Georgia Institute of Technology’s Executive Master’s in International Logistics & Supply Chain Strategy

Offered through the No. 1-ranked H. Milton Stewart School of Industrial & Systems Engineering at Georgia Tech, the Executive Master’s in International Logistics & Supply Chain Strategy (EMIL-SCS) Program leads to a Master of Science degree in International Logistics. This residence-based program allows you to continue to work full time at your current job while pursuing a Master of Science degree at Georgia Tech’s top-ranked College of Engineering. The EMIL-SCS program is built around five two-week residences across the US, Asia, Europe, and Latin America. EMIL-SCS offers real-world value through courses, live case work, and corporately sponsored supply chain projects at the leading cusp of industry trends, while fostering a network of senior level executives. Please visit www.emil-scs.gatech.edu for more detailed information.
When we started this program back in 1999, logistics and supply chains were migrating from the storeroom to the boardroom. Job requirements shifted accordingly, from years of experience alone to a blend of experience and meaningful credentials. The industry was crying out for managers who could both navigate the complex challenges of international logistics and shape global supply chain strategy.

With help from an industry advisory board including representatives from Walmart, Schneider National, Ford, Intel, and many others, we developed the Executive Master’s in International Logistics & Supply Chain Strategy (EMIL-SCS). Together with our industry advisors, we identified a few fundamental truths that still distinguish the program today:

- It had to be international in its content, participants, and venues.
- It had to lead to a degree from a top-tier university like Georgia Tech.
- It had to blend management breadth with engineering depth.
- It had to accommodate the tight schedules of busy executives.

The world has changed dramatically since 1999: China has emerged as a major manufacturing base; Latin America has largely recovered from runaway inflation and military dictatorships; and India has become a leader in business process outsourcing. EMIL-SCS has stayed abreast of all these business trends.

We can’t predict the future, but we can ensure that the EMIL-SCS program reflects the changing world and maximizes our graduates’ ability to recognize and exploit supply chain opportunities. As our alumni survey on page 17 reflects, our residences are no less than transformative. It’s no wonder that 80 percent of our alumni are promoted upon completion of our program and 65 percent report salary increases of 20 percent or more.

Join us, and let EMIL-SCS take your career to the next level.

John H. Vande Vate, PhD
Professor and EMIL-SCS Executive Director
Stewart School of Industrial & Systems Engineering
Because EMIL-SCS is the No. 1 program of its kind, I have, to date, sent eighteen Intel executives through the program. The opportunity to engage in this program; get a full, regular master’s degree from Georgia Tech; and only be gone from your job for five, two-week sessions is truly unique in the education industry.

Jim Kello
Supply Chain Master
Intel Corporation
Georgia Tech’s Executive Master’s in International Logistics & Supply Chain Strategy (EMIL-SCS) is the program of choice for experienced logistics and supply chain professionals looking to expand their scope of responsibilities.

Designed for the busy global executive, the eighteen-month EMIL-SCS program is built around five two-week residences here on the Georgia Tech campus and around the world. During each international residence, you meet with government and industry leaders and learn firsthand the complexities, challenges, and winning strategies for conducting business in the region. Between residences, you are back in the office implementing lessons learned and leading key supply chain improvement initiatives.

Earn your Master’s degree from the No. 1-ranked Stewart School of Industrial & Systems Engineering at Georgia Tech.

- Prepare for expanded responsibilities in logistics and supply chain management.
- Extend your expertise beyond your current functional and geographical boundaries.
- Develop practical management skills for the international arena.
- Broaden and deepen your international business perspectives.
- Build a valuable global network of professional resources and relationships.

The EMIL-SCS program prepares you for the broad functional and geographic responsibilities of managing global supply chains. The skills you develop through this program will help you as you open new markets and grow existing ones. Your sharply honed insights into the financial, regulatory, and cultural aspects of doing business worldwide will make you an integral part of your company’s global supply chain decision-making.
Earning an Executive Master’s Degree in International Logistics & Supply Chain Strategy has propelled my career and more than returned the financial and time investment. The program was also an excellent fit in terms of the format and timing.

The international residences brought the program to life. Visiting ports, rail yards, trucking depots, distribution and manufacturing centers, and airports gave me an appreciation of how complex and critical logistics is to both developed and developing countries. In addition, I had the opportunity to engage others in my profession and hear what they think about their supply chains and the challenges they face.

I was extremely impressed by the faculty and industry experts. Classes were both interesting and relevant to the course work and overall theme of the program. Instructors brought enthusiasm, real-world knowledge, and book smarts to the classroom. I particularly enjoyed Dr. Bartholdi’s classes and assignments because they were very closely aligned with my professional responsibilities, and he demonstrated world-class knowledge of the subjects he presented.

In developing my global project, I selected an area of opportunity that had been identified, but not yet pursued by my organization. The EMIL-SCS program structure, fellow classmates, and instructors contributed to the success of my project. As a result of the work, we began altering the international delivery model for our Victoria’s Secret e-commerce business. We have implemented a more rigorous and specialized approach to creating international delivery networks by regions and countries of the world. We are beginning to realize improved costs, reduced transit times, and better visibility as a result of the global project.

**Brad Grimsley**  
Vice President, Direct Channel Operations  
Limited Brands  
Class of 2011
The EMIL-SCS program is built around four principal components:

Logistics & Supply Chain Orientation on the Georgia Tech campus

International Residences in Europe, Asia, Latin America, and North America

Collaborative Global Supply Chain Project

Individual and Team Study Assignments

Logistics & Supply Chain Orientation

**Destination:** Georgia Tech’s beautiful 400-acre campus in the heart of Midtown Atlanta

The Supply Chain Orientation builds the class into a team ready for the rigors and excitement of international applied learning. The orientation focuses on developing a framework for supply chain strategy and building a clear understanding of how logistics and supply chain activities influence corporate financial performance. You will strengthen your analytical skills and master cutting-edge techniques in areas like demand forecasting, inventory management, warehouse planning and optimization, and strategic sourcing. During this residence, you and your classmates will select a Global Supply Chain Project and form a team to tackle it over the next eighteen months.
International Residences in Europe, Asia, Latin America, and North America

Destination: Europe, Asia, Latin America, and North America

Dramatically different from the classroom experience on the Georgia Tech campus, the international residences form the core of the program. Each international residence is collaboratively designed to explore your class’s particular interests and objectives, from the cities and countries you visit to the industries and companies you explore.

Each international residence begins with an overview of the political economy of the region and the historical, cultural, political, and economic forces driving business decisions. You will analyze the strengths and weaknesses of local logistics infrastructure and share best

One of the best aspects of the program is the international residences. In my opinion, there is no better way to become immersed in your studies than by learning through firsthand real-life experiences.

The quality of the faculty, industry experts, and support staff is top notch. They create an environment of open dialogue that affords you the opportunity to learn from them as well as from your classmates.

Joseph Shearn Jr.
Vice President, Distribution
Tiffany & Co.
Class of 2012
practices and current challenges with regional industry leaders and government officials. In each region, you will also focus on a few key topics for which the region is known, as well as some of the challenges posed by the region. In Europe, for example, you will focus on sustainability, the differences among labor models around the world, and the ways in which those differences influence supply chain strategy. In Asia, you will focus on strategic sourcing and meet with top sourcing and procurement executives at Global 500 companies. In Latin America, you will focus on distribution facility design and operations, trade agreements, and strategies for navigating complex tax regimes. In North America, you will focus on manufacturing, NAFTA trade, risk management, and supply chain leadership.

But it’s not all work. Cultural understanding is a key element of successful international business. You will spend the evenings and weekends absorbing the local culture and lifestyle while experiencing the ways people live, work, and play around the globe.

Each residence is unique, and you can find synopses of recent international residences online at [www.emil-scs.gatech.edu](http://www.emil-scs.gatech.edu).
The Global Supply Chain Project is where the rubber meets the road. It is the true test of whether you can apply what you are learning in the residences to solve a real supply chain problem. Students have the choice to bring in a problem from work or opt to work on a classmate’s company. But the goal is the same – solve the problem as a group with a measurable ROI for the company.

I chose to bring in an inventory management problem from my work environment. My project was approved, and a small class team was assigned to it. Over the next eighteen months, my team and I spent a significant amount of time dissecting the problem—
Collaborative Global Supply Chain Project

The Global Supply Chain Project serves as the equivalent of a master’s thesis, but with the emphasis on business impact rather than academic formalities. Selected from the proposals you and your classmates bring from your companies, your Global Supply Chain Project represents an opportunity for you to apply your newly acquired capabilities collaboratively to grow revenues, reduce costs, trim inventories, and improve lead time in a global context.

Between residences, you’ll be back at your job but in close contact with your Global Supply Chain Project team and the EMIL-SCS faculty to collaboratively advance your project objectives. Your team will share your progress with the class during each international residence and present your findings and recommendations during the final residence.

Global Supply Chain Projects have generated hundreds of millions of dollars in benefits for the sponsoring companies over the past few years. Why pay expensive consultants when you and your team can achieve the same results while enhancing your own capabilities to deliver impact in the future?

Be sure to explore recent Global Supply Chain Project summaries online at www.emil-scs.gatech.edu.

using our newly acquired tools to analyze and identify opportunity areas—and then creating and executing the project plan. The opportunity to present our final results to a panel of industry experts and peers from top supply chain companies like Dell and Intel was awesome!!! And their feedback further improved the efficacy of the project. Overall, an $11M reduction was deeply appreciated by my company, and more than justified the cost of an EMIL-SCS experience.

Rohan Pal
Chief Information Officer
Tyco Fire Protection
Chief Operating Officer
Tyco Fire Protection Products
Class of 2012
Individual and Team Study Assignments

In addition to working on your Global Supply Chain Project, you should expect to spend four to six hours per week preparing for international residences and completing assignments and course-related work. You’ll stay in touch with classmates and faculty to complete individual and collaborative projects that apply concepts addressed in the residences to your respective companies.

You and your classmates will also form teams to compete in turning around a struggling hypothetical company. The members of your team will assume the roles of marketing, procurement, planning and supply chain operations executives, and will collaborate to develop and implement a winning supply chain strategy.
Meet the Class

The talent and the knowledge of EMIL-SCS participants are key factors in the extraordinary success of the program. Each year offers a new mix of sponsor companies and participants from around the world with diverse work experience, interests, and industry expertise.

A typical EMIL-SCS class includes two dozen experienced logistics and supply chain executives.

- 63 percent at the level of director or higher within their organizations
- 84 percent with more than ten years of experience
- 24 percent already having completed an MBA
- 82 percent selected by their company to participate

EMIL-SCS classes include participants from a wide range of disciplines, including supply chain strategy, operations, logistics, sales and marketing, material handling, distribution, manufacturing, procurement, IT, and project management.

Be sure to explore recent executive spotlights online at www.emil-scs.gatech.edu.
EMIL-SCS has given me a perspective that would have been impossible to gain in a regular MBA program. The biggest difference is the combination of high-powered professionals as fellow classmates and the opportunity to see firsthand supply chain innovations worldwide.

Bublu Thakur-Weigold
Partner
e3 Associates International
Class of 2005
The Executive Master’s in International Logistics & Supply Chain Strategy has prepared me to continuously grow throughout my career. It allowed me to acquire the knowledge I need to navigate inside the supply chain world with a comfort level that no MBA could possibly offer.

Gustavo Silva
Vice President, Latin American Sales
UTi
Class of 2011
The Georgia Tech Difference

One of the first programs of its kind, EMIL-SCS offers a global, high-powered, collaborative learning environment in which international logistics and supply chain strategy are not just taught in the classroom, they are integrated into every aspect of the experience. In a recent survey, EMIL-SCS alumni reported that:

- **60 percent have taken on greater responsibilities in their companies**

  “I have always lived and worked in the United States, but my EMIL-SCS degree provided international exposure and insight that helped me secure an international assignment with my company. For the past fifteen months, I have been working in Europe. My assignment is to provide training and coaching to our European, Middle Eastern, and African sales resources to help them develop supply chain skills necessary to design and implement solutions that meet the increasingly complex needs of our customers.”

- **65 percent received a 20 percent or higher salary increase**

  “I was given key employee retention benefits and performance bonuses.”

  “My overall value to the organization increased, and that was definitely influenced by my EMIL-SCS experience.”

- **80 percent were promoted upon completion of the program**

  “I have assumed full corporate responsibility for supply chain, logistics/warehousing, and customer service activities.”

  “I have supported three major change management roles within our organization since completing my EMIL-SCS degree and am currently in the acceptance stage of a new senior position.”

  “I was promoted to Vice President of Global Supply Chain.”
Because supply chains span the globe, one must travel to see and understand them. It is a true eye-opener to see firsthand how supply chain issues differ among countries because of differences in infrastructure, economics, business practices, and cultures. As a teacher, I continue to gain a significantly deeper understanding of my field with each trip I make with the Executive Master’s Degree Program.

Being on location and seeing live case presentations is a vital part of the program. Additionally, the students bring tremendous knowledge to the classroom. Our discussions are exhilarating.

In the course material I teach for the program, I focus on material that these students are not likely to know but will be important to them in the next ten to fifteen years of their careers. I make sure that my materials have been tested in actual applications. I want to tell our students that something is worth knowing because it works, and here is a case study to prove it.

John J. Bartholdi III, PhD
Professor
Manhattan Associates Chair of Supply Chain Management
Georgia Institute of Technology

The EMIL-SCS faculty includes leading professors from the No. 1-ranked Stewart School of Industrial & Systems Engineering at Georgia Tech, as well as internationally recognized faculty from top universities across Latin America, Europe, and Asia.

Subject matter experts and top corporate executives, including many EMIL-SCS alumni who have risen to top supply chain positions in their organizations, enhance the immediate business relevance of this unique program by sharing their experiences and leading class discussions.
Corporate Connections

Graduates of the EMIL-SCS program work in a wide range of global corporations and organizations including:

American Red Cross
Apple
BMW
British Petroleum
Ciba Vision
Coca-Cola
DB Schenker
Dell
Delphi
DHL
FedEx
Ford Motor Company
GE Energy
General Motors
Hapag-Lloyd
Hewlett-Packard
IBM
Intel
Jabil
John Deere
Johnson & Johnson
Kia Motors
Kuehne & Nagel
Limited Brands
L’Oréal
McDonald’s
Michelin
Milliken
Norfolk Southern
Pitney Bowes
Ryder
Salvatore Ferragamo
Schneider National
Tiffany & Co.
Tyco Fire Protection

United Technologies
UPS
Walt Disney Company
Waste Management
Whirlpool

The experience of teaching in the EMIL-SCS program since its inception has been a privilege. I have consistently been impressed by the quality of the executives in the course and by how effectively they use their experience, knowledge, and intelligence to learn more from the international residences. There is no doubt that the participants form a very effective dynamic to learn from one another. However, they also create a stimulating and challenging atmosphere, which makes them a pleasure to teach. What has stood out most is how receptive the participants have been to new ideas and perspectives they are exposed to in the program. The sheer quality of the participants undoubtedly contributes greatly to this. Beyond that, it is their desire to acquire a broader perspective, to learn from one another and from those they interact with, and to become truly effective senior executives that has impressed most. I have yet to hold a class where I do not learn significantly from the insights of the participants.

Owen Darbishire, PhD
Professor
Said Business School, University of Oxford
Fellow at Pembroke College
Qualifications and Admissions

Applicants must hold a bachelor’s degree or equivalent from an accredited college or university and have demonstrated a strong analytical ability as reflected in their scholastic performance, technically demanding work experience, or both. A firm commitment of the time and resources required to complete the eighteen-month program is also necessary.

In addition, applicants are interviewed by a program coordinator to ensure that the EMIL-SCS program is an appropriate professional development option. Interviews may be conducted in person or over the telephone, and may be scheduled at any point in the application process.

Application package must contain:
• completed online application;
• resume;
• professional recommendations;
• employer sponsorship letter;
• transcripts from previous colleges attended;
• GRE or GMAT score (which may be waived for applicants with a master’s degree or more than ten years of work experience in logistics or supply chains);
• TOEFL scores if applicant is a non-native English speaker.
Tuition

For current information about tuition, visit: www.emil-scs.gatech.edu. Financial aid is available for qualified applicants.

Let’s Get Started

The admissions process begins with completion of the online application form, visit: http://www.emil.gatech.edu/admissions/process.php.

To schedule your interview with an EMIL-SCS coordinator, contact emil@isye.gatech.edu or call 404-894-3808.

For answers to questions about the EMIL-SCS Program, contact:

EMIL-SCS
Georgia Institute of Technology
765 Ferst Drive
Atlanta, Georgia 30332-0205
Phone: 404-894-3808 / Fax: 404-385-7306
www.emil-scs.gatech.edu

You can also learn more about the EMIL-SCS Program on Facebook and LinkedIn:

www.facebook.com/gtemilscls
www.linkedin.com (search for: Friends of EMIL-SCS Program)
Georgia Institute of Technology

Since 1885, Georgia Tech has been graduating exceptional engineers, scientists, entrepreneurs, and business leaders. One of the world’s premier education and research institutions, Georgia Tech is consistently ranked among the nation’s top ten public universities.

Georgia Tech’s College of Engineering consistently ranks among the country’s top five, and its schools are considered among the finest in the nation. Because of its high academic quality and relatively low cost, the College of Engineering is frequently cited as one of the best values in American higher education by publications such as the Fiske Guide to Colleges, the Princeton Review, and the Kiplinger Business Magazine.

H. Milton Stewart School of Industrial & Systems Engineering

Since 1945, the Stewart School of Industrial & Systems Engineering (ISyE) has produced BS, MS, and PhD graduates who have gone on to outstanding careers in global supply chain management. One of the world’s largest and strongest academic centers for supply chain research and education, the school has been ranked No. 1 in the US for more than twenty consecutive years.

Over the years, partnerships with business, industry, government, and other universities have played a role in expanding ISyE’s global footprint. The Supply Chain & Logistics Institute, a unit of ISyE, participates in several innovative partnerships to improve trade
and productivity in Asia and Latin America. In 1998, the Logistics Institute Asia-Pacific opened in Singapore to support the nation’s Asian trade hub with research, education, and consulting expertise in global logistics and supply chain management. Since 2009, the Trade-Chain Innovation and Productivity Center in Costa Rica has been helping increase trade exports and improve logistics performance while supporting some of the country’s strategic initiatives and planning investments. The Logistics Innovation & Research Center, established in Panama in 2010, provides valuable support as the country positions itself as a trade hub to the Americas. In 2011, the Georgia Tech Technologico de Monterrey Open Trade & Logistics Center opened in Mexico to improve country-level logistics performance and increase trade competitiveness.

Thousands of logistics and supply chain management professionals have advanced their knowledge—and their companies’ profitability—with the education they obtained through the graduate degree programs and courses offered by ISyE.

www.isye.gatech.edu

Master of Science in Supply Chain Engineering

This one-year professional degree equips young professionals with the problem-solving skills necessary to tackle the complexities of global supply chains. The curriculum includes classroom courses in quantitative methods, supply chain engineering, and enterprise management. The program concludes with a capstone project in which students work on real-world supply chain projects, possibly opening doors for recruitment.

www.sce.gatech.edu/
Master of Science in Industrial Engineering

For individuals who prefer following a more traditional route, ISyE offers a full-time master’s degree program in industrial engineering with tracks in manufacturing, logistics, and supply chain engineering.

www.isye.gatech.edu

The Supply Chain & Logistics Institute

The Supply Chain & Logistics Institute (SCL) at Georgia Tech provides global leadership for research and education in supply chain engineering. While SCL offers resources and programs in supply chain management, its primary focus is on development of new tools for analysis, design, and management of logistics processes, and new concepts and strategies for the practice of supply chain engineering.

www.scl.gatech.edu

Supply Chain Executive Forum

Twice a year, executives from leading manufacturing, retailing, IT, and logistics services companies convene on the Georgia Tech campus to discuss new and innovative ways to streamline operations, enhance profitability, and integrate supply chain strategy with corporate strategy. The two-day event features a keynote address, networking opportunities, and panel discussions.

www.scl.gatech.edu/scef
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