



# Leading the Future Supply Chain

Build your digital, resilient,  
sustainable value chain

**IMD** / Real learning  
Real impact

**TOP3**

WORLDWIDE  
EXECUTIVE EDUCATION  
10 YEARS IN A ROW

2012–2022

Financial Times

# Discover new opportunities for supply chain

Your supply chain agenda has never been greater. In addition to digital transformation, you need to increase your supply chain's resilience and adaptability to future-proof against market and geopolitical disruptions. Demand from consumers, partners, and regulatory bodies, requires building sustainability across your value chain. You need a supply chain that ensures your organization's future.

Leading the Future Supply Chain is designed for supply chain leaders and their teams looking for winning solutions to the increasing supply chain challenges and opportunities.

Over five inspiring days you will meet with industry experts, learn from latest cases and cutting-edge research to help you navigate ongoing transformations while building more resilient, sustainable value chains. You will address leadership and talent management challenges plus discover how to successfully integrate your supply chain with business strategy.

You will leave the program empowered with the latest knowledge, insights, and skills to confidently lead the future of your organization's supply chain.



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This program keeps pace of what is going on in the market, with focus on new priorities like Industry 4.0, digitization, and sustainability. It gets you up to speed.



Per Aasberg  
Head of Market and Procurement - Sr. Director  
Lemvigh-Müller, Denmark



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# Key learnings

## Future-proof your value chain

Leading the Future Supply Chain addresses the challenges created by today's hyper-competitive, omni-channel environment and explores your opportunities to develop a digital supply chain that is resilient, sustainable, customer responsive and profitable.

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### Leverage new technologies

Develop a digital supply chain management strategy that embeds the right technologies for your business.

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### Manage global supply chain complexity and risks

Understand and manage global supply chain complexity and risks.

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### Lead transformation

Lead organizational change and supply chain transformation.

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### Future-proof your value chain

Build a truly resilient, sustainable, digital supply chain



# Your learning journey

Be prepared for intense learning and interaction with your industry peers and faculty members. Over five inspiring days on campus, you will apply the frameworks to your own company, analyze international case studies, carry out a business simulation, apply benchmarking and mental mapping to conceptualize your supply chain. You will engage in wide-ranging, challenging discussions and examine best practices from some of the world's most successful global companies.

## Day 1

- Supply chain alignment and omnichannel strategies  
*Case study*
- Leading a supply chain transformation  
*Case study*
- Your digital supply chain objectives
- Peer exchange and networking

## Day 2

- Competing on information flows  
*Case study*
- The connected brewery  
*Case study*
- Digital supply-chain planning tools
- New AI use cases in SCM
- Individual preparation

## Day 3

- Industry 4.0 in manufacturing and its impact on sustainability  
*Case study*
- Supply chains for the future  
*Case study*
- The digital hybrid chain: the scaling-up challenge  
*Case study*

## Day 4

- Building an Industry 4.0 transformation roadmap: smarter chains
- Digital supply chain challenge  
*Case study*
- Implementing organizational change
- Simulation

## Day 5

- Leading your digital supply chain initiatives  
*Case study*
- Summary: bringing it all together

## Learning toolkit



Case studies



Business simulation



Peer-to-peer coaching



Mental mapping

A portrait of Ralf Seifert, a middle-aged man with grey hair, wearing a blue blazer over a light blue shirt. He is looking directly at the camera with a neutral expression. The background is a blurred outdoor setting with architectural elements.

# Meet your Program Director

## Ralf Seifert Professor of Operations Management

Ralf Seifert's primary research and teaching interests are operations management, supply chain strategy, and digital transformation. His work lies at the heart of one of the most important topics currently facing organizations, as supply chains come under strain due to multiple global changes. He has also worked on industry analysis, competitive strategy, and new venture formation.

Seifert says supply chain management has grown tremendously in importance in recent years, and the agenda for supply chain executives has expanded massively. They must now address topics such as digital transformation, supply chain resilience, and sustainability in addition to worries around cost pressure, inflation, and new geopolitical constraints.

“ It's a fascinating time to be involved in supply chain. Together we will navigate today's supply chain complexities, discuss how to accelerate your digital supply chain transformations and address ongoing challenges around sustainability, global resilience, strategy, leadership, and talent issues.

# Participants

## Connect with a diverse group of global peers

Are you an experienced executive working in procurement, supply chain management, or operations? Are you also a part of a cross-company team in charge of customer/supplier relations, or a business development executive responsible for supply chain?

Then join other like-minded executives from across different industries, cultures, and nationalities for an enriching learning experience. This diverse group of global peers will become a trusted resource and network as you go through your learning journey and advance your career.

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18

years of  
experience

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74%

senior & C-level

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44

average age

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13

nationalities

2022 class profile (average data).



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Practical case studies enable you to anchor your insights in reality. International peer participants bring decades of learning and experience too.



Nina Heinz  
Global Head of Cold Chain Logistics  
AP Moller-Maersk, Paris

## What our participants say



Juan Manuel Santiago Mendez  
CEO  
Mercedes-Benz Parts Logistics, UK

“

The professors are amazing, so passionate about the future of supply chain. They bring in guest speakers and share in-depth case studies showing you how to develop new business models, how to apply intelligent forecasting using AI and much more. This program is top level.



Jasvinder Kaur  
Director Global Strategy & Marketing  
Henkel, Germany

“

Extremely enriching experience. Great content and knowledge from the professors. Also importantly, a very good collection of peers to discuss specific issues with and find how they have solved similar problems and what are the next big things you will be faced with!



Brian Ingarfield  
Chief Customer Officer  
Flipdish, Ireland

“

The level of challenge this program has brought to my own thinking about how we currently regard and improve our approach is exceptional. The content is excellent, superbly delivered. This is an interactive experience with high-calibre participants.





## Earn a Digital Excellence Diploma from IMD

Take digital learning at IMD one step further. To receive IMD's Digital Excellence Diploma, complete a total of 15 days of programs, plus an online exam.

Whether you are already leading transformation or exploring work opportunities with more digital responsibilities, the diploma will quickly equip you with confidence, inspiration, and extensive new digital skills.

15

days of digital programs



Exam



IMD Digital Excellence Diploma

Find out more



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The diploma has made me more confident in my discussions around digital transformation.



Sephora Guedj  
Client Manager  
Digital Consultant NTT, Switzerland

“

IMD's digital programs are so motivating, you keep discovering more. Every leader should take the diploma.



Amrou Hassanein  
CIO & Member of the Executive Committee  
NBK Private Bank, Switzerland





# Challenging what is and inspiring what could be

## About IMD

IMD has been a pioneering force in developing leaders who transform organizations and contribute to society since it was founded more than 75 years ago. Led by an expert and diverse faculty, with campuses in Lausanne and Singapore as well as a Management Development Hub in Shenzhen, IMD strives to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. Our executive education and degree programs are consistently ranked among the world's best by the Financial Times, Bloomberg, Forbes and others. Our leading position in the field is grounded in our unique approach to creating **real learning, real impact**. Through our research, programs and advisory work we enable business leaders to find new and better solutions: **challenging what is and inspiring what could be**.

Learn more



# 19,000<sup>+</sup>

executives come to IMD  
each year from 120+ countries  
and virtually every industry.



Most published institution  
in Harvard Business  
Review and MIT Sloan  
Management Review.\*

# 92%

of participants report significant  
personal impact from attending  
an IMD program.\*\*

\*2020-2022, after HBS and MIT authors.

# 1,600<sup>+</sup>

organizations trust IMD  
to develop their leadership  
talent each year.

# 130,000<sup>+</sup>

alumni in over 180 countries  
form a powerful network  
of global connections  
and opportunities.

# 97%

of participants would  
recommend IMD to a friend  
or a colleague.\*\*

\*\*Survey of 2022 participants.



Start  
your journey

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Fee

CHF 9,900

[Apply now](#)

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Contact

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[Schedule a call](#)

[See program dates ↗](#)