

# Emerging Market Supply Chain and Logistics Operations Training Course

3 – 7 May 2027
Vienna

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## Overview

Emerging Market Supply Chain and Logistics Operations Training Course is a one-week intermediate course for supply-chain, logistics, procurement, distribution, market-entry, and operations teams who leave with an Emerging-Market Supply Chain Operating Plan. The course links corridor reliability, border interfaces, supplier and carrier capability, demand volatility, working capital, localization, last-mile channels, resilience, service, and performance decisions. Agile Leaders Training Center delivers this course on emerging market supply chain operations.

## Who Should Attend

- Teams responsible for supply-chain strategy, network choices, and market-entry operating decisions
- Functions responsible for procurement, supplier capability, localization, and commercial dependencies
- Teams responsible for transport corridors, border handoffs, carriers, distribution, and last-mile service
- Functions responsible for demand, inventory, working capital, service, and performance reporting
- Teams responsible for resilience, escalation, cross-functional governance, and improvement priorities

The course assumes participants work with supply-chain plans, suppliers, logistics flows, market operations, or performance data, and leaves out country-specific legal advice, software configuration, and customs filing.

## Departments and Industries

The course supports emerging-market supply-chain decisions across industrial, consumer, infrastructure, and service networks.

- Supply chain, procurement, logistics, distribution, and market operations
- Finance, commercial, risk, customer service, and business development
- Manufacturing, construction, energy equipment, and spare parts
- Retail, e-commerce, consumer products, food, and healthcare products
- Third-party logistics, transport, infrastructure, and field service

## Learning Objectives

By the end of this course, participants will be able to:

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- Build an emerging-market network, corridor, and dependency baseline.
- Analyze supplier, carrier, border, channel, and last-mile capability.
- Apply demand, inventory, working-capital, and service controls.
- Compare localization, sourcing, routing, and market-entry trade-offs.
- Evaluate disruption scenarios, resilience actions, and escalation rights.
- Build an Emerging-Market Supply Chain Operating Plan.

## Course Agenda

## Day 1: Diagnose the Market Network

- Emerging-Market Demand, Service, Channel, and Operating-Context Canvas
- End-to-End Supply Network, Product, Cash, Information, and Decision Map
- Corridor Connectivity, Speed, Reliability, Variability, and Bottleneck Baseline
- Infrastructure, Border, Transshipment, Inland-Checkpoint, and Last-Mile Dependency Register
- Market-Entry Assumption, Constraint, Evidence, Owner, and Review Matrix

## Day 2: Assess Supply and Logistics Capability

- Supplier Capacity, Quality, Lead-Time, Flexibility, Financial, and Localization Scorecard
- Carrier and Logistics-Service Coverage, Asset, Reliability, Visibility, and Contingency Assessment
- Port, Terminal, Warehouse, Feeder-Link, Equipment, and Intermodal Capability Map
- Border Document, Handoff, Inspection, Release, Dwell, and Escalation Workflow
- Partner Qualification, Dependency, Contract Interface, Evidence, and Review Register

## Day 3: Design Demand, Inventory, and Channels

- Demand Volatility, Forecast Range, Signal, Bias, and Scenario Planning Board
- Inventory Positioning, Buffer, Replenishment, Allocation, and Obsolescence Decision Sheet
- Working-Capital, Cash-to-Cash, Payment-Term, Stock, and Service Trade-Off Model
- Formal, Distributor, Informal-Market, Digital, and Last-Mile Channel Design
- Customer Segment, Service Promise, Order Profile, Cost-to-Serve, and Exception Matrix

## Day 4: Govern Risk and Performance

- Disruption Trigger, Exposure, Time-to-Impact, Response, and Recovery Scenario Register
- Alternative Supplier, Route, Mode, Node, Inventory, and Capacity Option Matrix
- Localization Benefit, Capability, Dependency, Quality, Cost, and Transition Scorecard
- Service, Cost, Reliability, Dwell, Inventory, Cash-to-Cash, and Resilience Dashboard
- Decision Right, Evidence, Threshold, Escalation, Communication, and Review Workflow

## Day 5: Emerging-Market Supply Chain Practice

- Exercise: Diagnose a Corridor Bottleneck and Border Handoff
- Exercise: Score Supplier, Carrier, and Logistics-Service Capability
- Exercise: Balance Demand Volatility, Inventory, Working Capital, and Service
- Exercise: Compare Localization, Channel, Routing, and Resilience Options
- Capstone Exercise: Build the Emerging-Market Supply Chain Operating Plan

## Practical Exercises

The course uses suggested activities to connect emerging-market evidence with network, partner, channel, cash, and service decisions.

- Suggested activity: map a product flow across ports, borders, inland nodes, distributors, informal channels, and last-mile handoffs.
- Suggested activity: compare supplier and carrier capability using capacity, reliability, flexibility, visibility, financial, and contingency evidence.
- Suggested activity: test demand, inventory, working-capital, service, and cost-to-serve decisions under a disruption scenario.
- Suggested activity: prioritize localization, route, mode, node, channel, and resilience actions by value, feasibility, dependency, and owner.

## FAQs

### Who is emerging market supply chain operations training designed for?

Emerging market supply chain operations training suits teams responsible for suppliers, logistics, corridors, borders, channels, inventory, market entry, risk, or performance, and assumes access to practical operating plans or data.

### How does emerging market supply chain training differ from general supply chain management training?

Emerging market supply chain training focuses on infrastructure gaps, border handoffs, service-market capability, informal channels, working capital, localization, and reliability, while general supply chain management training covers the wider planning cycle without that operating context.

### What belongs in an Emerging-Market Supply Chain Operating Plan?

An Emerging-Market Supply Chain Operating Plan combines the network baseline, corridor constraints, partner capability, demand scenarios, inventory and cash controls, channel choices, localization options, resilience actions, measures, owners, escalation rights, and review points.

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## How should emerging market logistics options be compared?

Emerging market logistics options should be compared through service need, connectivity, capacity, reliability, border and dwell exposure, total cost, working-capital effect, visibility, partner capability, contingency, implementation dependency, evidence, and accountable ownership.

## Conclusion

Participants take back an Emerging-Market Supply Chain Operating Plan. The plan connects corridor constraints, partners, borders, demand, inventory, working capital, channels, localization, resilience, service, and performance. It changes fragmented market assumptions into operating decisions with evidence, trade-offs, owners, escalation routes, measures, and review points.