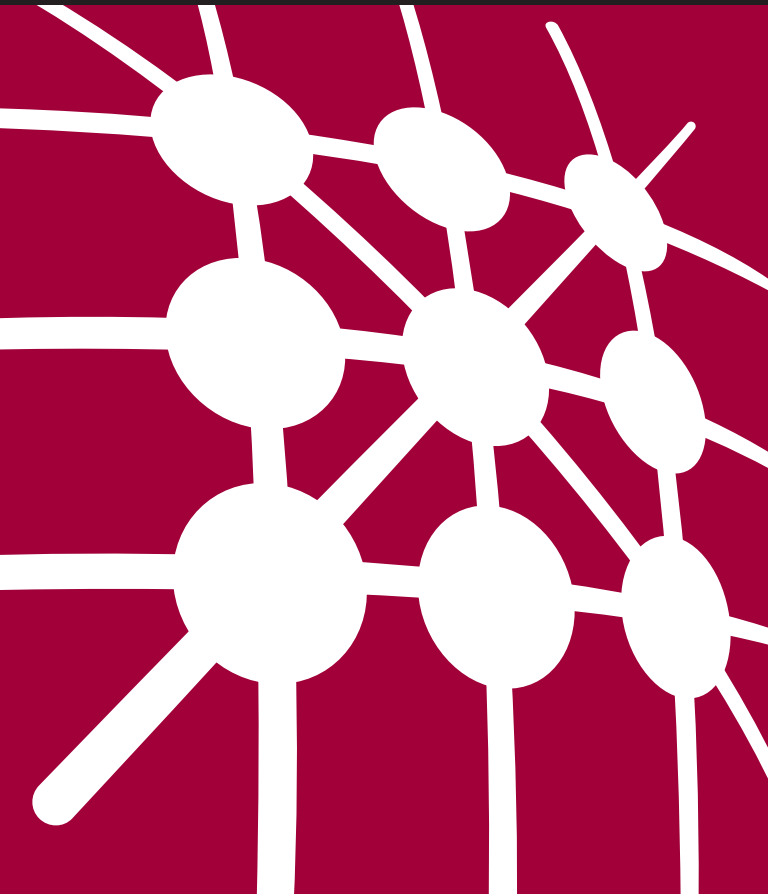
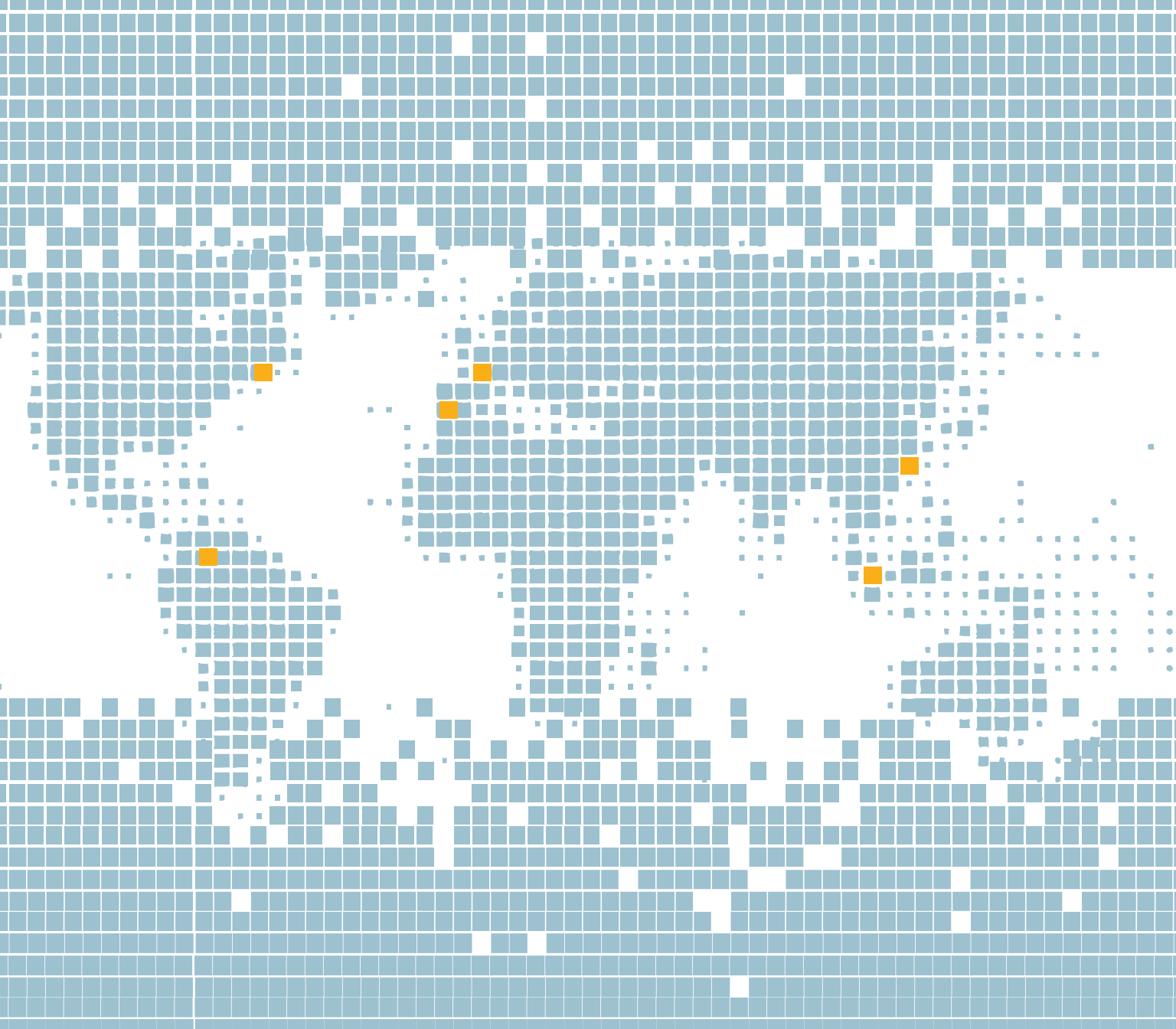




THE MIT GLOBAL SUPPLY CHAIN AND LOGISTICS EXCELLENCE NETWORK





“Today’s multinational companies have operations that span the continents and are becoming more global in reach. Our SCALE Network mirrors this structure—we are preparing students to perform in the highly demanding, global environment that now defines the business world.”

Dr. Yossi Sheffi,
Elisha Gray II Professor of Engineering Systems
Professor of Civil and Environmental Engineering
Director, MIT Center for Transportation & Logistics
Director and Founder, MIT Global SCALE Network

MIT Global SCALE Network

Innovation rarely emerges in isolation; it occurs at points of confluence. This is especially true in supply chain management and logistics where operations typically span the globe and new approaches are uncovered daily. These candidate solutions are vetted, adapted, and applied to the current environment. The churn of ideas and improvements is never ending.

The MIT Global SCALE Network was launched in 2008 to foster and focus these innovations.

Today the SCALE Network spans **4** continents, boasts more

than **13** master, PhD, and executive education programs,

includes **1000** alumni worldwide, employs over

90 supply chain and logistics faculty and research

partners, includes more than **100** partners from corporations

and organizations, and hosts **20** events annually including roundtables and symposia.

But the most important number of all is **1** :

One can think of SCALE as a single, international network that generates and disseminates new knowledge in supply chain management, logistics, and transportation.

EXECUTIVE EDUCATION

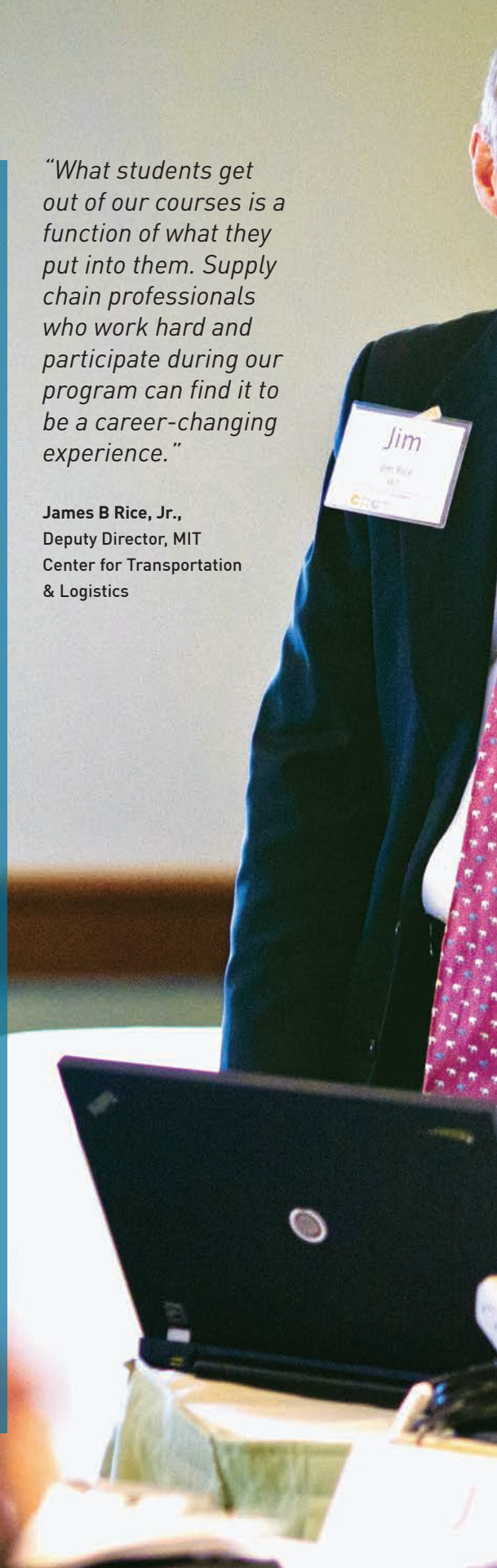
Learning never stops for supply chain executives. They must constantly update their knowledge and skills to keep pace with ever-changing markets. The faculty of the MIT Global SCALE Network have a deep understanding of the supply chain issues that are most relevant within their locales as well as globally. Hundreds of executives and companies participate in SCALE-wide education programs across four continents every year.

Led by SCALE faculty and industry experts, these sessions teach executives how to think strategically about their supply chains. The small, highly interactive classes are also designed to help executives develop creative solutions to both current and future business challenges.

In addition to the regularly scheduled courses, custom programs for individual enterprises can be designed and run either at a SCALE Network center or at the firm's location. Bringing a global team together for a few days or a week as part of a customized education course is a great way for a remote team to bond and leverage their learnings.

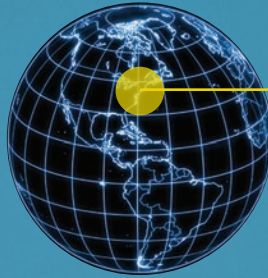
"What students get out of our courses is a function of what they put into them. Supply chain professionals who work hard and participate during our program can find it to be a career-changing experience."

James B Rice, Jr.,
Deputy Director, MIT
Center for Transportation
& Logistics





Recent Course Offerings



Supply Chain Management: Driving Strategic Advantage

Offered semi-annually, this 4-day course includes management simulations, case studies, and interactive exercises.

The Art and Science of Supply Chain Management

This 3-day course explores how to apply the principles of Sun Tzu's *The Art of War* to supply chain management.



Retail and Fashion Supply Chain Management

Designed for senior retail executives, this week-long course covers retail marketing, global logistics and purchasing, and luxury brands.



EVENTS

Some of the most productive learning experiences occur when executives exchange ideas with their peers. The Global SCALE Network provides opportunities for these informal idea swaps through the hosting and facilitating of events in venues across the globe. Events can range from conferences for several hundred people to roundtables attended by a few dozen experts. Each SCALE event is tailored in terms of format, size, and structure to the specific topic being addressed.

SCALE Network faculty serve as honest brokers in these meetings. Through active facilitation, they are able to bring together professionals from diverse backgrounds and organizations—including competitors—and create a collaborative and collegial setting conducive to the exchange of ideas, practices, and methods. Experienced supply chain executives can discover that learning from each other is just as valuable as learning from faculty members.



Recent SCALE Events



Supply Chain Challenges in ASEAN Intermodal Corridors Roundtable

Leaders from government and industry met to discuss how to build supply chains that support the region's explosive growth.



Annual Crossroads Conference

Hundreds of executives attend to understand the latest innovations and strategies that could impact supply chains in the future.



Megacities Workshops

Regional and global organizations shared their experiences of managing supply chain operations in urban areas during a series of workshops across Latin America.

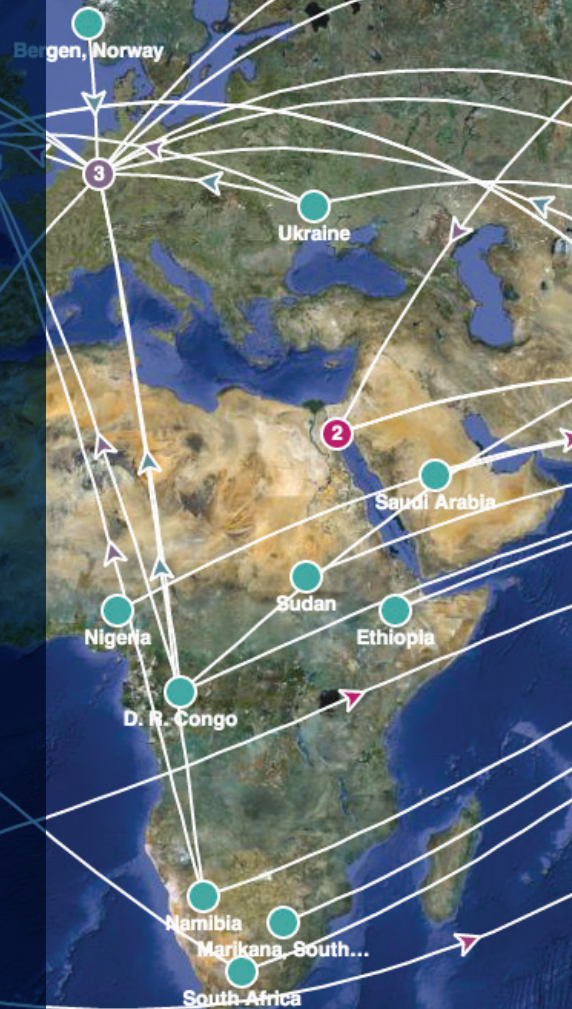


RESEARCH

The MIT Global SCALE Network's research portfolio covers every facet of supply chain management while addressing both the nuances of local markets and the rigors of international competition.

SCALE Network faculty, researchers, and students combine academic rigor with real-world perspective. Research initiatives are undertaken as active and equal partnerships between SCALE faculty and a sponsoring corporate or government organization. These partnerships ensure that the insights and innovations generated from the research are actually transferred and applied in practice. Firms have used the results of these projects to cut costs, improve service levels, establish strategy, and even transform the way they do business.

The topics covered by the SCALE Network's international research are constantly changing and evolving. Recent efforts have included emerging market supply chains, freight transportation, sustainable supply chains, humanitarian logistics, supply chain resilience, supply chain finance and security, and urban logistics.





Research Examples

Supply Chain Visualization
Researchers developed an interactive computer visualization tool to better identify and quantify potential risks in global supply chains.

Humanitarian Response
Ongoing research to help public and private sector organizations in crisis-stricken regions from New York City to Sudan to improve the logistics of disaster response.

Growing SMEs in Asia
Research into how financial constraints in the supply chain limit the competitiveness of small and medium-sized enterprises (SMEs) in Asia.

Carbon Footprint of Supply Chains
A Colombian food manufacturer collaborated with researchers to reduce the greenhouse gas emissions generated by its operations throughout Latin America.

GRADUATE EDUCATION

Talent management—from acquisition to retention—is a critical capability for supply chain organizations across the globe. Finding people with superior technical and inter-personal skills is exceptionally difficult. Add the need to staff globally as well as virtually, and the challenge can become seemingly impossible.

The Global SCALE Network, with its multiple graduate programs, is the talent pipeline for firms seeking to hire the next generation of supply chain leaders. More than 100 students from over 40 countries graduate from SCALE network centers every year. These students have an average of five years of relevant experience, and have gained the latest skills in every aspect of supply chain management, from procurement to distribution and everything in between.

NORTH AMERICA

MIT Center for
Transportation & Logistics
Cambridge, USA

EUROPE

Zaragoza Logistics
Center
Zaragoza, Spain

Luxembourg Centre for
Logistics
Luxembourg





SCALE graduate students have worked across national and cultural boundaries as part of their studies—experience that distinguishes them from the students of other programs. Individuals work in globe-spanning virtual teams that solve real-world supply chain problems in collaboration with corporate sponsors. These interactions with industry sponsors represent a vital part of the SCALE curriculum.

Additionally, the students gather at MIT in January each year for a month-long intensive program of exercises, facility tours, and lectures, culminating in a showcase where they present their research projects to faculty and corporate partners alike.

SCALE Network recruiting specialists are on hand to help companies identify the talent that best suits their hiring needs, and advise on the recruitment process.

LATIN AMERICA

**Center for Latin American
Logistics Innovation
Bogotá, Colombia**

ASIA

**Malaysia Institute for
Supply Chain Innovation
Kuala Lumpur, Malaysia**

**Ningbo Supply Chain
Innovation Institute China
Ningbo, China**






MIT GLOBAL SCALE NETWORK
Supply Chain And Logistics Excellence



MIT Center for Transportation & Logistics
Cambridge, MA, USA



Zaragoza Logistics Center
Zaragoza, Spain



Center for Latin American Logistics Innovation
Bogotá, Colombia



Malaysia Institute for Supply Chain Innovation
Kuala Lumpur, Malaysia



Luxembourg Centre for Logistics
Luxembourg City, Luxembourg



Ningbo Supply Chain Innovation Institute China
Ningbo, China

<http://scale.mit.edu>