum / Firmenich / FN Herstal / Glaxo SmithKline Biologicals / Ion Beam Applications / Johnson & Johnson / Katoennation / L’Oréal / Meca / Netmanagement / PSFWeb / Rossel Printing / Smart / Spadel / TetraPak / Umicore / VWR

Every year, more partners join the list.

A final study paper is requested from the participants, who can use this opportunity to put the training in their own company’s professional context. After each module, an individual assignment is proposed to enable the participants to study the material in more depth. It is expected that each participant writes at least four of those assignments. Finally, the participants are encouraged - and the environment is created - to share the lessons learned from their experience and issues in their professional context. These exchanges enrich the mutual reflection about materials taught, perpetuate the benefits of the process and initiate a kind of continuous benchmarking activity. An alumni organization is set up to facilitate the « reciprocal learning ».

Involving international expertise, from academic and professional sources

The program will be taught by experts from different horizons, who have all an extensive international experience. The range of experts constitutes one of the unique strengths of the program. The teachers will include:

- Managers and practitioners at the case study companies
- European experts (either practitioners or faculty of leading universities)
- Leading experts of the organizing partners of the program (LSM, HEC-ULg)

All companies selected for case studies present state of the art applications of the concepts proposed in the corresponding module. In order to get a broader international exposure, two modules will also be organized outside Belgium with on-site case-studies.
Content of the Program

Module 1
Supply Chain Management and Strategy

FACULTY: PROF. PER AGRELL, UCL/LSM/CESCM AND CORE PROF. ANDREAS NORRMAN, LUND INSTITUTE OF TECHNOLOGY AND UCL/LSM/CESCM CHRISTIAN VERSTRAETE, HP

In the last two decades, leading-edge companies have significantly improved their operations in manufacturing and quality management with improvements and reengineering efforts. Currently, top management focus at their Supply Chain and logistics to enhance competitiveness. The last decade also witnessed increased globalization of the world economy. Globalization is now both cost driven as well as market driven. This implies that companies operate at an international scale with the objective of identifying cheaper sources for parts and components as well to broaden the markets for their finished products.

Having to move the inputs as well as finished products over greater distances implies that efficient management of Supply Chain and logistics is vital. Whereas inventory, warehousing and transportation costs still increase at manufacturers, retailers complain over an increasing stock-out problem on the shelves. However, with improvements in information and computing technology, accurate information and sophisticated models can be used for reducing the costs and enhancing the performance of Supply Chains.

The major learning objectives of the module are to:
- Provide an appreciation of the concepts and issues in strategic Supply Chain and logistics management,
- Develop an understanding of how coordination instruments can enable and leverage Supply Chain management, and
- Provide skills to analyze the positioning of Supply Chain and logistics system.

This module will primarily cover strategic issues in Supply Chain and logistics management, but the operational links will be ever-present. A common terminology and a platform for Supply Chain performance evaluation are introduced through the SCOR reference model. Topics covered include the Fisher classification of efficiency and responsive Supply Chains, Hill’s operation strategic principles in logistics management, Supply Chain coordination, Supply Chain and logistics systems design, assignment of coordination roles, transportation and warehousing management, vendor managed inventory. The module will thus provide a solid conceptual basis for the following modules.

Envisaged case study and visit: Smart

Module 2
Design and Management of Logistic Flows

FACULTY: PROF. PIERRE SEMAL, UCL/LSM/CESCM, PROF. LAOUCINE KERBACHE, HEC PARIS PROF. TOM VAN GOENSEL, UCL/LSM/CESCM

The value created by the logistic function consists of bringing the product to the place the customer wanted it, at a time he decided and according to his specifications. These specifications, regrouped under the « customer service requirements » name, keep on evolving:
- What was done in a week in the past will have to be performed in a day from now on
- Yesterday’s standard product and service are replaced by today’s customized offering

The logistic network must adapt permanently to respond to these changing objectives. Networks are created which must adapt and consolidate continuously.

The raw material supply and the distribution of finished products, together with their related structure and operations, will constitute the heart of this module. The links with the market objectives and the strategic goals of the Supply Chain will be clearly underlined. The questions of location, number and type of warehouses for instance will be raised in this context.

The learning objectives of this module are to help the participants
- Understand the meaning and build the strategic framework of network decisions,
- Develop a robust approach of structuring a distribution or procurement network, and
- Identify tools and methods to implement for the identification of optimal solutions.

Envisaged case study and visit: Asahi Glass
Module 3
Supply Chain Planning and Analysis

FACULTY: PROF. PHILIPPE CHEVALIER, UCL/LSM/CESCM AND CORE
M. MARC FORET, AMJ BUSINESS PARTNERS

Organizations face an environment that is changing faster and faster, in the meantime the scope of the planning process is also increasing because products and services become more complex and involve more participants. An effective planning process in a Supply Chain context can be an important source of competitive advantage. It is nevertheless a very complicated endeavor. In this module we will present different models to gain a deeper understanding of how operational performance can be affected by the planning. We will also review techniques making it possible to build a planning process that will make a strong link between strategy and operations.

The learning objectives of the module include:
- Developing some basic models to understand the fundamental link between performance and planning
- Presenting the different techniques that can be used in the global planning process
- Developing efficient means to reduce the effects of congestion
- Analyzing how an organization can be put in place to effectively support the planning process

This module will cover subjects such as demand planning and forecasting, the role of ERP systems and APS systems, how to analyze variability and its congestion effects, the Sales and Operations Planning process, network planning, ... In order to face effectively the increased complexity, the need for coordination and for the optimal conception, drive and control of their Supply Chain, many companies implement integrated management systems. This module will study three categories of systems most frequently used in an industrial or service context:

- Integrated systems linking Sales forecasts and Production planning and scheduling, like S & OP applications
- Transactional IT systems of manufacturing resources planning which respond to the needs of standardization, management, and update of the information distribution within the organization, and
- Advanced Planning and Scheduling systems which are analytical IT systems which respond to the needs of coordination and optimization of the conception and planning decisions.

Envisaged case study and visit: Dow Corning

Module 4
Collaborative Management and Purchasing

FACULTY: PROF. PER AGRELL, UCL/LSM/CESCM AND CORE,
PROF. ANDREAS NORRMAN, LUND INSTITUTE OF TECHNOLOGY AND UCL/LSM/CESCM

Companies in supply networks are facing constant challenges to stay on the operations frontier with increasing demands for responsiveness even in previously mature industries. When obvious efficiencies in Supply Chain facilities, inventory and transportation are exhausted or becoming prohibitively expensive, the attention turns to information as a pivotal performance driver. By optimally acquiring, processing, sharing and reselling Supply Chain information, the supply network can counter the ubiquitous bullwhip effect, achieve internal and external alignment of interests, create lasting competitive advantages and promote lasting mutually beneficial partnerships.

The applications are found primarily in the coordination and sourcing areas, where new instruments are being employed to control interorganizational performance and to select, retain and motivate new suppliers to join. Rather than focusing at the enablers of this trend, found in internet and enterprise information systems, this module emphasizes the design, implementation and monitoring of coordination and performance measurement in Supply Chains.

The major learning objectives of this module are:
- To provide a model for collaborative projects from a strategic Supply Chain perspective, in particular methods and tools to promote and facilitate coordination and collaboration up- and downstream.
- To provide a solid comprehension of the scale and scope of technical, information and economic coordination activities in supply networks,
- To provide skills in the economic design and analysis of modern contractual coordination instruments such as VMI, buy-back, slotting fees, revenue-sharing and quantity flexibility contracts
- To provide practical experience in identifying, analyzing and negotiating collaborative Supply Chain projects at multiple levels and scopes.

Tools covered include coordination information elicitation, incentive alignment design, CPFR, profit-sharing tools, collaborative sourcing. The module has a very interactive emphasis, including negotiations and role play to be prepared, performed and evaluated. It also contains a somewhat more quantitative side which involves the use of spreadsheets to estimate the impact of various contractual solutions.

Envisaged case study and visit: Danone and Carrefour
Module 5
Transport, Physical Distribution and Reverse Logistics

FACULTY: PROF. YVES CRAMA, HEC/ULG
PROF. LUK VAN WASSENHOVE, INSEAD
PROF. SABINE LIMBOURG, HEC/ULG
PROF. LUK VAN WASSENHOVE, INSEAD

Transport is a component of Supply Chain management which must globally respond to changing service objectives, as well as adapt to external and contextual factors such as energy prices and infrastructure congestion. A good balance between cost and service performance requires to optimize transport management on several dimensions:
- Analysis of the mode of transport and its substitutability (trans-modal transport)
- Choice of route
- Use of the network of warehouses for grouping, splitting and cross-docking
- Product conditioning and identification
- Handling, loading and un-loading systems

Optimizing transport also means to align the decisions with the overall strategy of the firm. In the area of transport more than in any other, questions of flexibility, fleet variety—in response to demand variability—and ultimately outsourcing to 2PL or 3PL service providers need to be examined. The design and the management of the physical distribution system is a key ingredient to customer service performance. Questions arising in this module relate to multiple distribution steps, late customization of conditioning and delivery, and cost of transport versus cost of stocks and storage.

Reverse logistics issues will also be examined in this module. Such issues arise, in particular, due to the emergence of new environmental legislations, such as the WEEE directive. At the operational level, the efficiency of the global Supply Chain is also heavily impacted by various reverse processes induced by returned products (trial, defective, reusable products, empty containers, etc.). The necessity to identify and to manage the resulting closed-loop Supply Chains as a business process in its own right will be stressed in this module.

The learning objectives of this module are to help the participants:
- Understand the importance of transport in the overall Supply Chain performance,
- Take into consideration all factors influencing cost and performance of transport,
- Familiarize the participants with some techniques for the optimization of fleets and routes,
- Comprehend reverse logistics and closed-loop Supply Chain issues.

Envisaged case study and visit: PSFWeb

Jos Marinus
Worldwide Logistics Network Leader
Danone Beverages Division

Module 6
Linking Supply Chain Management and Financial Management

FACULTY: PROF. WILFRIED NIESSEN, HEC/ULG
PROF. MATHIEU VAN YYVE, UCL/LSM/CECSM

The first generation of Operations Management focused at optimizing the physical flows, logistics and inventory levels in 1970-80. The second generation Supply Chain Management in 1990s focused on the integration of information flows in decision-making, the development of coordination mechanisms and common information systems. Now, the third generation SCM managers begin to study and manage the financial flows resulting from Supply Chains operations. Indeed, the financial impact of SCM is important both in scope (revenues, costs and asset investments) and in complexity (currency risks, fiscal and customs impact of location, timing) for the profitability of the operations. This module treats the financial impact in a systematic manner adapted to the decision-making needs of the Supply Chain manager. Some examples of questions that the module addresses:
- How can I increase the revenue generated from a given operation (location, capacity, resources) through revenue management techniques?
- What is the link between the level of accounts receivable and the quality of the delivery process and the timing of deliveries (end of month billing processes, ...)
- How to finance changes in inventory level through effects in working capital, pilferage and obsolescence?
- What is the impact on accounts payable of improved ordering and purchasing policies?

Making decisions that improve the overall financial health of the organization must be a key objective of the Supply Chain manager. Few realize how important the impact of their decisions can be. On the other hand a good financial reporting system will enormously help the Supply Chain manager. With this module we want to help the Supply Chain manager, the controller and the financial manager work hand in hand in order to maximize the value of the Supply Chain for the company.

The learning objectives of this module are to help the participants:
- Understand the different levels of the balance sheet affected by the different Supply Chain management decisions
- Analyze inventory decisions and their impact on the working capital
- Develop reporting tools that are coherent with the financial objectives of the organization
- Familiarize with revenue management techniques.

The module draws on learnings from earlier modules, e.g., in terms of flows and contract coordination instruments.

Envisaged case study and visit: FN Herstal
Module 7
E-Management

FACULTY: PROF. ANNE-CÉCILE JEANDRAIN, UCL/LSM
PROF. OLIVIER DE BROQUEVILLE, UCL/LSM
M. PHILIPPE GUILLAUME, IBM BELGIUM

During the past few years, companies from various sectors have been integrating online communications into their everyday conduct of business. Websites are supplementing, and in some cases supplanting, paper catalogs, print advertisements, and order forms but also traditional distribution channels. E-mail serves functions that were once performed only by telephone and postal mail. These tools and many others are contributing to deeply transform company's information systems. On the other hand, entrepreneurs are starting up new ventures based on business models that would not be possible without online communications. And, moreover, companies are growing up fast by acquisitions, making it quite hard to keep IT processes and Business needs well aligned, IT becoming in some cases a real blocking factor instead of becoming a business development element.

E-business – whatever the level of its integration – has major impacts on company's processes. This module aims at giving insights on this. It will cover tools, skills, business concepts, and social issues that surround the emergence and use of e-business. A key discussion point will be “How to align IT with the business”, and “How to integrate the IT strategy and the business strategy”. Moreover, the participant will develop an understanding of the current practices and opportunities in ERP, electronic collaboration, database issues, etc.

The second objective of this module is to focus on which e-business applications could steer companies through new opportunities and empower them with the ability to conquer new horizons. In other words, which could be the e-business “killer application” in the future? Indeed the e-business world is changing rapidly. Websites and email are no more considered as “NCIT” (new communication and information technology) but just “CIT”. It is needed to look into the next decade and highlight the changes that will happen to e-business.

Upon completion of the module, each student will be able to:
- Understand and criticize techniques and methods of e-business
- Consider current and future e-business applications inside his/her own company.

Envisaged case study and visit: Firmenich

Module 8
Change and Innovation Management

FACULTY: PROF. MARC FOURNY, UCL/LSM/CESCM,
PROF. DAG NASLUND, LUND INSTITUTE OF TECHNOLOGY

This module raises the questions of organizational change and innovation in the management of the Supply Chain and studies their impact on the logistic performances. For that purpose, the management facilitates the creation of a favorable context of change. In order to exert a positive impact on change, and consequently on the strategy success of the company, these conditions must be applied in all areas of the Supply Chain organization:
- Internal structure, processes and networks
- Information, modeling and optimization systems
- Human resources and competences

Human resources, in particular, hold an important key to the alignment of the Supply Chain on the business strategy. This is even more true in organizations that are founding the realization of differentiation, competitiveness and dominance in the industry on their operational processes. This module introduces to collaboration models between groups involved:
- Directly, in logistic operations and in relations with contractors and suppliers,
- Indirectly, in support provided to operations by human resources management.

The learning objectives of this module are to:
- Give the full measure of the human challenges due to the specific issues raised by the Supply Chain, in the context of multi-cultural and multi-functional teams, and the negotiations they require,
- Explain the content and extent of the competences and the motivation required in the integrated management of the Supply Chain, and
- Provide a theoretical framework and concrete tools to the Supply Chain actors for their increased action efficiency and for a better commitment to collective pursuit of strategic service goals.

Envisaged case study and visit: TetraPak
On the one hand, Supply Chain management refers to what is now a key function in most industries and service organizations. The Supply Chain Manager faces a fast-changing professional environment, requiring a constant update of his skills and competences. On the other hand, Supply Chain management refers to the main activities of logistic operators. This activity is widely recognized as a major contributor to the success of sectors ranging from the automobile to pharmaceuticals.

In either circumstance no business player can ignore the Supply Chain to which he belongs. Neither can he overlook the challenges facing his logistic operations and the value of a close collaboration with his suppliers and logistic partners.

In that context, the Supply Chain Manager must be able to demonstrate every day a capability to marry strategic and tactical decisions. He needs to balance permanently between the optimization of internal resources and the satisfaction of the customers.

Because of the complexity of his job, the Supply Chain Manager needs to acquire and master technical, managerial and behavioral competences with the required depth and width. This program was created to provide a global, up-to-date expertise in the management of the Supply Chain.

**To whom is the Program intended?**

This program is intended for:

- Individuals, who do, or will, assume responsibilities of Supply Chain Manager and who want to master the most recent methods and tools
- Managing directors of organizations that depend directly on the Supply Chain, who need to understand its impact on the corporate performances
- Managers in a function at the interface between the Supply Chain and another traditional department: sales and distribution, purchasing, transport or warehouse management, operations planning and control, information systems applied to operations, for instance
- Individuals who want to give a more strategic and international dimension to the competences already acquired in a logistic or Supply Chain managerial position

I expected this training to deliver some information and theoretical background that would enlarge my scope of understanding of the whole Supply Chain span. In fact, it brought much more: it gave me a much deeper, detailed and wise understanding of the levers I was used to push on daily. Starting with recognizing how and why the different parts of a Supply Chain are linked and, along the modules, trainings, exercises and relevant industrial visits, progressively understand their interactions that make them so interdependent opens many doors for optimization when back at work.

Last but not least, the residential aspect of the seminars not only keeps you focused for 3 days but also enriches you through the experience exchanges with your colleagues who mostly come from totally different businesses. And then, you discover how similar to yours some of their issues can be when properly identified and analyzed.

Marc Onraedt
Vesuvius Group
Purchasing Director
Europe-Middle East-Africa

« I was concerned initially that I might get exposed to great theories far from my daily work. I was wrong, for two reasons:

1. the triangular links between the theories, the concrete cases and our practice turn out to be totally relevant. I already had an opportunity to apply in my business one of the theories which had been illustrated by a case study

2. many general managers have the supply chain concept in mind but never had a chance to apply it. This program suggested applications I couldn’t imagine, which go beyond logistics and distribution and are situated upstream, at the organizational level. »

Jean Wouters
Director Distribution and Logistics
Rossel Group
A calendar matching the professional priorities and concerns of the participants

The program will be organized from September 2010 until June 2011. In addition to the one-day opening and closing sessions, the program counts eight module-based sessions of 3 days on residence, two of which being held outside Belgium. Each module-based session starts on Thursday morning and ends on Saturday in the late afternoon. It is expected that the participants will stay on residence and attend the evening activities organized for them and which are part of the program. In general, there will be one such session per month during 9 months, school holidays excluded.

Language of the program

All courses, exercises and case discussions will be in English. Therefore, the participants are expected to master the English language.

Registering

Registration forms will be available on line or by request to the Executive Director of the program [marc.fourny@uclouvain.be]. The latest date to register is September 24, 2010. The program is geared toward university graduates (or holders of an equivalent higher education degree). The applications and the resume will be examined by a jury on the basis of diploma, professional experience and motivation to undertake the training. An interview will also be organized in all cases. A sponsoring letter by the employer of the candidate is most welcome.

Program fee

10 000 Euros, including tuition, pedagogic material, course facilities, lodging (2 to 3 nights per module), meals and coffee breaks. The travel cost is not included and is estimated at 800 Euros.

Various fee rebates can be granted:
- A rebate of 1 000 Euros for individuals who can demonstrate they are living or working in Wallonia
- An additional rebate of 1 000 Euros for individuals who are members of ABCAL, VIB, PICS, AGORIA, OTM
- For Flemish individuals, a BEA-support from the Flemish Government is available
- The program is recognized by several legal training dispositions granting further reduction

In case of withdrawal before the start of the training, an indemnity of 10% of the net fee will be required.

Certification

Participants that complete at least 4 module assignments and the final paper will be granted by the Université catholique de Louvain a “University Certificate in International Supply Chain Management”. In addition, the program has been designed in such a way that it prepares the participants for the certification exam by the European Certification Board for Logistics (ECBL) at the highest, « Master », level, based on the European Logistics Association standards.

For any further information

www.supplychainmaster.eu

For a direct contact:
marc.fourny@uclouvain.be
Tel 00 32 (0) 10 47 83 70
Fax 00 32 (0) 67 77 30 88
Evolution of the management school of the Université Catholique de Louvain (UCL)

In 1897, the UCL created a management school called « École des sciences commerciales et consulaires » which became the « Institut d’Administration et de Gestion » (IAG). In 2007, IAG associated itself with four other Belgian universities : « Facultés Universitaires Notre dame de la Paix » (FUNDP) of Namur, the « Facultés Universitaires Catholiques de Mons » (FUCAM), the « Facultés Universitaires Saint Louis » (FUSL) of Brussels and the « Institut Catholique des Hautes Etudes Commerciales » (ICHEC) of Brussels, to build up the Louvain School of Management.

Our expertise is to produce and spread knowledge and know-how in sciences of management for the benefit of the various socio-economical participants in our environment (students, alumni, firms, civilian society and public organizations).

IAG-Louvain School of Management has a long tradition of European and international orientation.

This is evidenced by:
- Its location at the heart of Europe, close to the EU institutions and to the headquarters of major international companies
- Its status of Belgian representative in the Cluster, the PIM and the CEMS networks
- Its research with more than 100 papers published yearly in international journals and about 10 international conferences organized yearly
- Its master population of about 1 500 students with more than 15 % of foreign students and another 10 % of visiting students
- An impressive list of more than 115 international exchange agreements all over the world
- A program offer with internationally oriented Masters taught in French and in English and a doctoral school.

HEC MANAGEMENT – UNIVERSITY OF LIÈGE

Located in Liège, at the heart of Europe, HEC-ULg is the result of a successful synergy between a public university (ULg) and a private college of higher education (HEC) whose history covers more than a century. The academic contribution of a university faculty enjoying a long intellectual tradition complemented by the culture and links with the business world typical of a renowned business school make HEC-ULg a Management School of major significance, welcoming some 2,500 students and wide open to various forms of national and international cooperation.

HEC-ULg’s missions are both to improve the managing and economic skills present within companies and organizations and to provide them with managers and entrepreneurs having a first-rate command of modern management concepts, practices and tools. HEC-ULg particularly emphasizes entrepreneurship and innovation management. Using active teaching methods involving the students as actors of their own education largely contributes to it. HEC-ULg’s international vision is expressed through its numerous research activities in the fields of management and economics, the many fruitful contacts and partnerships it has with companies and universities worldwide as well as the ever increasing internationalization of its course programs and teaching staff.

THE CENTER FOR SUPPLY CHAIN MANAGEMENT

The Center for Supply Chain Management (CESCM) is one of the research centers of the Louvain School of Management. It gathers a critical mass of faculty, researchers and experts in the field of « Supply Chain management » (SCM). The definition of SCM is interpreted broadly to cover all aspects of production, logistics and the supplier relations. It combines operations management, management science and industrial organization in a systematic attempt to understand, model and support the multi-level organizational behavior.

The purpose of this Centre, whose members are closely affiliated with CORE (Center of Operations Research and Econometrics), is to bring to industrial firms new methods and new management practices which will help them face the future challenges of logistics and Supply Chain management at top and middle managerial levels. The focus is on solving issues occurring in day-to-day operations as well as to help devise new strategies.

THE GOVERNMENT OF THE WALLOON REGION

A significant part of the program financing is provided by the Government of the Walloon Region, which contributes to the development and the implementation of a top-level, international training program.

This program of executive education has been endorsed by "Logistics in Wallonia", the publicly-supported Walloon Cluster for Regional Growth, Innovation and Development in Logistics and Transport.
European Logistics Association (ELA)
Since 1984, ELA is a non-for-profit organization that federates 27 national associations representative of the logistic profession, with the objectives to:

- Support and coordinate the activities of the national members
- Support to the creation and the development of vocational and continuous training programs
- Design and develop an individual professional certification process
- Establish itself as a meeting point of European logicians
- Publish regularly benchmarking and best practice survey reports
- Take initiatives and support research, both in industries and in universities, in logistics through participation in projects of the organization of the annual « Educators’ Day » and « Doctorates’ Workshop »
- Formulate norms and standards of the profession and to facilitate coherence and communication between EU member states

ELA is recognized by the EU Authorities as the organization representative of the European players in the logistics and transport sector and the Supply Chain function. In that capacity, ELA participates in EU-sponsored studies such as Bestlog, involving also an international panel of academics, consultants, industrials and 4PL in the analysis of best logistic and Supply Chain practices in Europe.

European Certification Board for Logistics (ECBL)
In 1996 the certification arm of ELA was established as an independent non-for-profit organization which aims at guaranteeing the consistency of the evaluation quality throughout Europe. ECBL designs and sets-up several times per year a central examination device for certifying individuals at three levels:

- Operational level, corresponding to the certificate of « European Junior Logician »
- Managerial and global level, corresponding to the certificate of « European Senior Logician »
- Strategic mastering and expertise level, corresponding to the certificate of « European Master Logician » (the present program prepares for this certification)

The association is representative of French-speaking purchasing and logistics managers in Belgium and defends their interest in bodies such as « Logistics in Wallonia », for instance. ABCAL has been contributing to the launching of the present EMISCM program. For purchasing managers and for lower levels of qualifications of logicians it organizes training programs on its own or with other partners. Finally, it hosts the local execution of the central ECBL certification exam process. ABCAL is a member of ELA, ECBL and IFPSM.

Vereniging voor Inkoop en Bedrijfslogistiek (VIB)
VIB (Association of Purchasing and Logistics) groups procurement and logistics professionals from the private and public sectors in the Dutch-speaking part of Belgium. The association has defined as its goals to support companies in the optimization of their Supply Chain processes, to accompany the individual in his professional development and to further professionalize the Supply Chain function.

To obtain these goals VIB provides permanent education and training, and organizes seminars, workshops and conferences on topics of current interest in the field. She also creates a platform for knowledge sharing, networking and benchmarking. VIB hosts the local execution for Northern Belgium of the central ECBL certification exam process. VIB is a member of ELA, ECBL and IFPSM.

Organizations of past participants have included:
- AB Packaging  
- AGC Flat Glass & Automotive  
- Albemarle Europe  
- Ampac Europe  
- AZ Nikolaas  
- Baxter  
- Ampac Europe  
- BEA  
- Bongrain Benelux  
- Caterpillar  
- Charleroi Dry Port  
- Colruyt  
- Dandoys Transports  
- Deli XL  
- DHL  
- GlaxoSmithKline  
- Biologicals  
- Holcim France  
- IBA  
- Johnson & Johnson  
- Intraco Consulting  
- Iris Achats  
- Kenomar  
- L’Oréal  
- Médecins Sans Frontières  
- Metaldyne Europe  
- Rossel Printing  
- Promat  
- SNCB/NMBS  
- Sonaca  
- Syngenta  
- Tekelec  
- VWR  
- Wyeth
Module Coordinators and Faculty

- **Per Agrell**, Ph.D. in production economics, Linköping University (Sweden). Permanent and visiting positions in universities in Sweden, Denmark, Sweden and the U.S. Involved in research in industrial organization, efficiency modeling and agency theory. Frequently consulting for governments and private firms in eight European countries. Professor at LSM/UCL.

- **Xavier Brusset**, Ph.D. in Management Science. Visiting Professor of logistics and Supply Chain management in universities in Shanghai, Lima and Budapest. Research in Supply Chain relationship modeling using games and agency theories. Founder of Saas logistic services company in Argentina Professor at ESSCA business school, Angers, France.

- **Philippe Chevalier**, Ph.D. in operations research, Massachusetts Institute of Technology. Consultant for the development of decision-support models for Belgian and multinational companies. Previously professor in Chile and active in research in the U.S.A. Professor at LSM/UCL.

- **Yves Crama**, Professor of Operations Research and Supply Chain Management at HEC-University of Liège. Published over 60 scientific papers and a monograph on SCM and Finance. Partner in two university spin-off companies, n-Side and Gambit.

- **Olivier de Broqueville**, Commercial Engineer, UCL, Co-holder of ING Chair (E-Management Competence Centre) at UCL. CEO of Coral Consorts. Expert in e-business. Guest Professor at LSM/UCL.

- **Marc Forest**, Commercial Engineer (UCL), Founder of AMJ Business Partners, offering diagnostics, training, education, coaching and expert counseling in the field of Supply Chain management. He is a SCC qualified SCOR®, APICS CPIM & CSCP Instructor.

- **Marc Fourny**, M. Sc. Econ. (UCL) and M.B.A. (Cornell U.), Guest Lecturer at LSM/UCL in human resources and Supply Chain management. For 30 years, consultant in strategy, organization and logistics. Board Member of ELA and ECBL, President of ABCAL.

- **Philippe Guillaume**, Partner leading the industrial sector in Belgium at IBM-GBS, currently also leading the automobile sector in the Benelux.

- **Anne-Cécile Jeandrain**, Commercial Engineer, UCL, co-holder of ING Chair (E-Management Competence Centre) at UCL. Active in research in the domain of e-consumer behavior, expert in e-business. Guest Professor at LSM/UCL and at LSM/FUNDP.

- **Laoucine Kerbache**, Logistics professor at HEC-Paris. Active in research on optimization models for industrial and logistic applications and involved in continuous training, MBA and continuous education.

- **Sabine Limbourg**, Assistant Professor of Transport, Logistics and Supply Chain Management and Researcher at QuantOM - Research Centre in Quantitative Methods and Operations Management, both at HEC - University of Liège

- **Dag Naslund**, Associate Professor of Process and Supply Chain Management at Lund Institute of Technology, MS (Lund), MBA (UCr vine), PhD (Lund). His research interests include process management, information systems for processes and supply chains. He publishes extensively in leading process and supply chain management journals.

- **Wilfried Niessen**, Lic. Sc. Comm. & Fin. (HEC-ULg), Accountant and Tax Expert, Lecturer HEC-ULg, President ISIS, MD Formac Consult, Consultant-Trainer of financial analysis, enterprise simulation, analytical accounting and reporting and control systems.

- **Andreas Normann**, Associate Professor of Supply Chain Planning and Risk Sharing at Lund Institute of Technology (Sweden), invited professor in International Logistics at Turku School of Economics and Business Administration (Finland) and in Procurement in the CESCM, LSM/UCL.

- **Michel Philippe**, Responsible for Purchasing training at Big Fish International and Fellow in Strategic Procurement at the CESCM, LSM/UCL, previously Director, Global Procurement at GSK Bio.

- **Pierre Semal**, Ph.D. in Applied Sciences (Operations Research). Worked in various research centers of Philips in Belgium and abroad. Professor at LSM/UCL. Involved in international training and education.

- **Mathieu Van Vyve**, is Professor of Operations Research at the Louvain School of Management. His expertise lies in models and algorithms for production planning, electricity markets and risk management. He worked for several large companies, helping them improve their operations and risk management by using quantitative Tools.

- **Luk Van Wassenhove** holds the Henry Ford chair in manufacturing at INSEAD. His recent research focus is on closed-loop Supply Chains and on humanitarian logistics. He published extensively in numerous academic as well as management journals, he is the author of many prize-winning teaching cases and regularly consults for major international corporations.

- **Christian Verstraete**, Worldwide Senior Director for HP’s Manufacturing and Distribution Industries Worldwide Solutions and Technology Integration Group, previously VP Manufacturing Industry Practice, leading some 1,200 consultants in the Consulting and Integration Business Unit 2002-2004, prior to that Global Lead in the Extended Manufacturing Practice and the Supply Chain Infrastructure and EAI at HP.

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