

Erasmus University Rotterdam

Executive Programme

Leadership in Commodity Trade & Supply Networks





Dr Wouter Jacobs
Academic Director, Leadership in Commodity Trade and Supply Networks Programme Erasmus University Rotterdam

The Leadership in Commodity Trade and Supply Networks programme was established by our dedicated team at Erasmus University Rotterdam to address the evolving challenges and opportunities within global commodity trade. Developed in close collaboration with leading industry partners, the programme brings together academic excellence and real-world insight from across the world's key trading hubs.

Our partners, the **SMU Academy at Singapore Management University and Strathmore University Business School,** each host a week of the programme, providing participants with an invaluable global perspective that reflects the truly international nature of the commodity trade and supply landscape.

I am proud to introduce a programme that not only connects professionals across continents but also empowers them to lead with courage in an increasingly complex and interconnected world.

A Global Partnership

Erasmus University Rotterdam

Strathmore University Business School

SMU Singapore Management University

Leadership in Commodity Trade and Supply Networks

Navigate the Future

The commodity trading industry faces a range of global challenges that affect its business and risk environment. The industry needs a new generation of business leaders who can navigate their company through times of uncertainty and transition.

It requires courage, a moral compass and awareness of cultural sensitivities to be a leader, as well as deep strategic ideas on how geopolitics, resilience, sustainability and technology affect the world of trade and its risk environment.

The executive programme offered by Erasmus University, in partnership with Singapore Management University and Strathmore University, is interdisciplinary and focuses on developing leadership skills and strategic thinking. The programme is theoretically informed but interactive, hands-on and includes real world cases in order to provide a true learning experience across 3 continents. You will look at your company, the industry and the business environment from four strategic perspectives: geopolitics, resilience & sustainability, risk & compliance and technology & innovation. The leadership perspectives will allow you to reflect on intercultural aspects, ethics and the importance of courage required to drive change.

The course is presented by industry practitioners, business leaders and experts as well as faculty and academics from the affiliated business schools.

Key Benefits

On completing the programme, you will have developed strategic thought leadership to navigate your company through times of uncertainty and transition. You will be awarded certificates from 3 leading business schools located in 3 major continental commodity hubs and build networks that last for a lifetime.

During the programme, you will:



Understand
Understand how major forces are reshaping the world of trade at a global level.



Apply
Apply insights on how major forces impact the commodity markets and across your value chain partners within the 3 major commodity product groups (energy, agri/soft, metals/minerals).



Reflect
Reflect on business practices and transfer insights to your personal leadership development and to that of your company.

> The programme will enable our high potentials to enhance and deepen their understanding of all aspects of commodity trading, bring the outside in, and develop capabilities to cope with a rapidly changing business environment. Erasmus University is the right answer to fulfil our mission, helping the world thrive, by investing in thought leadership and build partnerships globally.

Karin Braanker,
VP HR CARGILL STARCHES, SWEETENERS & TEXTURIZERS GROUP

Learning Aim

Learn how to navigate in times of uncertainty.

Core Subjects



Technology & Innovation



Geopolitics



Risk & Compliance



Resilience & Sustainability

Personal Leadership



Ethics



Courage



Culture

A Global Partnership



Erasmus University Rotterdam



Singapore Management University



Strathmore University Business School

Core Subjects

Four core subjects are reshaping the commodity trading world. Each week of the programme, you will approach these subjects through a three-tiered lens: the macro, meso and micro perspectives.

The macro perspective will deepen your understanding of these market forces as they play out on a global scale. The meso perspective will drive you to apply these insights to a specific commodity market/ value chain. Lastly, the micro perspective will challenge you to discern the impact of these forces on your company, and your role within it.



Technology & Innovation

Technology and accelerated digital innovation is driving the world towards a 4th Industrial Revolution. Algorithms, artificial intelligence and machine learning will replace humans in trading and analytics. The Internet of Things allows for interconnectivity and operability of machines, equipment, storage facilities and modes of transport. Blockchain in turn propels smart, self-executing contracts. Innovative startups and well-funded scale ups are creating new business models, challenging the incumbents. Yet techno- fetishism is on the lurk. Adopting and implementing new technologies requires dynamic capabilities, vision and leadership. During this track, you will learn about innovation management and the adoption of digital technologies.



Risk & Compliance

The global risk environment of international commodity trading companies is changing due to geopolitical and technological developments, but also due to increased transparency with respect to sustainable development across the entire value chain. Compliance has become critical to the performance of trading operations. During this track, you will deepen your understanding of the various risks that commodity trading companies are exposed to, various instruments and risk management tools to mitigate such risks and how to optimize compliance tools and procedures.

Geopolitics

Commodity trade and supply companies work in a dynamic international arena. International relations are becoming increasingly complex and uncertain. Foreign policy and strategy pursued by world and regional powers are driven by geopolitics and shape international affairs. Geopolitics are not only driven by access to and control over strategic resources and supply routes, but also increasingly via technological and digital capabilities. Sanctions and tariffs complicate deals and disrupt daily operations. Learn how to view the world from 3 regional perspectives and assess how geopolitics impact your markets and value chains.

Resilience & Sustainability

Increased public exposure, transparency and supply chain vulnerabilities demand more sustainable corporate responsiveness and adaptability from commodity trading firms. Large buyers of commodity products and major trade financiers demand action from their value chain partners. The reputation risks to not comply with more sustainable business standards and ethics can be enormous. The challenge is to implement robust resilience and sustainability targets in the company, across the various geographies of the business and across the supply chain. In this track, you will learn the value of sustainability to future proof your company.



> Connecting and learning together with and from peers in other commodity markets and reflecting on real world cases with experienced business leaders further enriched my understanding of the complexity of international trade. This new network also enables me to apply that in my current day-2-day challenges.

Sjoerd Janssen,
HEAD OF TAX, FINANCE & CONTROL, BAYWA AGRI SUPPLY & TRADE

Personal Leadership Journey

Personal leadership will enable you to develop a clear sense of direction and empowerment in your life and career.

Together with the academic and strategic understanding of the industry, it forms the basis for taking the next step in your career. You will start with a personality test which will give you the vocabulary to explain how people differ in their behaviour, motivations and attitudes and the understanding of how to get the most out of yourself and others. You will take part in a boot camp which will test your boundaries and resilience. Throughout the programme, you will have meaningful conversations with industry veterans and (former) business leaders to discuss how they overcame challenges and met with success. Learn about yourself and learn from the journey of others.



Ethics

Leaders will develop the ability to frame, analyse, and resolve ethical dilemmas in their companies and value chains and learn how to design procedures and processes to produce ethical outcomes.

Courage

Leaders will develop calculated risk taking and learn how to apply courage calculation to the practice of decision-making processes, deals and negotiations.

Culture

Leaders will develop the capabilities to lead across national and international boundaries by bridging cultural gaps, transform differences into assets and create value for their company. You will explore what skill sets successful leaders have in the commodity landscape.

Company Assignment

Scenario Planning

Together with our team and your company mentor, you will select a strategic dilemma that your company is facing. You will work on the assignment outside the contact hours, report on your progress and discuss your challenges during the three weeks on site.

Through the steps of scenario planning, we challenge you to think outside the box and consider a variety of long-term futures that can have an impact on your company. Use the input of the industry practitioners involved in the programme and learn from our academic trainers how to synthesize intelligence into strategy. Take personal leadership by guiding the process within your own company.

Discuss your results and dilemmas with your fellow participants and define strategic options that will bring value to your company.



Create More Value

For You and Your Company

Mentorship

You will pick a mentor within your company. Your mentor will guide your personal leadership journey and the company specific scenario planning assignment.

Scenario Planning Assignment

Develop scenarios/strategy for your own company related to the 4 core subjects. Work on it outside the contact hours, receive support from our university team and report on your progress during the 3 weeks on location.

Networking & Alumni

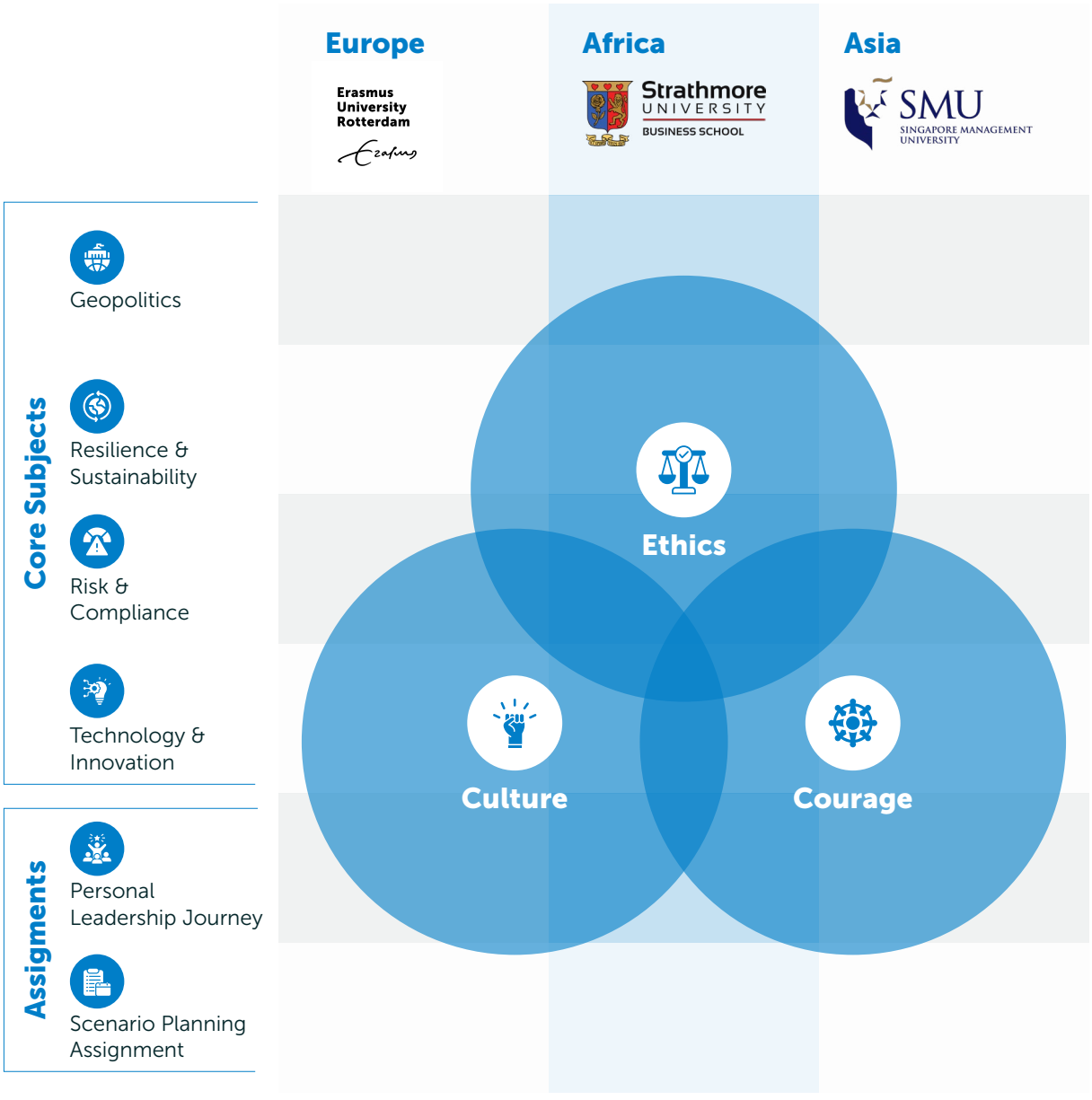
Benefit from networking opportunities during the weeks on location, e.g. dinners with teachers and business leaders. Become part of our alumni community and gain a network that will last a lifetime.

Personal Leadership Journey

Each participant will discover and understand their unique traits and strengths. This discovery is guided by a variety of experts.

Programme Design

The programme consists of a 3-day introduction in Rotterdam, the Netherlands, followed by a subsequent 5-day week in Rotterdam, the Netherlands. Next, the programme will continue with a 5-day programme in Nairobi, Kenya. And, lastly, the programme will conclude with a 5-day programme in Singapore. The participants are expected to prepare course materials, work on provided business cases and write their scenario planning report.



Key Facts

Duration	Language	Teaching Mode
18 days	**English**	**In-Person**

Dates

	Dates 2027	Location
Introduction	Wed 14th April – Fri 16th April	Rotterdam, The Netherlands
Europe	Mon 19th April – Fri 23rd April	Rotterdam, The Netherlands
Africa	Mon 07th June – Fri 11th June	Nairobi, Kenya
Asia	Mon 20th September – Fri 24th September	Singapore, Singapore

Price

Standard Fee	€ 24,975 (0%)
Second Participant from the Same Company	€ 20,975 (0%)
ECTC Partner	€ 20,975 (0%)

Price in Euro is fixed (no exchange rates). Fee includes personal assessment, course material, lunch, coffee/tea, snacks. Hotel stay and travel are not included in the fee.

Certificates

Erasmus University Rotterdam

Strathmore University Business School

Singapore Management University

Number of Participants

12-24 participants

Registration Steps

Step 1:

Book an introduction Chat– A short introductory conversation.

Step 2:

Prepare the following

- A Motivation Letter – Share why you wish to join the programme (500 words max).
- Curriculum Vitae (CV) – Provide an overview of your education, experience, and relevant skills.
- Fill out and sign the Participant Registration form 2027

Step 3:

Complete the registration form on the website.

Please check our website for more information.

Who is this Programme for?

This programme is aimed at dedicated professionals working in trading and shipping physical commodities or in affiliated industries.

It is particularly suited to people with 8 or more years of work experience. People on the way to C-level. Middle managers working in the trading, procurement, supply chain, logistics, finance or risk departments. Familiarity with multinational trading operations and risks in physical commodities is required.

Previous Participants

Vitol, Daarnhouwer, Shell, Rabobank, Cargill, Olam, Hoogwegt Group, Interfood, ING, Port of Amsterdam, Sime Darby Oils, Cefetra Group, AFEX, vtti, C. Steinweg Group, Amsterdam Trade Bank, Eneco, VAROPreem, Melkweg, respect energy, Marvesa, Peterson, Controlunion, SHV Energy, Lionpro, gar agribusiness and food, emr, Breadbox

Previous participants

Testimonials



Luca Mallia-Milanes
Operation Manager at Vitol

The leadership course exceeded my expectations with exceptional speakers who shared valuable insights. I gained practical leadership strategies and expanded my network with professionals from diverse industries and regions, enhancing future opportunities.



Kabir Jabar
Head, Sales Operations (Export Market) at Afex Africa

The program opens your mind to possibilities, it provides you with the skills required to navigate the volatile, uncertain, complex, ambiguous and very diverse world of commodities.



Ruben Kraaijeveld
Operations Manager at Cefetra

This programme provided 3,5 weeks of inspiration from top notch speakers. I really loved it and I will be a proud ambassador of the programme.



Laurent Keil
VP of Structured Finance, Commodities at ING

Your leadership journey starts with yourself. This programme is an innovative sector platform to foster the talent of tomorrow.



Emanuele Paolo Sicuro
Government Relations Director at Cargill

I was looking for an opportunity to reflect on my leadership journey. This programme has an unique value proposition. It has boosted my motivation, enriched my skill-set and curiosity, and of course I have met great companions.



Heather Woo
Strategy Execution Lead at Cargill

This programme helped me to broaden my perspectives on global commodity markets, as well as my journey to leadership by a transformative degree.

About us

Erasmus University Rotterdam

Erasmus University Rotterdam (EUR), is a globally leading business and economics university located in the Netherlands. Rotterdam was founded 120 years ago by the merchant community in Rotterdam, one of the key commodity trading hubs in the world. The Erasmus Commodity & Trade Centre (ECTC) is part of the Erasmus University Rotterdam and is building on this legacy with support from EUR's flagship faculties, the Rotterdam School of Management (RSM), ranked 10th globally (QS) for business education, and 13th worldwide for its MSc in International Management (FT) and Erasmus School of Economics (ESE), ranked 26th globally (Times Higher Education) for economics and business.

The university gained worldwide fame with its education and research in the fields of (business-) economics and econometrics and with its renowned professors, such as Johannes Witteveen, who became the first Managing Director of the International Monetary Fund, Henri Theil, and Jan Tinbergen, who won the Nobel Prize in Economics in 1969.

The range of faculties provide an academic staff with world-renowned expertise in supply chain management, finance and investments, contracting and maritime and port economics expertise. The staff in this programme deliver education services to the commodity trading partners of the Erasmus Commodity and Trade Centre as well as companies like DP World, Maersk, Nanyang Technological University and provide expertise to the Government of the Netherlands and the Port of Rotterdam Authority. Through these key relationships ECTC delivers contemporary knowledge and innovative education products.



About us

Erasmus Commodity & Trade Centre

Erasmus Commodity & Trade Centre (ECTC) is an international platform for nurturing ideas and talent for tomorrow's trade, through a combination of academic education, executive education, and research. The Executive Programme Leadership in Commodity Trade and Supply Networks is ECTC's flagship programme for the new generation of leadership in the commodity trading world. ECTC works through public-private partnerships with academia, industry, and government, to bridge the gap between academia and practice, and stimulate cross-industry and international learning.

Partners of the Erasmus Commodity & Trade Centre

ECTC is a part of the Erasmus Centre for Urban, Port and Transport Economics B.V., which is a subsidiary of Erasmus University Rotterdam Holding B.V., owned fully by Erasmus University Rotterdam, a public research university in the Netherlands. Erasmus University Rotterdam is a highly ranked, international research university, based in the dynamic and diverse city of Rotterdam. We integrate academic research with excellent, challenging and inspiring education.



For more information

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Register Now!

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