



EXECUTIVE PROGRAMME

Leadership in Commodity Trade & Supply Networks



www.rotterdamcommodities.nl

CORE SUBJECTS



RISK &
COMPLIANCE



GEOPOLITICS



SUSTAINABILITY



TECHNOLOGY &
INNOVATION

PERSONAL LEADERSHIP



ETHICS



CULTURE



COURAGE

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, 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 the J.P. Morgan Center for Commodities, 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, 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.

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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

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ABOUT OUR TEAM

The programme has been established by our team from Erasmus University Rotterdam. Our partners, the International Trading Institute at Singapore Management University and the J.P. Morgan Center for Commodities at the University of Colorado Denver Business School, each host a week of the programme and add a valuable global perspective. Meet the team:

Dr Wouter Jacobs

Dr Wouter Jacobs is the academic director of the Leadership in Commodity Trade and Supply Networks programme at Erasmus University Rotterdam, the Netherlands. Wouter initiated and developed the programme in close consultation with industry partners in the Netherlands and Singapore. Wouter is a member of the advisory council of J.P. Morgan Centre for Commodities at the CU Denver business school of the University of Colorado.



Dr Tom Brady

Dr Thomas Brady is the Executive Director of the J.P. Morgan Center for Commodities at the University of Colorado Denver Business School. Prior to this, he was the Chief Economist at Newmont Mining Corporation where he was responsible for generating key commodity price, foreign exchange and other financial assumptions used throughout the company.

Christopher Chow

Christopher Chow is the pillar head of the Wholesale Trade pillar at the SMU Academy, which focuses on developing talent for Singapore's burgeoning trading and maritime sectors. Prior to this, he was the head of the International Trading Institute@SMU (ITI@SMU), formed as the result of a collaborative effort between leading industry players in the trading sector, Singapore Management University (SMU), and Enterprise Singapore (ESG).



Reinette Sluijk

Reinette Sluijk is the Programme Manager of the 'Executive Programme Leadership in Commodity Trade and Supply Networks' and the 'Undergraduate Study Abroad Programme Maritime Studies from Nanyang Technological University'.

A GLOBAL PARTNERSHIP





TECHNOLOGY & INNOVATION



RISK & COMPLIANCE



GEOPOLITICS



SUSTAINABILITY

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.

SUSTAINABILITY

Increased public exposure, transparency and shifting consumer patterns demand more sustainable corporate responsiveness from commodity trading firms. Also large buyers of commodity products and major trade financiers demand action from their value chain partners. The reputational risks to not comply with more sustainable business standards and ethics can be enormous. New technology can be helpful to track & trace certified products along the chain, yet the challenges of reporting on and implementing sustainable development goals in the company, across the various geographies of the business and across the supply chain remain formidable. In this track, you will learn the value of sustainability to future proof your company.



CULTURE



COURAGE



ETHICS

“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

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 from the commodity landscape need to negotiate international deals.



SCENARIO PLANNING Company Assignment

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.

TRADING ASSET ACQUISITION Integrated Business Case

Every week in the programme, we will discuss a different aspect of the integrative business case on the international acquisition of a trading asset. Discuss with your peers and the industry practitioners the challenges and dilemmas of the case.

During the three weeks, you will go through the sequence of the acquisition and speak to the stakeholders involved in each step. Throughout the three weeks, experienced industry speakers will guide you and discuss the finance, economics and risks of the acquisition.

Hear from industry veterans who have gone through the process in real life, take that wisdom and apply it to your case.

CREATE MORE VALUE FOR YOU AND YOUR COMPANY

Mentorship

Each participant will be assigned a mentor within the company. They will guide your personal leadership journey and the company specific scenario planning assignment.

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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 a university coach and report on your progress during the 3 weeks on location.

Trading Asset Acquisition

Work in groups during the 3 weeks on the integrated business case supported by classes, site visits and leadership perspectives.

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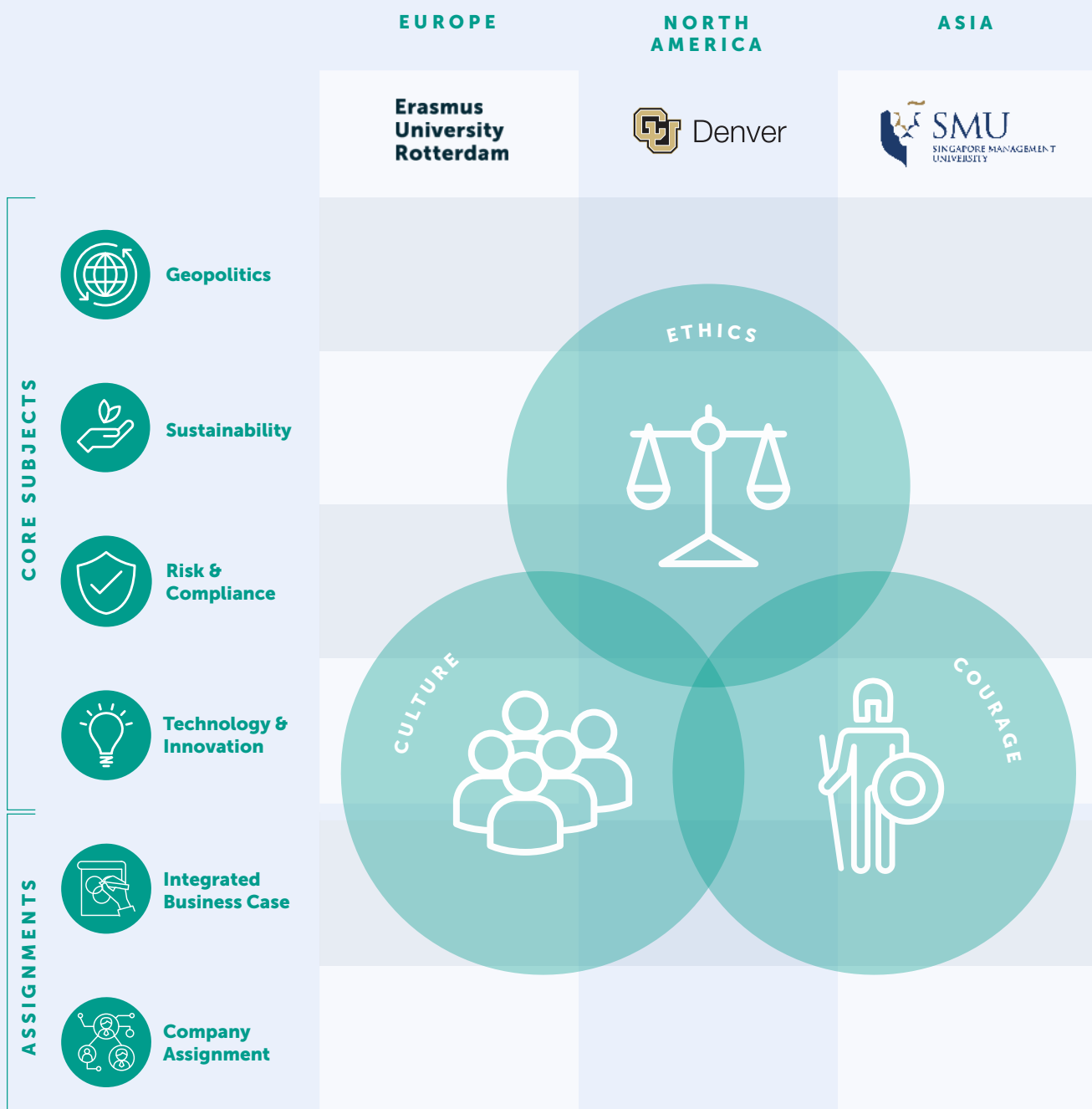
Networking & Alumni

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.



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 Denver, Colorado in the United States of America. 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.





WHO IS IT **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 5 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.



FULL FEE

€ 22,975
(0% VAT)



**SECOND PARTICIPANT
FROM SAME COMPANY**

€ 19,550
(0% VAT)

KEY FACTS

Dates

Introduction	19 – 21 Jan 2022
Europe	24 – 28 Jan 2022
North America	28 Mar – 1 Apr 2022
Asia	9 – 13 May 2022

Language

English

Certificates

- Erasmus University Rotterdam
- Singapore Management University
- J.P. Morgan Center for Commodities

Number of Participants

12 – 24 participants

Admission

- A motivation letter
- A Curriculum Vitae
- Personal interview

Please check our website for more information.

PREVIOUS PARTICIPANTS



Amsterdam Trade Bank
Member of Alfa-Bank Group



**Port of
Amsterdam**



INTERFOOD
Dairy, the source of life.

PETERSON



CONTROL UNION



**ROTTERDAM.
MARITIME
CAPITAL
OF EUROPE.**



**C. Steinweg
Group**



Olam

Cefetra Group
A BayWa Company





FOR MORE INFORMATION

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