



EXECUTIVE PROGRAMME

# Leadership in Commodity Trade & Supply Networks

[www.rotterdamcommodities.nl](http://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 that can navigate their company through times of uncertainty and transition.**

It requires courage, moral compass and awareness of cultural sensitivities as well as deep strategic thought on how geopolitics, sustainability and technology change the world's trade and 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 focusses on developing leadership skills and strategic thinking. The programme is theoretically informed but interactive, hands-on and with real world cases so 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 upon 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 completion of 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 about how major forces are reshaping the world of trade at a global level.

### APPLY

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

### REFLECT

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

“

The programme will allow for 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

”

# ABOUT OUR TEAM

**The programme design 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 and academic depth of knowledge to the content. The team is introduced to you below.**

## **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 this programme in close cooperation 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.



## **Ms. 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'.



## **Christopher Chow**

Christopher Chow is the Deputy Director of the International Trading Institute at Singapore Management University.



# A GLOBAL PARTNERSHIP



**Erasmus University Rotterdam**

**Erasmus University Rotterdam**  
Rotterdam Maritime Capital of Europe



**SMU**  
SINGAPORE MANAGEMENT UNIVERSITY

**Singapore Management University**  
Singapore Gateway to Asia



**CU Denver**  
**BUSINESS SCHOOL**  
J.P. MORGAN CENTER FOR COMMODITIES

**J.P. Morgan Center for Commodities**  
Denver America's Trading Heartland



TECHNOLOGY & INNOVATION



RISK & COMPLIANCE



GEOPOLITICS



SUSTAINABILITY

# CORE SUBJECTS

**Four core subjects are reshaping the commodity trading world. Every week you will discuss different aspects of the four forces through a three-tiered lens: Firstly from a macro perspective in which you will gain understanding on a global scale. Secondly, from a meso perspective in which you will apply the insights of the macro perspective to a specific commodity market/value chain. Lastly, from a micro perspective where you will reflect on the effect it has on your company and your own position within the company.**

## TECHNOLOGY & INNOVATION

Technology and accelerated digital innovation is driving the world towards a 4th Industrial Revolution. Algorithms, artificial intelligence and machine learning quickly take over from humans in trading and analytics. Internet-of-Things allow 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 incubators. 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

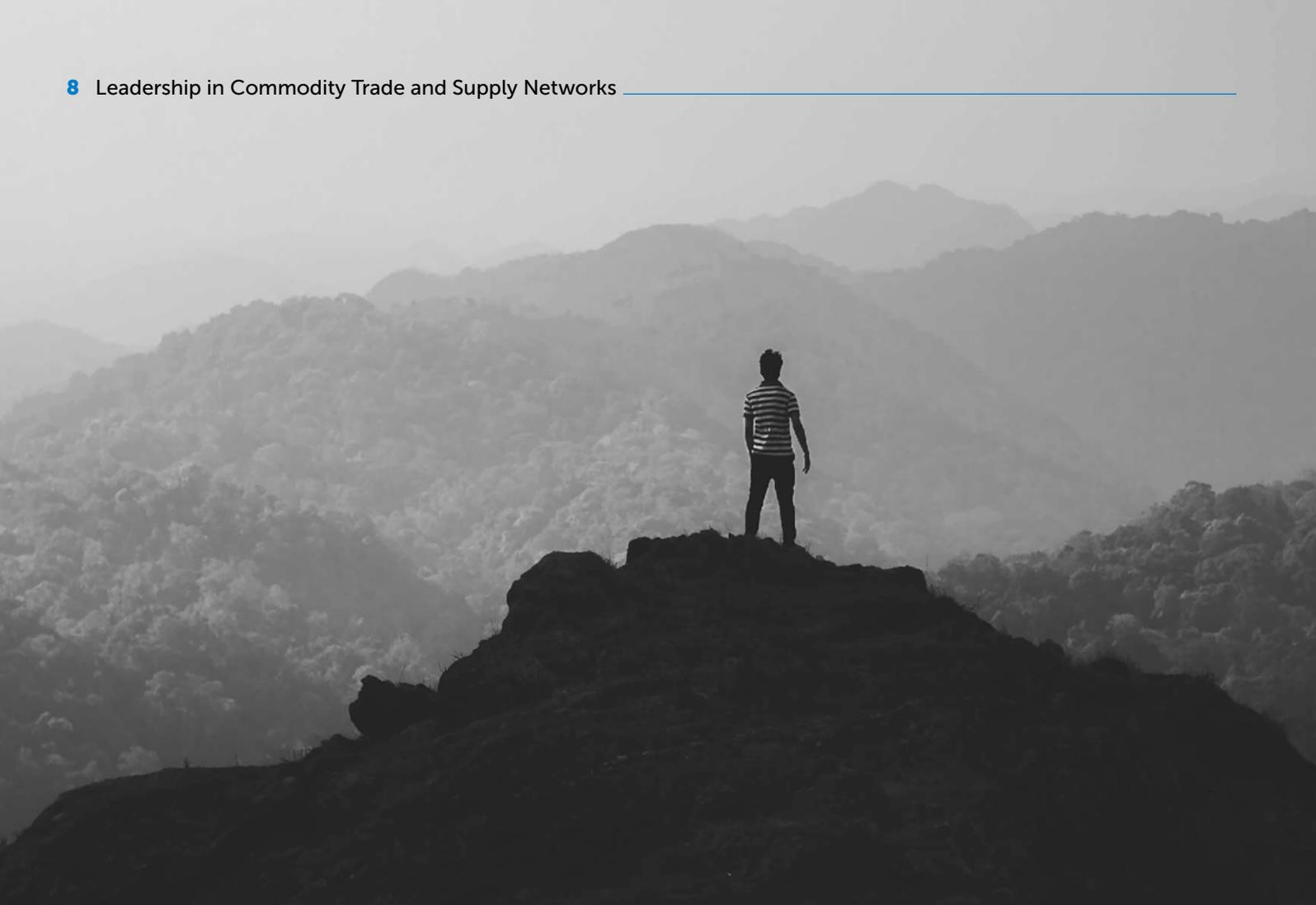
The global risk environment of international commodity trading companies is changing due to geopolitical and technological developments, but also due increased transparency with regards sustainable development across the entire value chain. Compliance has become critical to the performance of trading operations. During this you will deepen your understanding on the various risks that commodity trading companies are exposed to, on various instruments and risk management tools to mitigate such risks and on 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 more and more 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 upon 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 into 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 word cases with experienced business leaders further enriched my understanding on 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 life and career. Together with the academic and strategic understanding of the industry it forms the basis of 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 behavior, motivations and attitudes and the understanding how to get the most out of yourself and others. You will go through a bootcamp which will test your boundaries and resilience. Throughout the programme you will have meaningful conversations with industry veterans and (former) business leaders and discuss their personal challenges and successes. Learn about yourself and learn from the journey of others.**

## **ETHICS**

Leaders will develop the ability to frame, analyze, 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 the ability to value calculated risk taking and learn how to apply courage calculation into 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 your company. You will explore what skillsets 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 be working on the assignment outside the contact hours and 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 on 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. During the three weeks experienced industry speakers will guide you and discuss the finance, economics and risks of the acquisition.

Hear from industry veterans that 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. He/she will guide your personal leadership journey and the company specific scenario planning assignment.

1

2

## 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.

3

4

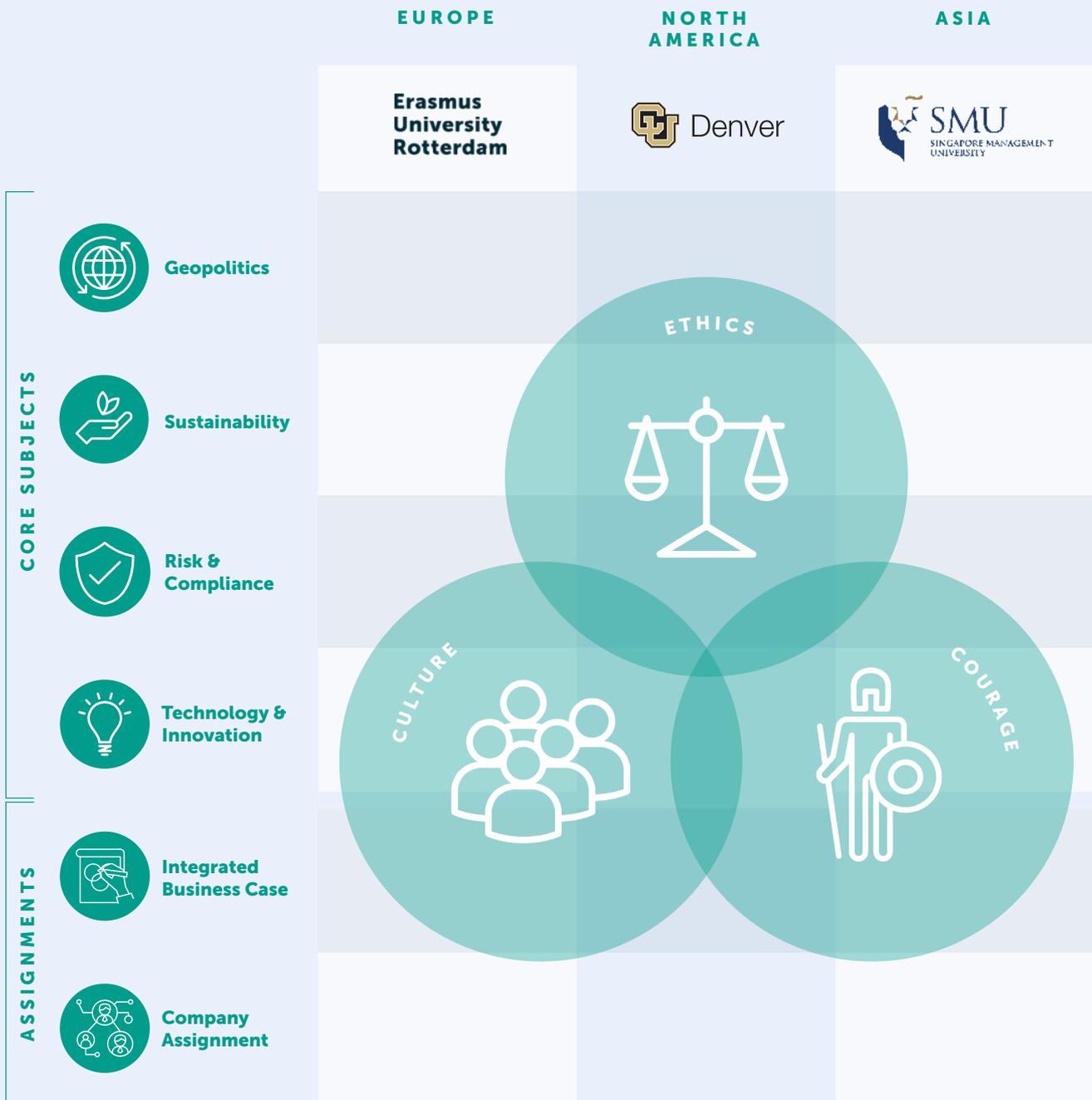
## Networking & Alumni

Ample 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 consist of a 3-day introduction in Rotterdam, the Netherlands, followed by an adjoining 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 be concluded 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 devoted professionals working in trading and shipping physical commodities or 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	10 – 12 Nov 2021	19 – 21 Jan 2022
Europe	15 – 19 Nov 2021	24 – 28 Jan 2022
North America	24 – 28 Jan 2022	28 Mar – 1 Apr 2022
Asia	28 Mar – 1 Apr 2022	9 – 13 May 2022

Back-up dates  
(in case of postponement)

## 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





**FOR MORE INFORMATION**

Dr. Wouter Jacobs  
Programme Director

[commoditytrade@ese.eur.nl](mailto:commoditytrade@ese.eur.nl)

+31 (0)10 408 95 38



**REGISTER NOW!**

[www.rotterdamcommodities.nl](http://www.rotterdamcommodities.nl)

©2021 Erasmus UPT, Erasmus University. The information in this publication is correct as of June 2020. Erasmus UPT reserves the right to make changes affecting policies, fees, curricula, or any other matter announced in this publication without further notice.

