



Program Faculty

John Anderson, Vice President, A.T. Kearney

John Anderson is a leading consultant in strategic sourcing and supply chain optimization with particular focus on transportation sourcing.

Lee Clair, Partner, Norbridge Consultants

Lee Clair is a well-known transportation and energy consultant with wide experience across modes and throughout the world.

Aaron Gellman, Professor of Transportation, Northwestern University Transportation Center; Professor of Management & Strategy, Kellogg School of Management
A noted transportation economist, Aaron Gellman's research and teaching include transportation economics and policy, the regulation of transportation, and the management and utilization of research and technology.

Diego Klabjan, Associate Professor of Industrial Engineering and Management Sciences, McCormick School of Engineering and Applied Science
Diego Klabjan has more than ten years of professional experience as scholar and practitioner in the areas of business intelligence and analytics on sustainability, transportation, supply chain management, and retail.

Hani Mahmassani, William A. Patterson Distinguished Professor of Transportation and Professor of Civil Engineering, McCormick School of Engineering and Applied Science; Director, Northwestern University Transportation Center
Hani Mahmassani has thirty years of professional, academic, and research experience in the areas of network modeling and optimization, traffic engineering, dynamic system management, and real-time operation of logistics and distribution systems.

Ian Savage, Associate Chair of Economics and Distinguished Senior Lecturer, Weinberg College of Arts and Sciences
Ian Savage specializes in urban transportation, and the analysis of safety regulation and safety performance. His research focuses on pricing, costing, subsidies, management strategy, and the impacts of competition and privatization.

Karen Smilowitz, Junior William A. Patterson Professor of Transportation and Associate Professor of Industrial Engineering and Management Sciences, McCormick School of Engineering and Applied Science
Karen Smilowitz's research focuses on the design and operations of logistics network; vehicle routing and scheduling; supply-chain management; and applications in commercial and non-profit settings.

Justin Zubrod, Managing Partner, Justin Zubrod & Co., LLC
Justin Zubrod has more than thirty years of experience in transportation and logistics. He has led the commercial transportation practices at A.T. Kearney, Booz Allen Hamilton, and Booz & Company.

www.transportation.northwestern.edu/exec/FT10/

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Robert R. McCormick School
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Northwestern University
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Evanston, IL 60208-4055

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Northwestern University Transportation Center



Freight Transportation: Strategies for a Changing Landscape

October 12-14, 2010

**A customized program for transportation and logistics executives
and those who invest in or serve the sector**

Focusing on the rapidly changing domestic and international transportation industry, including air, rail, trucking, marine, pipeline, package, and non-asset sectors such as third party logistics and brokerage.

Robert R. McCormick School of
Engineering and Applied Science
Northwestern University



Executive Program

Freight Transportation: Strategies for a Changing Landscape October 12-14, 2010

The recent, deep downturn in the economy and its uncertain recovery have weighed heavily on the freight transportation sector, both in North America and on a global scale. Double-digit volume declines, record bankruptcies, consolidation and downsizing across the board, and significant reductions in investments in plant and equipment are creating further challenges. Externally, there have been considerable fuel price fluctuations and growing regulatory pressure at all levels. For operators, it has been a time of declining revenues, slim (if any) profits, pricing weakness and overcapacity. For customers, many of whom have been downsizing as well, it has been a “buyers’ market” in terms of rates.

There have also been unstable relationships with some vendors, and constantly changing factors in optimizing their logistics networks and operations to support less traffic to satisfy their customers’ demands. Both large and small, domestic and international companies have been impacted. As the economy creeps back, both operators and their customers (those who buy freight) will face a different landscape and new opportunities and expectations. Changes are already being seen in pricing, service, access, availability, and contractual arrangements. Strategies for success for both the transport buyers and sellers must and will change going forward.

Sample questions that will be addressed:

- How have customers’ logistics expectations changed in meeting their transport/logistics needs?
- How has the field of play changed in domestic/international freight transport?
- How competitive will the modes be going forward in terms of access, availability, price, and service?
- What regulatory changes can be expected that will impact the shipper and carrier relationships?
- How well positioned are the growing number of intermediaries/third parties in the logistics space?

Who Should Attend

The course is aimed at decision-makers and investors in transportation and logistics including shippers that have to purchase freight transportation domestically or internationally and those in the logistics, traffic, sourcing and finance functions. In addition, carrier staff and line executives who have the operating, marketing, financial responsibility in freight will benefit. Included would be professionals from the marketing, sales, planning, and services functions in transportation. This course will also have value for investors, equipment and service providers to the transportation and logistics sectors.

Program Content

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| Forces for change in transportation and logistics |
| Global freight marketplace size, scope, and complexity |
| Customers’ perspective on emerging trends and needs in logistics |
| How customers buy freight -- the new imperatives |
| Understanding carrier pricing |
| Applying analytics in freight transportation |
| Domestic freight challenges for air, package, marine, truck, barge, and pipeline |
| International freight changes/challenges air cargo, ocean, forwarding, customers |
| Role of non-asset players 3PL, 4PL, brokerage |
| Shipper strategies for success, competitive advantage |
| Carrier strategies for leadership, differentiation, and growth |

Course Format

Program content will be thoroughly integrated by the course faculty, so that participants will emerge with a comprehensive understanding and perspective of both domestic and international transportation sectors. Both Northwestern faculty and outside lecturers will lead the program.

The focus of the course is on the changing nature of relationships between shippers and carriers. Some prior knowledge and experience in logistics and transportation will be useful.

Professional Development Credit

For information regarding professional development credit hours, please contact Diana Marek at d-marek@northwestern.edu or 847-491-2280.

Why Northwestern?

The Northwestern University Transportation Center is an internationally renowned center of transportation education and research founded in 1954. Its interdisciplinary faculty have provided education on transportation economics, policy, financing, and management to undergraduates, graduate students, and transportation professionals for more than fifty years. NU Transportation Center faculty contribute to the identification, analysis, and resolution of transportation problems and issues concerning all modes of transportation, in all settings—urban, regional, national, and international.



Location and Facilities

Program participants will enjoy the facilities of the state-of-the-art executive conference center in Chambers Hall, the headquarters of the NU Transportation Center located in the heart of Northwestern’s Evanston campus on the shores of Lake Michigan. Northwestern is located just north of Chicago and approximately 45 minutes from O’Hare International Airport.

Hotel Lodging

Program participants are responsible for their own travel and lodging arrangements. A block of rooms has been reserved at the Hilton Garden Hotel in downtown Evanston, a short walk from the Northwestern Campus.

The Hilton Garden Hotel
1818 Maple, Evanston, IL 60201
Reservations: 847-475-6400

Registration & Fees

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| Program Fee | \$2,700 |
| Early Registration Fee (if paid before Sept. 13, 2010) | \$2,160 |
| Government & Academic Rate | \$2,160 |

Program fee includes tuition, all program materials, continental breakfasts, lunches, and a welcome reception.

To Register

For more information or to register on-line, visit www.transportation.northwestern.edu/exec/FT10/, or contact Diana Marek: Phone: 847-491-2280 Email: d-marek@northwestern.edu