

The logo for ZLC, consisting of the letters 'Z', 'L', and 'C' in a bold, white, sans-serif font. The 'Z' and 'L' are connected at the top, and the 'C' is positioned to the right of the 'L'.

ZLC

TALENT HUB FOR SUPPLY CHAIN

ANNUAL REPORT |
2025

Welcome...

ZLC is a center affiliated with MIT and the University of Zaragoza on the initiative of the Government of Aragon, with the support of Inditex and the CAI and Ibercaja Foundations.



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MESSAGE

Aragón continues to experience in 2025 an exceptional moment in the consolidation of its logistics activity, entering an even more exciting period that will further strengthen our role as a key territory in a sector that is decisive for the global economy. Last year, I stated in these same pages that the history of logistics in Aragón was a story of success. Today, in 2025, I not only reaffirm that statement, but expand upon it: the history of logistics in Aragón will continue to be written throughout this decade with extraordinary intensity and brilliance.

Aragón's relationship with logistics has deep roots and has shaped our economic and business development ever since travel and trade routes placed this territory in a privileged position in the northeast of the Iberian Peninsula and the southwest of Europe. The strategic location of Zaragoza and its surroundings, equidistant between Barcelona and Madrid, has facilitated the consolidation of a multimodal communication network by land, sea (through TMZ), and air that few regions can match. National and international logistics operators increasingly recognise the importance of being located within three hours of 75% of Spain's GDP and within one day's road distance of the Iberian Peninsula, the heart of Europe, and North Africa, an extraordinary multimodal advantage.

The exemplary coordination between public action and private investment has made it possible to maximise the strengths of this territory: the availability and competitive price of land, clean energy production, the outstanding level of local training and talent (to which ZLC contributes decisively) and, especially, the agility of administrative procedures through declarations and projects of regional interest.

In this way, logistics has become a model for attracting major investments not only in its own sector, but also in others, particularly automotive and data centers ("the physical logistics of the digital world"). These developments point to a prosperous future full of new projects and opportunities that will ensure Aragón's economic growth and social development in the decades ahead.

If in 2024 we stated that Aragón had been able to attract investments valued at 40 billion euros, in 2025 the Government of Aragón has ensured that this figure rises to 70 billion euros, almost double the regional GDP, thereby reinforcing Aragón's leadership in attracting international investment among regions of the European Union, and confirming our vocation as a prosperous and welcoming territory.

This is reflected most clearly in employment: the 37,500 jobs recorded in 2024 have now been exceeded. With the Black Friday and Christmas 2025 campaigns, the number of people working in logistics and transport activities has surpassed 40,000 registered with social security (and



Octavio López Rodríguez

*Regional Minister of Public Works, Housing, Logistics and Territorial Cohesion, Government of Aragón
President of Zaragoza Logistics Center*



1,180,000 across Spain), also exceeding 8% of regional GDP.

The Government of Aragón is responding decisively to this historic moment through investments in housing, roads, and logistics infrastructure. In 2025, we promoted the northern access to PLAZA and the protocol for sector 90/1; presented and debated, through a public participation process, the Strategic Logistics Plan of Aragón 2025–2040; advanced in the catalogue of productive, logistics, and technological land; and awarded the works for the transformation of the Water Tower, which will host the first International Logistics Congress in Zaragoza to be held in 2027.

In 2025, the Government of Aragón has strongly supported the growth and international projection of Zaragoza Logistics Center, reinforcing its role as a global center of excellence in education, research, and knowledge transfer in logistics. To this end, we have updated its Statutes, selected a renowned academic and managerial leadership team, and expanded the Board of Trustees with the incorporation of leading national and international companies such as Inditex.

This year, we have firmly committed to consolidating and strengthening ZLC as an essential institution for generating talent and knowledge in service of the logistics sector. Through this effort, we continue building the Aragón of tomorrow: more competitive, more innovative, and more connected to global challenges. Thank you very much.

As the new Directors of Zaragoza Logistics Center, we would like to begin this activity report by expressing our gratitude for the trust placed in us by the members of the Foundation's Board, especially the Government of Aragón, as well as the University of Zaragoza and the Massachusetts Institute of Technology (MIT). We also wish to convey our deep appreciation and recognition to all former directors, along with every person who contributes, day after day, to making ZLC a global benchmark in educational excellence and a hub of talent serving the logistics sector.

The challenges we face are twofold. On the one hand, Aragón is undergoing a true industrial, logistics, investment, and data-center revolution, aligned with the digital transformation and the rise of artificial intelligence, which is reshaping the global economy and reinforcing the role of logistics as a cross-cutting pillar of any productive activity. On the other hand, there is the need for training adapted to these new times aligned with the updated academic regulatory framework and the reorganization taking place within the MIT Global SCALE Network, at a moment when international higher education is also being affected by geopolitical disruptions and the emergence of a new global order.

For this reason, two of our first actions have been the revision of the agreement with the University of Zaragoza as an affiliated University Research Institute, adapting it to the Organic Law of the University System and to the new Statutes of the University of Zaragoza; and the strengthening of our collaboration with the Center for Transportation and Logistics of the Massachusetts Institute of Technology, the driving core of the MIT Global SCALE Network, where ZLC stands as the network's leading center outside the United States.

All this must be carried out while continuing to consolidate our excellence and global leadership in logistics education. In 2025, our Master of Engineering in Logistics and Supply Chain Management (ZLOG) has once again been recognized as the best logistics master's degree in Spain, according to the *El Mundo* and *Expansión* ranking, uninterruptedly since 2011. Among the 250 master's programs selected each year, ours is the only one in Spain that has maintained this distinction for fourteen consecutive years.



Dr. Isabel Nuez Gracia

Managing Director of Zaragoza Logistics Center

Dr. Rafael de Miguel González

*Professor at the University of Zaragoza and
Academic Director of Zaragoza Logistics Center*

For its part, our Spanish-language master's program, the Master in Supply Chain Management (MDSC), celebrates a special milestone: its 25th anniversary, since this training began at the University of Zaragoza twenty-five academic years ago, prior to the establishment of the ZLC Foundation.

The recent incorporation of Inditex into our Board of Trustees, the Tercer Milenio Award for Logistics Innovation granted by Heraldo de Aragón in its 11th edition, the constant academic recognition of our outstanding professors and researchers, the reinforced alliance with the world's leading technological university, the institutional support of the Government of Aragón and the University of Zaragoza, as well as the ongoing encouragement from our more than 1,100 alumni, representing nearly 100 nationalities, who are part of leadership teams at leading international, European, national and Aragonese logistics companies, all serve as a powerful source of motivation. They drive us to continue growing, innovating and strengthening our commitment to logistics excellence that positions Aragón on the global map. The future is promising, and we are ready to embrace it together.

ZLC

TALENT HUB FOR SUPPLY CHAIN

MISSION

Zaragoza Logistics Center (ZLC) is an international center of excellence for research and education in logistics and supply chain management established by the Government of Aragon in collaboration with the Massachusetts Institute of Technology (MIT) and the University of Zaragoza (UZ) in 2003.

ZLC's mission is to actively engage academia with industry and the public sector to develop and disseminate knowledge.



“The MIT-Zaragoza Program exemplifies the partnerships required in today’s global marketplace”.

Susan Hockfield
President Emerita, MIT

FACTS 2015 2025

2015-2025

WORKSHOP ON PHARMACEUTICAL AND CHEMICAL INDUSTRY organized by ZLC Alumni
2014-2016

Insignia of Honor
University of Zaragoza

Strategic partnership with P&G and Clariant

ERASMUS +

2015

GLOBAL SC RESEARCH FORUM
2015-2018

ZLC ranked #1 in Spain "SCM World's Top 100 Universities"
2016-2017

2016

MIT Scale Masters in Supply Chain ranked #1 worldwide (USA, Spain, Malaysia and Luxembourg) "Eduniversal"
2016-2025

Susana Val
Director at ZLC
2017-2025

2017

Launch of the MIT Zaragoza Blended Master of Engineering in Logistics and Supply Chain Management (ZLOGb)

15 Years of ZLC

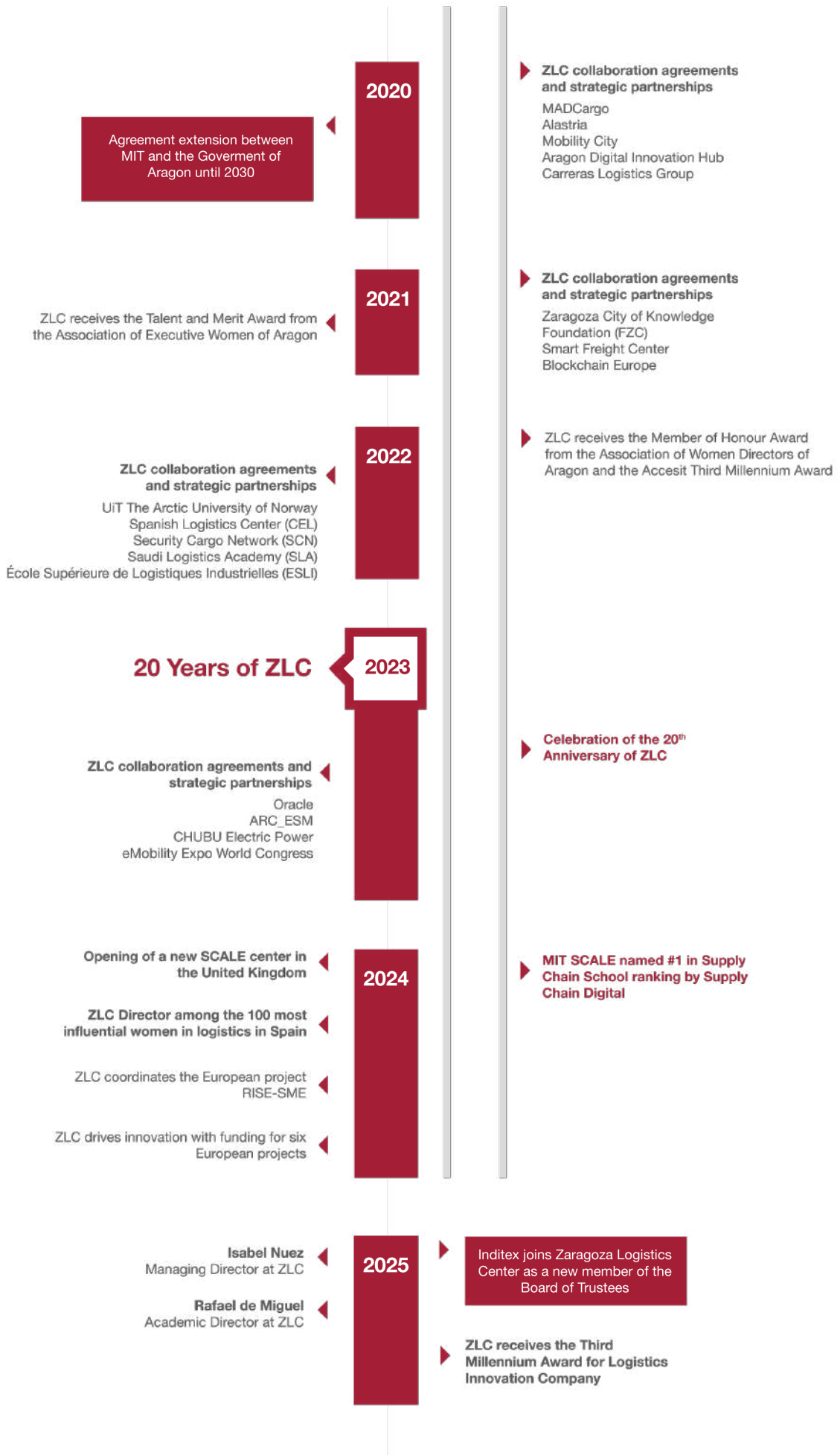
2018

New facilities in EXPO

Celebration of the 15th Anniversary of ZLC

2019

ZLC coordinates EU project SPROUT



GREATEST ACHIEVEMENTS

The main achievements in the past 22 years:

- ▶ More than **5,500 students** from 96 nationalities in ZLC's educational programs, with a 90% employability rate, working for multinationals such as Apple, Amazon, Clariant, MSF, Pfizer, Roche, J&J, Pepsico and Mckinsey among many others.
- ▶ MIT SCALE Masters in Supply Chain ranked **#1 worldwide** (USA, Spain, Malaysia and Luxembourg) "Eduniversal" 2016-2025. MIT Zaragoza Masters ranked #1 in Spain "El Mundo" 2011-2025.
- ▶ ZLC **named Best Specialized Supply Chain University** worldwide by Supply Chain Digital; ranked 1st in Spain, 4th in Europe and 17th globally in "SCM World's Top 100 Universities" by SCM World in 2017.
- ▶ **Dual degrees** with prestigious international business schools such as IE Business School (Spain), European Business School (Germany), INCAE (Costa Rica), Sabanci University (Turkey) and USAT (Peru).
- ▶ PhD candidates at ZLC combine their studies at ZLC, **MIT and Harvard** simultaneously.
- ▶ PhD graduates have joined top Universities in Belgium, Brazil, China, USA, Spain, The Netherlands and Panama as professors or researchers.
- ▶ Recognition of ZLC as the Spanish Institution with the most European research projects in logistics and supply chain management, working with companies like Acciona, BSH, DHL, IBM, PANASONIC, Petronor, Procter & Gamble and SONAE, among others.
- ▶ Worked with **relevant organizations** like Global Alliance for Trade Facilitation, Bill & Melinda Gates Foundation, Rockefeller Foundation, Clinton Foundation, Renfe, UK Government, Pfizer, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Clariant and Saica.
- ▶ Creation of the **MIT Global SCALE** Network, now operating in **4 continents** with research centers in USA (MIT CTL), Colombia (CLI), Spain (ZLC), Luxembourg (LCL), China (NSCIIC) and Loughborough (UK Supply Chain and Logistics Excellence Center).
- ▶ Recruitment of **prestigious professors and researchers** from all over the world thanks to various scholarships and funds.
- ▶ More than **100 national and international awards** granted to ZLC staff and students. In 2025, ZLC received the **Third Millennium Award** for the Logistics Innovation Company.
- ▶ Promotion of female leadership in management positions, endorsed by: **Talent and Female Merit Award, 100 Most Influential Women in Logistics, Logista Honor Award** and finalist in the **MIA Awards**.

HIGHLIGHTS 2025

January

ZLC students participate in MIT's SCALE Connect alongside 180 students.

Global leaders from Ericsson, Walmart and J&J speak at SCALE Connect.

MIT SCALE Supply Chain Research Expo held in Boston.

ZLOGb students from nine countries begin the hybrid program at MIT.

Virtual information session on the MIT Zaragoza Master's program.

SecureFood European consortium meeting held in person at ZLC.

Carolina Ciprés, Research Director at ZLC, speaks at the National Industry Congress.

Dr. Aldo Arranz-López, Researcher at ZLC, presents the eRBANITY project at the TRB conference.

Susana Val, Associate Research Professor at ZLC, receives the Logista de Honor Award from the Spanish Army Logistics Academy.



February

Publication of the 8th edition of the ZLC Research Journal.

Start of the 14th edition of the online Sales & Operations Planning program.

Dr. Behzad Samii, collaborating professor at ZLC, speaks at the 1st STEAM Congress in Zaragoza.

Carolina Ciprés, Research Director at ZLC, moderates a panel on AI and logistics organized by CEL.

ZLC Masterclass on artificial intelligence applied to supply chain.

Launch of the European project RESKILLING with international participation.

Kick-off meeting of the European project Skills4EII on industrial competences.

ZLC participates in the FIEP Masters Fair in Zaragoza.

Dr. Susana Val, Associate Research Professor at ZLC, participates in a mobility and innovation event organized by ITA.

Students visit INDITEX's European logistics platform in Zaragoza.

Delegation of the European Parliament visits Aragón for its logistics potential.



March

ZLOG and ZLOGb students visit the PIKOLIN logistics platform.

Dr. Susana Val, Associate Research Professor at ZLC, participates in an urban distribution event in Madrid.

ZLC participates in the FIEP Masters Fair held in Seville.

Dr. Susana Val, Associate Research Professor at ZLC, takes part in the event 'Towards a Safer and More Efficient Transport'.

ZLC participates in the ALIA Summit held in Huesca.





April

ZLC organizes Company Days with Michael Page, Blue Yonder and HP.

Dr. Luca Urciuoli, Associate Professor at ZLC, speaks at MIT SCALE webinar on global uncertainty.

Dr. Susana Val, Associate Research Professor at ZLC, participates as speaker at DIGITALIZA25 on digital transformation.

ZLC participates in ALIA's 15th anniversary in Zaragoza.

ZLOG and ZLOGb students visit ITA to learn about technological capabilities.

ZLC participates in ExpoTALENT employment fair in Zaragoza.

Dr. Teresa de la Cruz, Project Manager at ZLC, speaks on the panel 'Jobs You Never Imagined Would Exist'.

Information session on ZLC programs at EUPLA University.

Carolina Ciprés, Research Director at ZLC, participates in the ECSCI Workshop on critical infrastructures.



May

Isabel Nuez Gracia joins ZLC as Managing Director, and Rafael de Miguel González as Academic Director.

Students present their master theses to academic partners, specialized jury and faculty.

ZLC delivers executive programs to Vlerick and GBSB Global.

ZLC participates in the ALIA Logistics Summit held in Teruel.

Dr. Sara Sánchez, MDSC Director, takes part in Pint of Science on sustainable urban logistics.

Dr. Rafael de Miguel, Academic Director at ZLC, speaks at the event 'Aragón, Logistics Region'.

ZLC attends the MED COLOURS consortium meeting in Lyon.

Dr. Alicia Martínez de Yuso, Project Manager at ZLC, participates in the Recuwaste Congress in Barcelona.

ZLOG students present research to academic partner HAVI Spain.

Carolina Ciprés, Research Director at ZLC, participates in Innovation Day 6 at Mobility City.

Dr. Rafael de Miguel, Academic Director of ZLC, attends the graduation of Massachusetts Institute of Technology students in Boston.

ZLC and Pfizer strengthen their collaboration to promote talent and innovation in logistics.

Graduation ceremony of ZLC master's students.

June

ZLC participates in Transport Logistic Munich, strengthening international alliances.

ZLC participates in SIL Barcelona and leads talks on talent, innovation and AI.

ZLC presents at the CIT Congress on sustainable mobility and transport.

Dr. Alicia Martínez de Yuso, Project Manager at ZLC, participates in the Circular Economy Symposium held in Greece.

Dr. Luca Urciuoli, Associate Professor at ZLC, speaks at EurOMA 2025.

Logyca, Icesi University and an Argentinian delegation visit ZLC.

Dr. Rafael de Miguel, Academic Director at ZLC, gives a lecture at Tsinghua University in Beijing.

The ZLC Board officially approves the 2024 Annual Accounts.

Carolina Ciprés, Research Director at ZLC, participates in an ALICE webinar on logistics disruptions.

Dr. Isabel Nuez, Managing Director at ZLC, receives in Valencia the Fair Logistics Certification Program awarded by the OMCPL.



July

ZLC strengthens alliance with the Ministry of Defence through advanced military logistics training.

International masterclass on the 5C's for S&OP success.

Dr. Alfonso de Miguel, Researcher at ZLC, participates in a seminar on business demands and artificial intelligence organized by FEUZ.

International masterclass on the impact of artificial intelligence in supply chain.



August

22nd edition of the ZLOG master begins with ten nationalities.

Orientation and welcome session for new ZLOG students.



September

ZLC presents Spanish Living Labs from the DISCO project.

University of Zaragoza welcomes international students.

ZLC participates in European Researchers' Night with a stand and talk from Dr. Alfonso de Miguel, Researcher at ZLC.

Official opening of the 2025–2026 academic year at the University of Zaragoza.

Dr. Rafael de Miguel, Academic Director at ZLC, inaugurates Foro Logística 360 with a keynote speech.

ZLC participates as experts in the Logistics Platforms Forum in Valencia.

Final meeting of the European project ReSchape in Brussels.

25th edition of the MDSC begins with welcome session led by Grupo Ágora.

ZLC participates in EAIE conference in Gothenburg alongside University of Zaragoza.

Carolina Ciprés, Research Director at ZLC, moderates a session on the future of urban logistics at IESE.

ZLC receives an institutional visit from NVIDIA to explore technological collaboration.

Thesis presentations from Clariant, BMS, CPLS and Pfizer held at ZLC.



October

Dr. Spyros Lekkakos, Professor at ZLC, speaks at the International Supply Chain Forum.

ZLC participates in LOGIS-CAMP with a stand and talk by Dr. Rafael de Miguel, Academic Director at ZLC.

Dr. Yasel Costa, Professor at ZLC, participates as speaker at COMEC international conference in Cuba.

Dr. Spyros Lekkakos, Professor at ZLC, Lekkakos speaks at the Supply Chain Agility Workshop organized by Texas A&M.

Dr. Susana Val, Associate Research Professor at ZLC, participates as invited speaker at an agri-food and logistics fair.

Executive programs begin: Saudi Logistics Academy and Sales & Operations Planning.

ZLC participates in ALIA Summit 2025 as board members.

ZLC takes part in Madrid Logistics & Automation fair with stand and talks by Carolina Ciprés, Research Director at ZLC.



November

Prof. Yossi Sheffi, Director of MIT-CTL, strengthening collaboration within the MIT SCALE Network.

Carolina Ciprés, Research Director at ZLC, represents ZLC at Advanced Automation Madrid, highlighting logistics as a driver of advanced manufacturing.

Dr. Sara Sánchez, MDSC Director, analyzes trends in international education and talent mobility between Spain and Latin America.

Carolina Ciprés, Research Director at ZLC, speaks at the 3PL Value Creation Summit on innovation and value creation in logistics.

ZLC joins the celebration of the 10th anniversary of the Logistics Talent Forum in Madrid.

Dr. Spyros Lekkakos, Professor at ZLC, shares insights on integrated planning and data-driven strategies at an international summit.

The DISCO project presents urban logistics Physical Internet solutions at Smart City Expo Barcelona.

Dr. Rafael de Miguel, Academic Director of ZLC, highlights the role of talent and education in logistics transformation in Aragon at the LogisCamp Fair.

The Women in Supply Chain Committee hosts online sessions with alumni Marcela Núñez and Amina Benhassine.

Mar Sánchez, Head of Corporate Relations at ZLC, participates in a talent management workshop at Aragón Business Summit.

Executive training programs: Saudi Logistics Academy and Military Academy.

ZLC launches new corporate website: www.zlc.edu.es

ZLC participates in the workshops for defining objectives and strategies of the Aragon Logistics Plan 2025-2040.

Dr. Sara Sánchez, MDSC Director, participates in the Keystone webinar Why International Students Choose Spain.

Third Millennium Award for Logistics Innovation Company awarded to ZLC.

December

Signing of agreement with Pompeu Fabra University.

ZLC holds its annual Christmas toast with students and staff.

Carolina Ciprés, Research Director, Dr. Sara Sánchez, MDSC Director, and Marta Romero, Director of International Master's Programs at ZLC, speak at the MasterClass on 2026 Trends in Global Logistics.

ZLC participates in the ESIC Corporate Race.

Dr. Teresa de la Cruz, Project Manager at ZLC, takes part in the session on Jobs and Skills Across the Value Chain at CCAM.

Visits to ZLC: MEDAC and the University of Zaragoza.

Dr. Beatriz Royo, ZLC Professor, participates in the Last Mile Innovation webinar.

Dr. Susana Val, Associate Research Professor at ZLC, participates in the seminar Fuels for Sustainable Mobility in Civil and Military Heavy Transport at Mobility City.



ACADEMIC AFFAIRS

RELEVANT DATA

Students ◀

MIT Zaragoza Master of Engineering in Logistics & Supply Chain Management (ZLOG)	15
MIT Zaragoza Blended Master of Engineering in Logistics & Supply Chain Management (ZLOGb)	10
Master in Supply Chain Management (MDSC)	25
Executive Education	448

**Academic year
2025-2026 (Ongoing)**

▶ *Students*

19	MIT Zaragoza Master of Engineering in Logistics & Supply Chain Management (ZLOG)
7	MIT Zaragoza Blended Master of Engineering in Logistics & Supply Chain Management (ZLOGb)
19	Master in Supply Chain Management (MDSC)
2	PhD in Logistics and Supply Chain
118	Executive Education

Faculty ◀

Faculty and Researchers	10
Faculty Visitors	29

August-December: ZLC, Zaragoza, Spain
 January: MIT, Cambridge, USA
 February-May: ZLC, Zaragoza, Spain



ZLOG

The **MIT Zaragoza Master of Engineering in Logistics and Supply Chain Management (ZLOG)** is a 10 month full-time program that offers the unique combination of a worldclass supply chain degree taught in a truly global setting. Created in 2004 in collaboration with the leading university in the field, the Massachusetts Institute of Technology (MIT), this program prepares students to make an impact on a wide range of industries worldwide.



“ Why ZLOG? ”

“Through the ZLOG program, we were given the tools needed to find the right number, whether it was a safety stock level, a forecast, or a network capacity plan. I have no tolerance for ‘trial and error’ when it comes to life-saving medicines. That mindset, based on accuracy and analytical thinking, continues to guide my work every day.”

#1 in International Rankings

Alyssa Palmer, Suiza | ZLOG 2021
Global Value Stream Strategy Lead, Roche

Class Profile

- Students:** 15
- Countries:** 10
- Average age:** 29
- Average work experience:** 6

Academic year 2025-2026 (Ongoing)

- Students:** 19
- Countries:** 11
- Average age:** 29
- Average work experience:** 4

Some companies where graduates of the 2024-2025 cohort work:



MITx MicroMasters Online

January: MIT, Cambridge, USA

Spring Term: ZLC, Zaragoza, Spain



BLENDED

The **MIT Zaragoza Blended Master of Engineering in Logistics and Supply Chain Management (ZLOGb)** refers to a new option that has been developed by MIT that allows learners to combine the MITx MicroMasters credential with a 3 week stay at Massachusetts Institute of Technology (MIT), one semester at Zaragoza Logistics Center (ZLC) in Zaragoza, Spain and a master thesis project. The MicroMasters credential requires candidates to pass five rigorous online courses in supply chain management and a proctored comprehensive exam.

“ Why ZLOGb?

“I have many memorable experiences from both Boston and Zaragoza. One of the highlights was the time spent with my classmates; we were the first cohort to include students from the Blended program, and I believe that combination created a truly engaging and dynamic classroom environment.”

Carlos Roberto Mira, El Salvador | ZLOGb 2018

Regional Director of Operational Excellence Digitalization Projects – Warehouse and Transportation, Bayer

Class Profile

Students: 10

Countries: 10

Average age: 39

Average work experience: 15

Some companies where graduates of the 2024-2025 cohort work:



Academic year 2025-2026 (Ongoing)

Students: 7

Countries: 7

Average age: 32

Average work experience: 8



MDSC

The **Master in Supply Chain Management (MDSC)** is a 9 month, part-time program taught in Spanish, to enable senior professionals to achieve a delicate balance between the management of the supply chain, technical content and tools, such as finance, strategy, leadership, negotiation, economic environment and decision making.

“ Why MDSC? ”

“I chose the Master in Supply Chain Management at ZLC because it offered a comprehensive view of the supply chain, from planning to distribution. I saw a great opportunity thanks to its highly practical methodology and strong connection with professionals and leading companies in the sector. For me, it represented a professional turning point, as well as a way to expand my skills in analysis, management, and decision-making.”

Covadonga De Barutell, España | MDSC 2024
Process Control Specialist, **AMAZON**

Class Profile

Students: 25

Countries: 7

Average age: 30

Average work experience: 6

Academic year 2025-2026 (Ongoing)

Students: 19

Countries: 7

Average age: 27

Average work experience: 4

Some companies where graduates of the 2024-2025 cohort work:



amazon

B/S/H/

DECATHLON



RELAX[®]
COLCHONES



INDITEX

DUAL DEGREES

ZLC has dual degree agreements with prestigious business schools such as **IE Business School** in Spain and **INCAE** in Costa Rica. These programs combine a Master of Engineering in Logistics and Supply Chain Management with an International MBA.



Signed date 2006
IE Business School
Madrid, Spain
Founded in 1973



Signed date 2007
INCAE Business School
Garita, Costa Rica
Founded in 1964

“When I learned about the Dual Degree with ZLC and MIT in Zaragoza, it seemed like the perfect combination of both worlds: business and operations. Both programs offered academic excellence, global reach, and international exposure.”

Ania Vargas, United States | Dual Degree Alumni 2009
Director of Commercial Operations, GENETECH

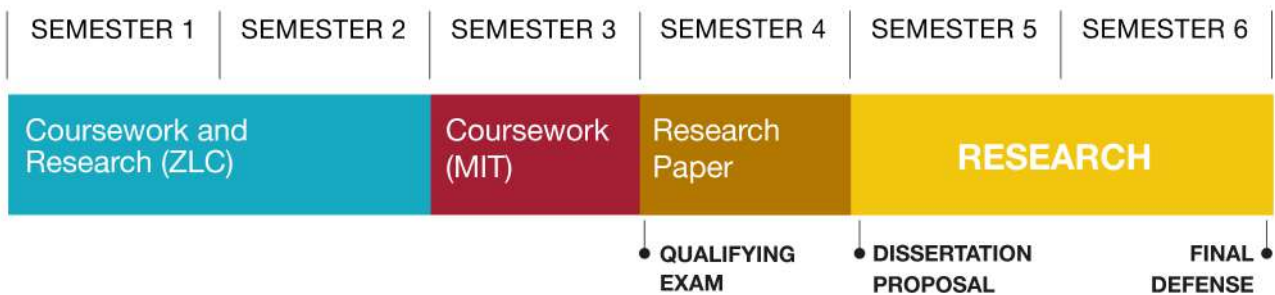
ZLC, Zaragoza, Spain
MIT, Cambridge, USA



PHD

PhD in Logistics and Supply Chain Management

The main goal of the **PhD Program on Logistics and Supply Chain Management** is to develop outstanding scholars who will pursue distinguished careers in research and education. Students work intensively with our faculty to create new knowledge in fields of interest such as supply chain coordination, inventory management, supply chain finance, supply chain risk management and security and supply chain innovation.



“ Where do our PhD students work?



COMMENCEMENT CEREMONY 2025

On May 30, 2025, 50 students from 23 nationalities graduated. The keynote address was delivered by Oliver Geuther, Senior Director and Plant Manager in Mequinenza at Procter & Gamble, a global leader in consumer goods serving billions of people with iconic brands across multiple categories.

MDSC CLASS 2024-2025



ZLOG & ZLOGb CLASS 2024-2025



Past commencement addresses have been given by:

- 2024 **Raquel Ruiz**, Global Director of Supply Chain Operations at the TEKA Group.
- 2023 **Ms. Maite Jiménez**, Vice President of Supply Chain Management for EMEA, Ricoh Europe.
- 2022 **Ms. Deborah O'Neil**, Vice President of Global Supply Planning & Inventory, Revlon Inc.
- 2021 **Mr. Harald Emberger**, Corporate Senior Vice President, Supply Chain at Beiersdorf.
- 2020 **Mr. Gustavo Burger**, SVP Operations - EMEA APAC & LATAM at The Kraft Heinz Company.
- 2019 **Mr. Dirk Holbach**, Corporate Senior Vice President Global Supply Chain Laundry & Home Care, Henkel.
- 2018 **Ms. Ivanka Janssen**, Supply Chain Vice President in the Beverage Category, PepsiCo.
- 2017 **Mr. David Sheldon**, Head of Global Supply Chain Development & Digital Supply Chain, Nestlé.
- 2016 **Ms. Berta Escudero**, CEO, Grupo Cortefiel.
- 2015 **Mr. Ralph T. Keck**, Director - Product Supply - GTM Innovation, Procter & Gamble (P&G).
- 2014 **Mr. David LaPré**, Head of Pharma Global Technical Operations, F. Hoffmann-La Roche.



▼
“Keep challenging the status quo and continue shaping the world’s supply chains.”

Oliver Geuther

*Senior Director and Plant Manager in Mequinenza,
Procter & Gamble.*

ZAP

Zaragoza Academic Partners

The ZAP Program allows companies to sponsor ZLC students' thesis projects. It is an initiative to enhance applied research and closer industry-academia relationships in the field of supply chain.

Over 100 companies have participated in this program, among them some of the Gartner Supply Chain Top 25.



EXECUTIVE EDUCATION

More than 240 professionals participated in different executive education programs in supply chain management designed and taught by ZLC and MIT Global SCALE Network faculty and affiliated professors.



Sustainable Supply Chain Program with VLERICK, May 2025, Zaragoza

Some of the participating companies in ZLC Executive Education Programs:



ZLC organizes regular seminars and courses with companies and organizations to provide customized executive education experiences for individual enterprises and consortia. With the principal aim of meeting the specific needs of the respective organizations, ZLC provides the opportunity to focus intensively on specific issues vital to achieving company goals. Some of the customized programs designed by ZLC in 2025 include:

Customized Executive Education

PERITIA PERITIS WORKSHOPS

Call for the 4th Peritia Peritis Workshops “Challenges and Opportunities for Specialist Personnel”

March 2025

Participants: 70

AIIA

Expert in Design, Maintenance, and Management of Warehouses and Logistics Facilities in Industrial Plants

February-March and May-June 2025

Participants: 8

GBSB TOUR

Visits and Logistics experience in Zaragoza (2025)

May 2025

Participants: 11

VLERICK

EEMBA 2025 – Sustainable Supply Chains

May 2025

Participants: 14

AGRICULTURAL SECTOR COMPANY

Capabilities of the Future Program

September-December 2025

Participants: 40

SAUDI LOGISTICS ACADEMY

Executive Program for Logistics Sector Leaders

October-November 2025

Participants: 40

SPANISH ARMY LOGISTICS ACADEMY (ACLOG)

Advanced Course in Material Logistics

November 2025

Participants: 30

AGROACELERADORA

Technological Innovations in Agri-Food Logistics

October 2025

Participants: 7

Open Courses

S&OP (14th Edition)

Sales and Operations Planning

February-March 2025

Participants: 10

S&OP (15th Edition)

Sales and Operations Planning

October-November 2025

Participants: 10



ALUMNI INTERACTION

Save the Date:
June 11-12, 2026
 Madrid, Spain



Alumni Club

Every year, ZLC organizes an Annual Alumni Event. The purpose of the event is to organize an interactive event where our alumni can interact and learn from peers, professors and other invited industry & academic speakers; providing everybody with a great opportunity to learn, network and catch up with old friends.



VII Alumni Reunion, Oct 16th, 2024, Zaragoza

Previous Alumni Reunion



I Alumni Reunion, Feb 25th, 2017, Brussels



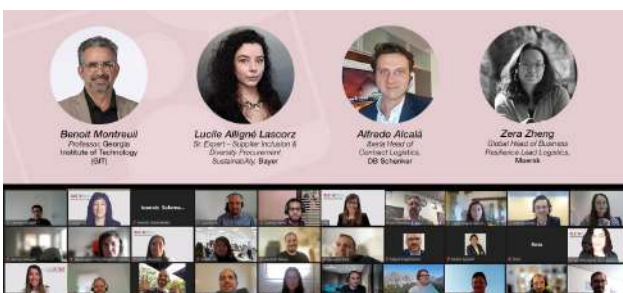
II Alumni Reunion, Feb 24th, 2018, Madrid



III Alumni Reunion, Feb 16th, 2019, Zaragoza



IV Alumni Reunion, Feb 5th, 2021, Online



V Alumni Reunion, Apr 8th, 2022, Online



VI Alumni Reunion, Mar 11th, 2023, Zaragoza

COMPANY INTERACTIONS

ZLC fosters a direct relationship between companies and students, providing spaces for on-campus interaction, interviews, and visits to logistics and operations centers. During the 2024/2025 academic year, the following companies participated in activities with students:



INDITEX



OMP.

TOYOTA

MATERIAL HANDLING



MERITS AND DISTINCTIONS



- ▶ Zaragoza Logistics Center was honored as the **2025 Logistics Innovation Company** during the **Third Millennium Awards**, promoted by Heraldo de Aragón, which highlight commitment to applied research and international education.



- ▶ Zaragoza Logistics Center received the **Fair Logistics Certification Program** issued by the World Organization of Cities and Logistics Platforms (OMCPL) in Valencia.



- ▶ The Spanish Army Logistics Academy awarded the **Logista de Honor Award** to Susana Val, Associate Research Professor at ZLC, in recognition of her promotion and development of logistics as well as her cooperation and support to ACLOG.

Rankings



MIT SCALE Masters in Supply Chain ranked #1 worldwide (USA, Spain, Malaysia and Luxembourg) “Eduuniversal”



ZLC ranked #1 in Spain “SCM World’s Top 100 Universities”



MIT Zaragoza Master of Engineering in Logistics and Supply



Best Supply Chain University worldwide by “Supply Chain Digital”

ZLOG Student Awards during MIT SCALE Connect

Supply Chain Challenge Competition (MIT)



▶ Javier Escalante, ZLOG student, and his team members, winners of the 1st Prize Supply Chain Challenge Competition (MIT).

ZLC Awards during the Commencement Ceremony



▼ Best ZLOG/ZLOGb Outstanding Thesis Award presented to Javier Escalante and Valentina Larzábal.



▼ Best MDSC Outstanding Thesis Award presented to Eduardo Villarroya, Ana María Salazar and Alejandro Millán.



▼ Best ZLOG Academic Achievement Award presented to Roger Sánchez.



▼ Best ZLOGb Academic Achievement Award presented to Víctor Ferreira.



▼ Best MDSC Academic Achievement Award presented to Sofía Pauls.

RESEARCH

INTERNATIONAL RESEARCH PARTNER

ZLC research programs are aligned to ZLC's mission of focusing on enhancing economic growth and competitiveness through innovation.

The partnership incorporates the #1 academic institution in the field (Massachusetts Institute of Technology).

Aragon's regional university and government, and industry partners, serve as an exclusive model of closer cooperation between industry, public administration and academia in funding research and using the knowledge transfer accumulated to rapidly reap commercial rewards.



“We have been partnering with ZLC for a few years now on different projects and capacities, exchanging knowledge and challenges for mutual benefit. The signing of our Collaboration Agreement is built on the recognition of an already fruitful relationship and is intended to facilitate an even closer cooperation in the future”.

Sergio Barbarino

**Former Research Fellow, Supply Network Innovation Center at Procter & Gamble
Former Vice-Chair, ALICE ETP on Logistics, Belgium**

Key Figures

Entity in number of European research projects on logistics in Spain

1st

R&D collaborative projects

150+

European Union-funded projects

40+

+500

Partners in research projects

+150

Referred publications and books (or chapters)



ZLC Core Research Areas

Advanced Inventory Management

Healthcare Operations

Manufacturing & Logistics Analytics

Resilience, Supply Chain Security & Risk Management

Supply Chain & Finance

Supply Chain Digitalization

Sustainable Networks

Transport Networks and Urban Mobility

Advanced Inventory Management

Developing inventory management strategies and models to increase SC value, particularly using stochastic inventory models where randomness could originate from either demand or supply.

Healthcare Operations

Demand management and pharmaceutical SC network optimization; Investigating segmentation and advanced lean system approaches to support humanitarian recovery.

Manufacturing & Logistics Analytics

Addressing operational decision-making problems focused on examining shop floor control management technology to improve operational performance.

Resilience, SC Security & Risk Management

Risk management methodology; Risk-based approach to SCM; SC models integrating risks and security controls; SC disruption and resilience.

Supply Chain & Finance

Providing best practices in supply chain and finance by balancing the trade-offs between liquidity and profitability.

Supply Chain Digitalization

How digitalization will enable organizations to transform their existing SC structures into more flexible, open, agile, and collaborative digital models, saving time, money and resources.

Sustainable Networks

How environmental concerns could be integrated into operational decision-making throughout the supply chain.

Transport Networks & Urban Mobility

Promoting multimodality, the creation of transport networks and the improvement of logistic parks as fundamental nodes for the development of the SC. Developing new business models for urban mobility and SUMP.

Private funds

In 2025 the following companies have funded research projects at ZLC:



Public-funded research projects

In 2025, ZLC received national funding to develop two new projects: CONSOLIDA HORIZONTE EUROPA and PUNTOLOCKER.

New projects approved in 2025:

CONSOLIDA HORIZONTE EUROPA: Consolidating Logistics Excellence within Horizon Europe



ZLC's Research Office has demonstrated exceptional capacity in managing European projects, from proposal preparation to final justification. Its strategy is based on increasing participation and diversifying calls, capitalizing on the cross-cutting nature of logistics and supply chain, which has enabled ZLC to position itself as a benchmark in international research.

Participation in Horizon Europe is strategic for ZLC, as it expands its knowledge network and supports the development of collaborative R&D. Through the implementation of this project, ZLC aims to strengthen its strategic position within Horizon Europe: increasing external funding for the center by boosting the number of funded projects; strengthening ZLC's partner network by expanding international connections; and influencing European R&D policies by actively contributing to future research programme design.

PUNTOLOCKER: Smart Delivery and Return Solutions in Rural Areas



The PuntoLocker project aims to research and validate a modular system of intelligent lockers specifically designed for rural areas, with the goal of improving logistics efficiency and access to distribution services in these environments. This innovative solution is proposed as an efficient and sustainable alternative to traditional delivery models, addressing the challenges characteristic of rural settings: low population density, geographical dispersion, and high last-mile costs.

Through the design and development of a modular, autonomous and secure smart locker, the system will enable the management of delivery, pickup, and returns for both B2B (local businesses) and B2C (end consumers), ensuring equal, accessible and time-independent access. To achieve this, advanced digital technologies such as IoT, environmental sensors, access control and traceability systems will be integrated to ensure a reliable, connected and context-adapted operation.

The project includes geospatial and sociodemographic analysis to identify optimal locker locations, maximizing logistics impact, equitable access and operational efficiency. A pilot in a controlled environment will also be developed, in collaboration with a logistics operator, to validate the model technically, operationally and socially.



A journal featuring articles on ZLC's research findings in the field of supply chain management. The 8th edition reflects the updated ZLC research agenda, aimed at increasing the resilience of supply chains through the use of disruptive technologies, as well as through new innovative strategies for supply chain management in all dimensions of resilience (preparedness, response and recovery).



HR EXCELLENCE IN RESEARCH

HR Excellence in Research Award

ZLC, as a University Research Institute affiliated with the University of Zaragoza, holds the 'HR Excellence in Research Award' by implementing a strategy that places researchers, their employment conditions, quality of life, and training at the center of its human resources objectives.

Publications

Lu, Y., de Miguel-Arribas, A., Shi, L. **Influence of social peers on vaccine hesitancy under imperfect vaccination** | *Applied Mathematics and Computation* | Vol. 491 April 2025 | 129214.

Arranz-Lopez, A., Van Acker, V. Dijkstra, M. **Exploring the influence of Internet-related perceptions and e-shopping on spatiotemporal accessibility perceptions; A study of social housing beneficiaries in Luxembourg** | *Transport Research Part A: Policy and Practice* | Vol. 195 May 2025 | 104457.

Royo, B., Zhang, Y., Lewis, A., Dehdari, P. **CO2 emissions in urban freight transport: Developing and testing the EcoLogistics tool** | *Case Studies on Transport Policy* | Vol. 20 June 2025 | 101415.

de Miguel-Arribas, A., Aleta, A., Moreno, Y. **Interplay of epidemic spreading and vaccine uptake under complex social contagion** | *Physical Review E* | Vol. 112 July 2025 | 014308.

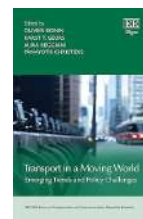
Sun, C., de Miguel-Arribas, A., Wang, C., Xia, H., Moreno, Y. **Co-evolution of cooperation and resource allocation in the advantageous environment-based spatial multi-game using adaptive control** | *Chaos, Solitons & Fractals* | Vol. 199, Part 1 October 2025 | 116552.

de Miguel-Arribas, A., Sun, S., Gracia-Lázaro, C., Moreno, Y. **Contest dynamics between cooperation and exploitation** | *Chaos, Solitons & Fractals* | Vol. 200, Part 3 | November 2025 | 117049.

Paico-Saavedra, S., Rojas-Rivero, A., Elizondo-Candanedo R.F., Arranz-López, A., Soria-Lara, J.A. **Digital and socioeconomic inequalities in perceived mobility restrictions for activity participation: Captive users in Madrid** | *Journal of Urban Mobility* | Vol. 8 December 2025 | 100142.

Books and Chapters

Arranz-López, A., van Acker, V., Dijkstra, M., Klein, S. **Exploring the COVID-19 impact on substituting in-store shopping with online shopping: a longitudinal study in Luxembourg** | *NECTAR Series on Transportation and Communications Networks Research* *Transport in a Moving World* | pp. 20-39 | ISBN 9781035321957.



EVENTS



EVENTS

Events

Masterclass: Trends in Logistics 2026
Online, December 11, 2025

Conference on Innovation and Social Transformation in Logistics and Transport
Zaragoza (Spain), September 17, 2025

Masterclass: The Impact of AI on Supply Chain
Online, July 23, 2025

Masterclass: The 5 C's That Guarantee the Success of an S&OP Model
Online, July 1, 2025

Graduation Ceremony
Zaragoza (Spain), May 30, 2025

MDSC Project Defense
Zaragoza (Spain), May 2025

ZLOG & ZLOGb Project Defense
Zaragoza (Spain), May 26–27, 2025

Open Day
Zaragoza (Spain), May 14, 2025

Information Session at EUPLA
Zaragoza (Spain), April 2025

MIT SCALE Webinar: Supply Chain Response to Global Uncertainty
Online, April 1, 2025

Masterclass: The Smart Revolution
Online, 12 Febrero 2025

Information Session: MIT Zaragoza Master of Engineering in Logistics and Supply Chain
Online, January 22, 2025

MIT SCALE Connect
Boston (USA), January 2025

17th Annual SCALE Expo
Boston (USA), January 2025

Fairs

LOGIS-CAMP Fair
Zaragoza (Spain), October 22, 2025

Madrid Logistics & Automation Fair
Madrid (Spain), October 15–16, 2025

European Researchers' Night Fair
Zaragoza (Spain), September 26, 2025

EAIE Fair
Gothenburg (Sweden), September 9–12, 2025

SIL Barcelona Fair
Barcelona (Spain), June 18–20, 2025

Digital Enterprise Show
Málaga (Spain), June 10–12, 2025

Logistics Transport Fair
Munich (Germany), June 2–5, 2025

expoTALENT Employment Fair
Zaragoza (Spain), April 2, 2025

FIEP Masters Fair
Seville (Spain), March 10, 2025

FIEP Masters Fair
Zaragoza (Spain), February 20, 2025

NAFSA
San Diego (USA), May 27–30, 2025

ZLC Visits



Pompeu Fabra University. December 2025



MEDAC. November 2025



MIT Center for Transportation and Logistics. November 2025



Employment and Talent Trends Study in Logistics. November 2025



ALICE Clusters. October 2025



Verity. October 2025



GB Foods. October 2025



Clariant. September 2025

ZLC Visits



Pfizer. September 2025



NVIDIA. September 2025



Logyca. May 2025



Icesi University. May 2025



**Metropolitan Studies Center.
May 2025**



**Commencement of MIT students in
Boston. May 2025**



**European Parliament delegation.
February 2025**

Conferences

Dr. Susana Val, Speaker
Reskilling Annual Event: Training Modules for better CCAM-Specific Professional Skills
Online, December 16, 2025

Dr. Teresa de la Cruz, Speaker
Reskilling Annual Event: Affected Jobs and Skills across CCAM Value Chain
Online, December 16, 2025

Dr. Beatriz Royo, Speaker
MIT SCALE Webinar: City Logistics – Innovating the Last Mile
Online, December 15, 2025

Dr. Susana Val, Speaker
Fuels for Sustainable Mobility in Civil and Military Heavy Transport
Zaragoza (Spain), December 4, 2025

Dr. Sara Sánchez, Speaker
Portrait of the International Student in Spain and Latin America
Online, November 26, 2025

Dr. Spyros Lekkakos, Speaker
S&OP to Integrated Business Planning Summit
Barcelona (Spain), November 13–14, 2025

Carolina Ciprés, Speaker
3PL Value Creation Europe Summit 2025
Barcelona (Spain), November 13, 2025

Dr. Rafael de Miguel, Speaker
Transforming Logistics through Talent and Education
Zaragoza (Spain), November 11, 2025

Carolina Ciprés, Speaker
Advanced Manufacturing 2025
Madrid (Spain), November 6, 2025

Dr. Spyros Lekkakos, Speaker
ILOS Forum 2025
São Paulo (Brazil), October 29–30, 2025

Carolina Ciprés, Speaker
Pharmalog 2025
Madrid (Spain), October 28, 2025

Dr. Yasel Costa, Speaker
INFORMS 2025
Atlanta (USA), October 26–29, 2025

Dr. Çağrı Gürbüz, Speaker
INFORMS 2025
Atlanta (USA), October 26–29, 2025

Dr. Yasel Costa, Ponente
International Congress of Mechanical Engineering (COMEC 2025)
Santa Clara (Cuba), October 20–24, 2025

Carolina Ciprés, Speaker
Logistics & Automation 2025 – Impact of Geopolitics on the Supply Chain
Madrid (Spain), October 16, 2025

Carolina Ciprés, Speaker
Logistics & Automation 2025 – Diversity, Young and Female Talent in the Logistics of the Future
Madrid (Spain), October 16, 2025

Dr. Susana Val, Speaker
1st Agri-Food and Logistics Employment Fair
Zaragoza (Spain), October 15, 2025

Dr. Spyros Lekkakos, Speaker
MIT SCALE Webinar: Rethinking Supply Chain Finance
Online, October 1, 2025

Dr. Susana Val, Jury
Carreras Chair of Sustainability and Innovation in Logistics
Zaragoza (Spain), September 30, 2025

Dr. Rafael de Miguel, Speaker
Data Center Construction
Zaragoza (Spain), September 30, 2025

Dr. Alfonso de Miguel, Speaker
European Researchers' Night 2025
Zaragoza (Spain), September 26, 2025

Dr. Rafael de Miguel, Speaker
Innovation in Maintenance Forum
Zaragoza (Spain), September 25–26, 2025

Dr. Alicia Martínez de Yuso, Speaker
10th World Forum of Cities and Logistics Platforms
Valencia (Spain), September 24–25, 2025

Dr. Rafael de Miguel, Speaker
1st International Congress on Depopulation
Zaragoza (Spain), September 23–24, 2025

Carolina Ciprés, Speaker
European Mobility Week
Zaragoza (Spain), September 18, 2025

Carolina Ciprés, Speaker
Territori en Moviment 4: The Future of Logistics
Barcelona (Spain), September 17, 2025

Dr. Teresa de la Cruz, Speaker
Special Group Session – EIT Urban Mobility
Online, September 17, 2025

Dr. Sara Sánchez, Speaker
Special Group Session – EIT Urban Mobility
Online, September 17, 2025

Dr. Alfonso de Miguel, Speaker
FEUZ – Demands of the Aragonese Companies (AI Sector)
Zaragoza (Spain), July 4, 2025

Dr. Rafael de Miguel, Speaker
School of Public Policy and Management
Beijing (China), June 26, 2025

Dr. Susana Val, Speaker
CIT 2025 – Transport Engineering Congress
Zaragoza (Spain), June 18–20, 2025

Dr. Aldo Arranz, Speaker
CIT 2025 – Transport Engineering Congress
Zaragoza (Spain), June 18–20, 2025

Dr. Beatriz Royo, Speaker
CIT 2025 – Transport Engineering Congress
Zaragoza (Spain), June 18–20, 2025

Dr. Sara Sánchez, Speaker
CIT 2025 – Transport Engineering Congress
Zaragoza (Spain), June 18–20, 2025

Carolina Ciprés, Speaker
SIL BCN – Improving Supply Chain Resilience
Barcelona (Spain), June 18–20, 2025

Carolina Ciprés, Moderator
SIL BCN – The New Era of AI in Logistics
Barcelona (Spain), June 18–20, 2025

Dr. Sara Sánchez, Speaker
SIL BCN – Leading Change: Innovation, New Skills & Strategies
Barcelona (Spain), June 18–20, 2025

Dr. Alicia Martínez de Yuso, Speaker
6th Symposium on Circular Economy and Sustainability
Alexandroupolis (Greece), June 16–18, 2025

Dr. Luca Urciuoli, Speaker
EurOMA Conference 2025
Milan (Italy), June 15–17, 2025

Carolina Ciprés, Speaker
ALICE Webinar on Tackling Disruptions
Online, June 10, 2025

Carolina Ciprés, Speaker
Transport Logistic: Enhancing Supply Chain Resilience
Munich (Germany), June 3, 2025

Dr. Alicia Martínez de Yuso, Speaker
8th Recuwaste Congress
Mataró, Barcelona (Spain), May 20, 2025

Dr. Sara Sánchez, Speaker
Pint of Science 2025
Zaragoza (Spain), May 19, 2025

Dr. Rafael de Miguel, Speaker
Aragón, Logistics Region
Zaragoza (Spain), May 2025

Carolina Ciprés, Speaker
Innovation Day 6: Co-creating the Future of Logistics
Zaragoza (Spain), May 7, 2025

Carolina Ciprés, Speaker
3rd Workshop of the European Cluster for Securing Critical Infrastructures
Bilbao (Spain), April 29–30, 2025

Dr. Susana Val, Speaker
Digitaliza 2025
Madrid (Spain), April 24, 2025

Dr. Teresa de la Cruz, Speaker
expoTALENT: Jobs You Never Imagined Would Exist
Zaragoza (Spain), April 2, 2025

Dr. Luca Urciuoli, Speaker
MIT SCALE Webinar: Supply Chain Response to Global Uncertainty
Online, April 1, 2025

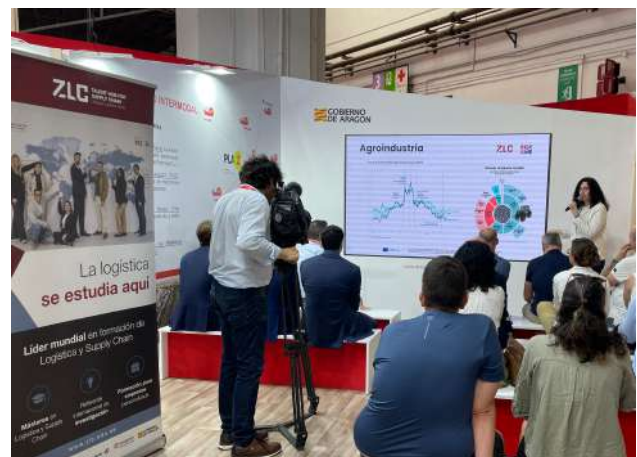
Dr. Susana Val, Speaker
DUM Urban Distribution of Goods: E-commerce and Horeca
Madrid (Spain), March 13, 2025

Dr. Susana Val, Speaker
Towards Safer and More Efficient Transport: Challenges and Solutions in Logistics 4.0
Zaragoza (Spain), March 12, 2025

Carolina Ciprés, Moderator
CEL Conference: Artificial Intelligence and Logistics Optimization
Barcelona (Spain), February 12, 2025

Carolina Ciprés, Speaker
National Industry Congress
Barcelona (Spain), January 15, 2025

Dr. Aldo Arranz, Speaker
TRB Annual Meeting
Washington D.C. (USA), January 5–9, 2025



ABOUT US

DIRECTION			EDUCATION	
	RESEARCH			
				GENERAL SERVICES
		FACULTY		
			ADJUNCT PROFESSORS	
	ZLC			

ABOUT US

Zaragoza Logistics Center (ZLC) is a research institute established by the Government of Aragon in Spain in partnership with the Massachusetts Institute of Technology (MIT) and the University of Zaragoza (UZ). Founded in 2003, ZLC mission is to be an international center of excellence for research and education in logistics and SCM that actively engages with industry and the public sector to develop and disseminate knowledge.

To accomplish its mission ZLC partnered with the MIT Center for Transportation and Logistics to form the MIT-Zaragoza International Logistics Program, a unique model of collaboration between industry, government and academia. **This successful partnership led to the creation of the MIT Global SCALE Network that now spans four continents. In addition, ZLC participates in several national and international research and educational initiatives.**

ZLC facilities in Expo



Erasmus+

ZLC has been awarded **The Erasmus Charter for Higher Education (ECHE)** by the **European Commission**. The ECHE provides the general quality framework for European and international cooperation activities, which a higher education institution (HEI) may carry out within the Erasmus+ Program.

The award of an Erasmus Charter for Higher Education is a pre-requisite for all institutions wishing to participate in Erasmus+ and learning mobility of individuals and/or cooperation for innovation and good practices under the Program.

The charter was granted for the first time for the 2014–2020 period and was renewed for the entire 2021–2027 period.

► *Campus ZLC*

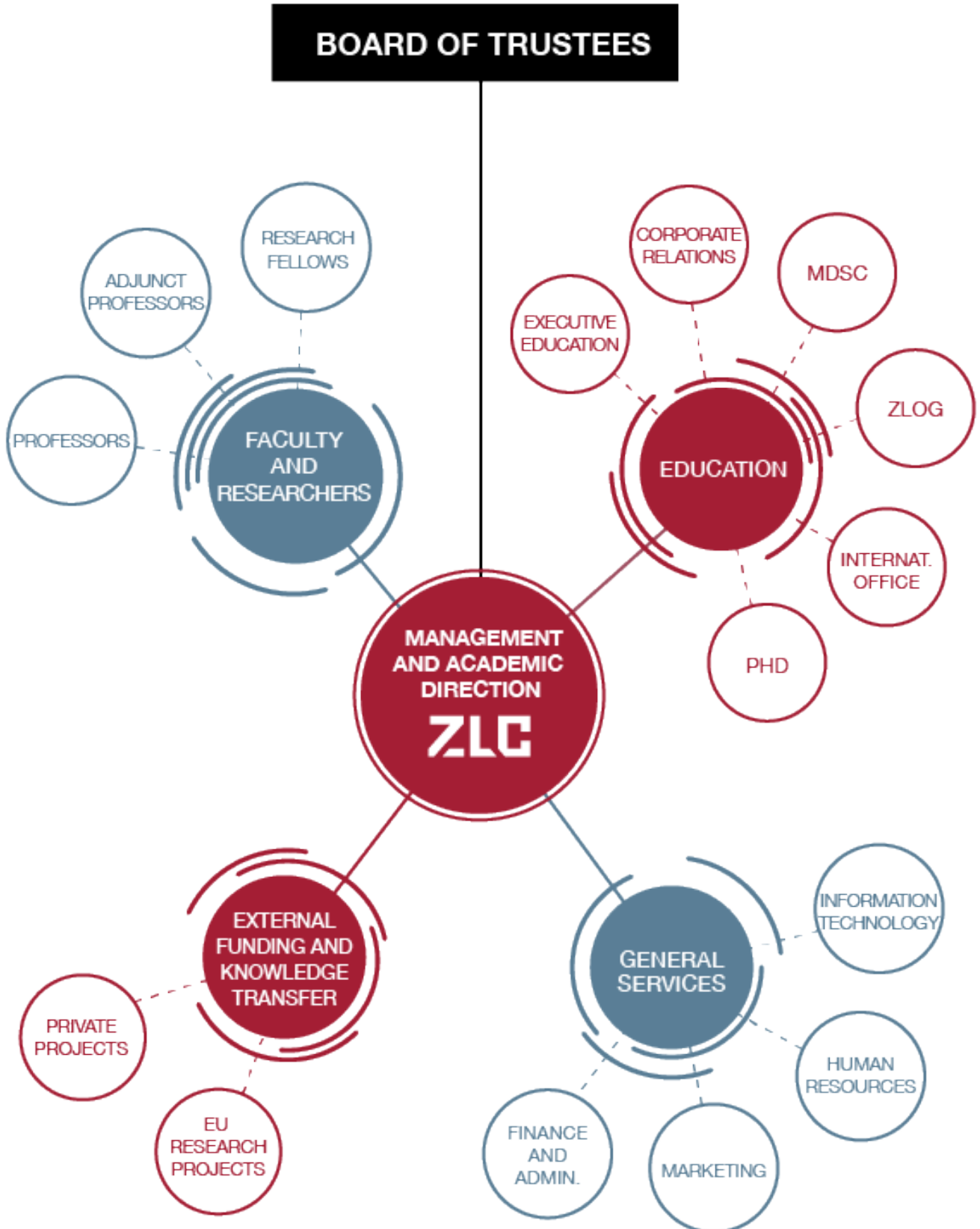
ZLC is located at “Dinamiza business park”, designed to meet the space and work needs of companies after the EXPO Zaragoza 2008. Dinamiza was designed as a window into the future for Zaragoza, in a unique area that operates as the city’s economic and leisure motor. Near the city centre, it occupies a strategic location by the AVE high-speed train station and the main road network, with a connection to the Airport. Also, it has become the economic business centre of Zaragoza where the City of Justice and the Aquarium are located, next to the Convention Centre, parks and sports areas. There are restaurants, hotels and a medical centre, with almost 3,000 employees working in different companies.

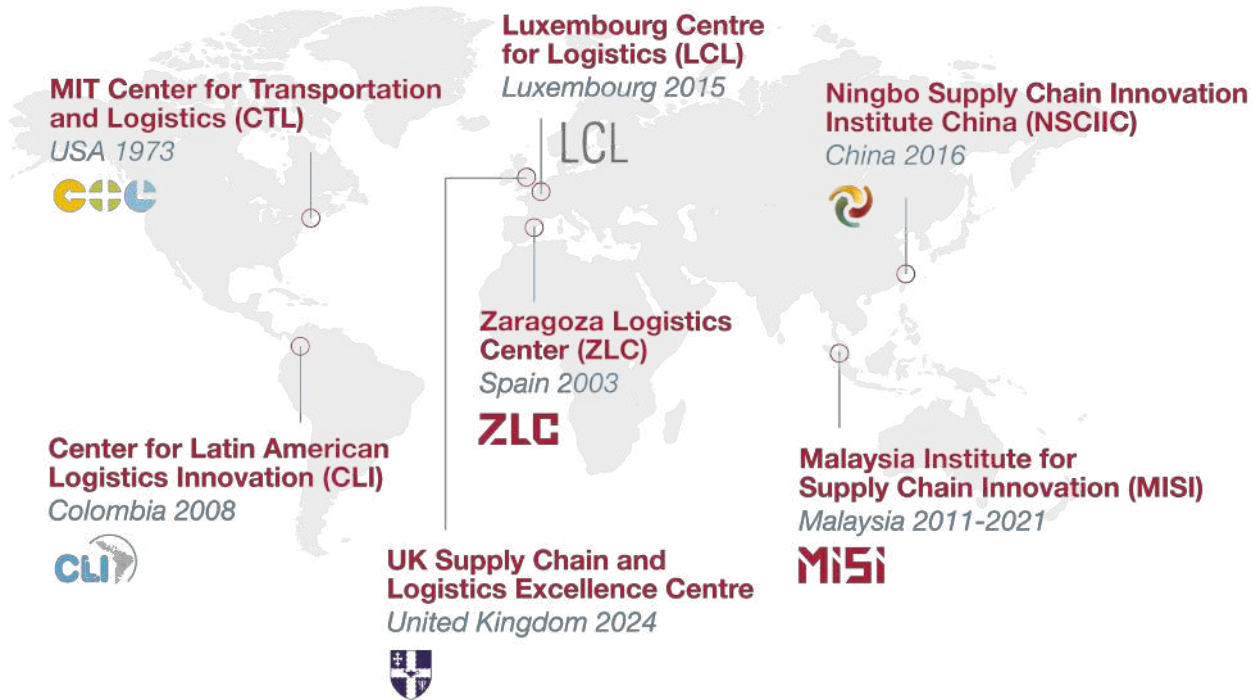
ZLC

Board of trustees



Organization Chart





4 continents

100 researchers and faculty

14 educational programs
(both online and in residence)

150 corporate partners

100 academic partners

1400 alumni

MIT Global SCALE Network

The MIT Global Supply Chain and Logistics Excellence (SCALE) Network is an international alliance of leading-edge research and education centers, dedicated to the development and dissemination of global innovation in supply chain and logistics.

It is designed and operated as a balanced network where each center contributes resources to conduct joint research, administer educational programs, and work with corporate sponsors.

List of MIT SCALE Centers:

MIT Center for Transportation & Logistics (CTL)
Opening: 1973
Location: Cambridge, Massachusetts, USA

Zaragoza Logistics Center (ZLC)
Opening: 2003
Location: Zaragoza, Spain

Center for Latin-American Logistics Innovation (CLI)
Opening: 2008
Location: Bogotá, Colombia

Luxembourg Centre for Logistics (LCL)
Opening: 2015
Location: Luxembourg, Luxembourg

Ningbo Supply Chain Innovation Institute China (NSCIIC)
Opening: 2016
Location: Ningbo, China

UK Supply Chain and Logistics Excellence Centre
Opening: 2024
Location: Loughborough, United Kingdom

MIT Global SCALE Network website:
<http://scale.mit.edu>



ZARAGOZA LOGISTICS CENTER

Avenida de Ranillas 5, edificio 5A (EXPO), planta baja
50018 – Zaragoza (España)
Tel. (+34) 976 077 600

www.zlc.edu.es

info@zlc.edu.es

