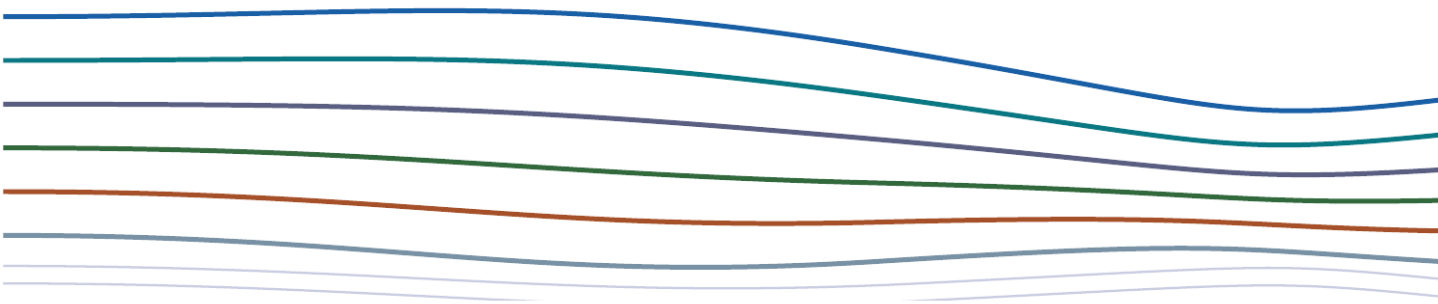
OptyLog
Optimize your Logistics

Supply chain, industrial operations, data and compliance.
Training the teams that keep goods moving.

Training catalogue 2027



Logistics & supply chain
20 courses

Data, AI & digitalization
14 courses

Management & performance
15 courses

Standards & frameworks
18 courses

Field & transport
6 courses

ASCM certifications
4 programmes

56, rue Farhat Hachad — 20250 Casablanca +212 522 27 22 14 contact@optylog.ma www.optylog.ma

We train the teams that keep goods moving: planning, purchasing, warehousing, transport, distribution. Our trainers ran these operations before teaching them.

25 years
of operational experience in industrial logistics and distribution

73
catalogue courses, all available as tailored in-house sessions

4
global frameworks used: SCOR, MMOG/LE, ISO, Lean

Three trades, one chain

Audit & consulting

Supply chain diagnostic based on SCOR or MMOG/LE, operations audit, distribution and transport strategy.

Studies & project support

Master plan, warehouse sizing, route optimization, specifications and TMS / WMS deployment.

Training

Public and in-house catalogue, job paths, ASCM certification preparation, tailored course design.

What our clients come to us for

- A trainer chosen for each subject, from a network of industry experts built over twenty years.
- Continuity between diagnostic, training and implementation.
- Funding application handled by us.
- Cases built on your own data: your items, your routes, your inventory.
- Sessions in English, French or Arabic, adapted to the client's regulatory context.
- Progress indicators measured before and after the session.

Our trainers. Optylog does not have all its courses delivered by the same person. Each module is given to a practitioner of the field — customs, automotive quality, data, food safety, driving — selected for field experience and the ability to teach. The trainer's name and background are shared with you in the proposal.

Industries covered. Automotive and suppliers, food and agri-food, building materials, pharmaceuticals and medical devices, telecoms, retail, carriers and freight forwarders, e-commerce.

Training that leaves a mark on your operations.

Three levels of progression

Level	What participants can do afterwards
Foundations	Understand the vocabulary, flows and trade-offs of their role. No prerequisites.
Practitioner	Apply methods and tools to their own data and keep their KPIs up to date.
Expert	Design, decide on and lead a transformation project, and train their teams.

How a session runs

- **Before.** Positioning questionnaire and collection of your real data to build the cases.
- **During.** Short cycles: input, application, debrief. Two thirds of the time is hands-on.
- **After.** Individual action plan, Excel toolkit, and a 30-day follow-up.

Formats

Format	Conditions
In-house	At your premises or in a rented room. 4 to 12 participants. Content adapted to your industry.
Public	In Casablanca, quarterly calendar. 6 to 15 participants.
Remote	3-hour virtual classes. Suited to multi-site teams.
Field	On site, at the dock or on the track. Simulator for driving.
Language	English, French or Arabic, for every course.

Assessment

Each session is assessed at three points: an entry test that measures the real level, scored exercises during the course, and an exit test compared with the entry test. You receive a session report with the progress rate per participant and per objective.

An individual certificate is issued. For regulatory and certification courses, the exam terms are those of the awarding body.

Accessibility. Premises and materials can be adapted on request. Let us know of any specific needs when registering.

> **Tailor-made.** Catalogue durations are reference durations. A module can be condensed into a half-day awareness session or extended into a multi-week path with on-site coaching between sessions. Describe the need and we will build the programme.

You already contribute to your teams' training.

Companies that pay the vocational training tax can have part of their training costs covered under the Special Training Contracts (CSF) managed by OFPPT. We prepare the file with you.

1. Scoping

We identify eligible needs, the people concerned and the annual training plan to submit.

2. Application

Detailed programmes, trainer CVs, quotes and administrative documents are provided in the format the funding body expects.

3. Delivery and reimbursement

Attendance sheets, certificates, session report and invoice: the reimbursement file is complete as soon as the course ends.

> Coverage rates, ceilings and filing deadlines change from year to year. We give you the conditions in force when you make your request and direct you to the GIAC contact for your industry. ASCM certification courses and regulatory courses follow their own rules.

What each course sheet contains

- **Code** — to quote as is on your requests and purchase orders.
- **Objective** — what participants can do afterwards.
- **Audience** — the roles targeted.
- **Reference duration** — in 7-hour days.
- **Programme** — the main sequences.
- **Prerequisites** — what you need to master to benefit fully.

Build your 2027 plan

Send us your logistics organization chart and this year's challenges: we will propose a costed training plan within five working days.

contact@optylog.ma · +212 672 10 18 46 · +212 522 27 22 14

01 Logistics & supply chain 20 courses

SC-01	Introduction to supply chain	9	SC-11	Road freight transport fundamentals	12
SC-02	Demand forecasting	9	SC-12	Route optimization and last-mile distribution	12
SC-03	S&OP: balancing demand and capacity	9	SC-13	Incoterms 2020	13
SC-04	Shop-floor scheduling and planning	10	SC-14	International trade, customs and AEO status	13
SC-05	Production management and MRP II	10	SC-15	Logistics cost and cost-to-serve	13
SC-06	Inventory management	10	SC-16	Financial impact of the supply chain	14
SC-07	Procurement: from need to supplier performance	11	SC-17	E-commerce logistics and fulfillment	14
SC-08	Supply planning and secure sourcing	11	SC-18	Resilience and supplier risk management	14
SC-09	Warehouse management optimization	11	SC-19	Nearshoring and Africa – Europe sourcing	15
SC-10	Logistics platform management	12	SC-20	S&OE — managing short-term execution	15

02 Data, AI & digitalization 14 courses

DG-01	Supply chain data governance	17	DG-08	Cybersecurity for logistics operations	19
DG-02	Data architecture and integration	17	DG-09	Digitizing logistics processes	19
DG-03	AI for demand forecasting	17	DG-10	Logistics dashboards with Power BI	20
DG-04	AI agents and process automation	18	DG-11	Selecting and deploying a WMS	20
DG-05	AI copilots for procurement	18	DG-12	Selecting and deploying a TMS	20
DG-06	Control tower and end-to-end visibility	18	DG-13	Writing a functional specification	21
DG-07	Digital twin and network simulation	19	DG-14	Supply chain IT master plan	21

New in 2027. Modules DG-01 to DG-08 and SC-18 to SC-20 answer three requests we keep hearing from clients: make data reliable before automating, secure the upstream chain, and meet the requirements of European customers.

03 Management & industrial performance 15 courses

MP-01	Project management	23
MP-02	Building a management dashboard	23
MP-03	Developing your team's performance	23
MP-04	Conflict management	24
MP-05	Managing stress at work	24
MP-06	Managing remote teams	24
MP-07	Leading collaborative work	25
MP-08	Problem solving: 8D, A3, QRQC	25
MP-09	Lean management	25
MP-10	Lean Six Sigma fundamentals	26
MP-11	TPM — Total Productive Maintenance	26
MP-12	Cycle time reduction	26
MP-13	APQP and PPAP	27
MP-14	ANPQP — Renault project standard	27
MP-15	SPC — Statistical Process Control	27

04 Standards & frameworks 18 courses

NR-01	SCOR Digital Standard (ASCM)	29
NR-02	MMOG/LE (AIAG – Odette)	29
NR-03	ISO 9001:2015 — quality management	29
NR-04	IATF 16949:2016 — automotive quality	30
NR-05	ISO 14001:2015 — environmental management	30
NR-06	ISO 45001:2018 — occupational health and safety	30
NR-07	ISO 26000:2010 — social responsibility	31
NR-08	ISO 22000:2018 — food safety	31
NR-09	ISO 22005:2007 — food chain traceability	31
NR-10	HACCP — food hazard control	32
NR-11	ISO 39001:2012 — road traffic safety	32
NR-12	ONSSA storage regulations	32
NR-13	Refrigerated transport regulations	33
NR-14	Road freight transport regulations	33
NR-15	Supply chain decarbonization: scope 3 and CBAM	33
NR-16	CSRD and non-financial reporting	34
NR-17	Digital traceability and product passport	34
NR-18	ISO 28000 — supply chain security	34

05 Field & transport 6 courses

TR-01	Forklift driving — operator authorization	36
TR-02	Eco-driving on a simulator	36
TR-03	Transport of dangerous goods (ADR)	36
TR-04	Temperature-controlled transport	37
TR-05	Parcel and groupage transport	37
TR-06	Staff transport	37

06 ASCM certifications 4 programmes

CPIM	Planning and Inventory Management	38
CSCP	Supply Chain Professional	38
CLTD	Logistics, Transportation and Distribution	38
CTSC	Transformation for Supply Chain	38

Reference durations in 7-hour days. Every course can be delivered in-house and adapted in length.

Eight paths built for a specific role.

Each path chains catalogue modules in the order of growing responsibility, with three to six weeks between sessions to apply on the job.

Warehouse manager

From warehousing flows to running a site through KPIs.

SC-06 SC-09 SC-10 DG-11 MP-02

Transport and distribution manager

Regulations, costs, routes and road safety of a fleet.

SC-11 SC-12 SC-15 NR-14 NR-11

Planner and flow manager

From forecast to shop-floor schedule, execution included.

SC-02 SC-03 SC-20 SC-05 SC-06

Buyer and supply planner

From expressed need to a managed supplier, risks included.

SC-07 SC-08 SC-18 SC-13 SC-14

Data and AI in supply chain

Make the data reliable, then automate what can be automated.

DG-01 DG-02 DG-10 DG-03 DG-04

Transformation project manager

Diagnose against a framework, scope the IT, run the project.

NR-01 DG-14 DG-13 MP-01 DG-06

QHSE manager in logistics

The standards that structure a logistics site and its transport.

NR-03 NR-05 NR-06 NR-11 MP-08

Compliance and access to the European market

What your customers will require, and how to respond.

NR-16 NR-15 NR-17 SC-19 SC-14



Logistics & supply chain

The trades that keep goods moving, from demand forecasting to the last mile.

Twenty modules covering the whole chain: plan, buy, stock, warehouse, transport, distribute, and measure what it all costs. Every course starts from your real flows rather than a textbook case.

Who it is for

- Logisticians, supply planners and inventory controllers
- Warehouse, platform, transport and distribution managers
- Planners, buyers and supply chain managers
- Support functions that work with logistics

20 courses SC-01 to SC-20 In-house, public and remote

SC-01 Introduction to supply chain

2 days

Give an end-to-end view of the supply chain to people who only see one link of it, and show how their decisions ripple upstream and downstream.

Programme

- The five processes: plan, source, make, deliver, return
- Physical, information and financial flows
- The cost – service – inventory triangle and its trade-offs
- The bullwhip effect: where the swings come from
- Basic KPIs: OTIF, service level, turnover, shelf life

Audience
Logisticians, buyers, inventory controllers, support functions that work with logistics.

Prerequisites
None.

Level
Foundations

SC-02 Demand forecasting

2 days

Build a forecast you can defend, measure its error, and know when statistical methods are no longer enough.

Programme

- Breaking demand down: trend, seasonality, noise, events
- Moving averages, exponential smoothing, Holt-Winters
- Measuring error: MAPE, bias, MAD, and what they really tell you
- Aggregate forecasting, disaggregation and the review cycle
- Bringing in sales input without distorting the model

Audience
Forecasters, planners, demand planners, supply chain managers, management controllers.

Prerequisites
Comfortable with Excel tables and time series.

Level
Practitioner

SC-03 S&OP: balancing demand and capacity

2 days

Set up a monthly process that aligns sales, operations and finance on a single plan, and gets senior management to decide on the gaps.

Programme

- The five steps of the S&OP cycle and their calendar
- Building the sales and operations plan in volume and value
- Load vs. capacity: spotting dead ends before they happen
- Scenarios and trade-off rules between service, inventory and cost
- Running the executive meeting: agenda and expected decisions

Audience
Supply chain, operations, sales and finance directors and managers.

Prerequisites
Knowledge of your company's flows and of a planning system.

Level
Expert

SC-04

Shop-floor scheduling and planning

2 days

Turn a production plan into a feasible shop-floor schedule, and keep it on track when disruptions hit.

Programme

- From MPS to detailed schedule: horizons and time buckets
- Forward and backward scheduling, critical path
- Priority rules and bottleneck management
- Lot sizes, campaigns, changeover times
- Rescheduling during the day without breaking the plan

Audience
Workshop managers, team leaders, production supervisors, schedulers.

Prerequisites
Experience in a production environment.

Level
Practitioner

SC-05

Production management and MRP II

2 days

Master the logic of requirements planning and understand why an ERP produces inconsistent proposals when master data is wrong.

Programme

- MRP II architecture: S&OP, MPS, MRP, capacity, execution
- Bills of materials, routings, lead times: master data quality
- Net requirements calculation and exception messages
- Finite vs. infinite capacity: what your ERP actually does
- Link with safety stock and safety lead times

Audience
Production managers, supervisors, planners, ERP key users.

Prerequisites
Basic production management knowledge or module SC-01.

Level
Practitioner

SC-06

Inventory management

2 days

Decide how much to stock and when to replenish, item by item, instead of applying one rule to the whole warehouse.

Programme

- Functions and costs of inventory: holding, ordering, stock-outs
- ABC classification and cross ABC value / turnover
- Replenishment policies: reorder point, order-up-to, periodic review
- Economic order quantity and safety stock for a target service level
- Cycle counting, inventory accuracy and handling discrepancies

Audience
Logistics managers, buyers, inventory controllers, warehouse supervisors.

Prerequisites
No technical prerequisite.

Level
Practitioner

SC-07

Procurement: from need to supplier performance

3 days

Structure the purchasing process end to end and manage a supplier panel on performance rather than on list price.

Programme

- Needs analysis and functional specification
- Portfolio segmentation and strategy by segment
- Sourcing, tendering, multi-criteria bid evaluation grid
- Negotiation: preparation, concession matrix, walk-away points
- Contracting, total cost of ownership, supplier evaluation

Audience
Purchasing and logistics managers, buyers, technical specifiers.

Prerequisites
Experience in a purchasing or supply role.

Level
Practitioner

SC-08

Supply planning and secure sourcing

2 days

Keep materials available without inflating inventory, and know how to react when a supplier falls short.

Programme

- The supply planner's role between purchasing and production
- Item parameters: lead times, minimums, multiples, free-delivery thresholds
- Tracking order confirmations and managing delays
- Supplier risk mapping and workaround plans
- Impact of payment terms on working capital

Audience
Supply planners, order managers, logistics and purchasing managers.

Prerequisites
None.

Level
Foundations

SC-09

Warehouse management optimization

2 days

Take back control of a warehouse's internal flows: layout, slotting, picking, and cut the distances travelled.

Programme

- Mapping receiving, put-away, picking and shipping
- Location addressing, slotting and layout by turnover
- Picking methods: piece, wave, batch, pick-to-light
- Sizing: floor space, equipment, headcount per shift
- Productivity and quality: lines per hour, error rate, cost per line

Audience
Logistics and distribution centre managers, warehouse team leaders, inventory controllers.

Prerequisites
Experience working in a warehouse.

Level
Practitioner

SC-10

Logistics platform management

2 days

Run a site: organize the teams, meet service commitments and report with solid figures.

Programme

- Site organization: positions, shifts, multi-skilling
- Workload sizing and smoothing peaks
- Safety, security and compliance of facilities
- Internal and external customer relations, service commitments
- Operating budget and cost per unit handled

Audience
Platform managers, site managers, multi-site logistics managers.

Prerequisites
Managing a logistics team.

Level
Expert

SC-11

Road freight transport fundamentals

2 days

Understand the technical, contractual and regulatory environment of road transport, and what drives the price of a trip.

Programme

- Players and status: carrier, freight forwarder, own-account transport
- Vehicles, body types, payloads and size limits
- Regulatory framework: permits, driving hours, axle loads
- Transport documents, liability and insurance
- Cost structure per kilometre and reading a rate card

Audience
Logistics and transport managers, fleet managers, planners, operators.

Prerequisites
None.

Level
Foundations

SC-12

Route optimization and last-mile distribution

2 days

Build delivery routes that hold up in operation: territory design, frequencies, sequencing, and measure the real gain after roll-out.

Programme

- Diagnosing an existing route plan: kilometres, stops, service times
- Geographic territory design and customer allocation
- Choosing visit frequencies and the call calendar
- Sequencing, time windows, urban access constraints
- Monitoring: load factor, stops per route, cost per delivered stop

Audience
Distribution, transport and field sales managers, operators, sales supervisors.

Prerequisites
Knowledge of a distribution network or a visit plan.

Level
Expert

SC-13

Incoterms 2020

1 day

Choose the right Incoterm for a given transaction and know exactly where each party's costs, risks and obligations end.

Programme

- The eleven rules and how they are grouped
- Transfer of costs and transfer of risk: two separate points
- Documentary and customs obligations of each party
- Insurance: what CIF and CIP really cover
- Common mistakes and choices by transport mode

Audience
Anyone involved in import or export operations.

Prerequisites
None.

Level
Foundations

SC-14

International trade, customs and AEO status

2 days

Secure an international transaction from order to customs clearance, and assess whether AEO certification is worthwhile for your company.

Programme

- Document chain of an import and export transaction
- Economic and suspensive customs procedures
- Customs value, tariff classification, origin
- International payment methods and letters of credit
- Authorized Economic Operator status: criteria, application, benefits

Audience
Import-export, logistics and purchasing managers, customs declarants, finance staff.

Prerequisites
Module SC-13 or hands-on experience of international operations.

Level
Practitioner

SC-15

Logistics cost and cost-to-serve

2 days

Rebuild the real cost of serving a customer, a channel or an item, and find out which ones destroy margin.

Programme

- Breaking down the full logistics cost
- Cost drivers: order, line, pallet, delivery point
- Building a usable cost-to-serve model in Excel
- Profitability analysis by customer and by channel
- Levers: minimum order, delivery frequency, packaging

Audience
Supply chain and logistics managers, management controllers, sales directors.

Prerequisites
Comfortable with spreadsheets, with access to cost data.

Level
Expert

SC-16

Financial impact of the supply chain

2 days

Translate logistics decisions into balance-sheet and P&L figures, so you can talk with the finance department.

Programme

- Reading a balance sheet and P&L from a logistician's side
- Where inventory shows up and what it really costs
- Operating cycle and working capital requirement
- Effect of a logistics decision on profit and on cash
- Building the business case for a supply chain project

Audience
Logistics and supply chain managers, project managers, non-financial managers.

Prerequisites
No prior accounting knowledge.

Level
Practitioner

SC-17

E-commerce logistics and fulfillment

2 days

Organize single-order logistics: each picking, last-mile delivery and returns management.

Programme

- What changes between palletized B2B and single-unit orders
- Each picking, packing, managing very small items
- Last mile: delivery models, pick-up points, cash on delivery
- Reverse logistics: processing, restocking, cost of a return
- Displayed delivery promise and tracking the on-time rate

Audience
E-commerce, logistics and customer service managers, owners of online retail SMEs.

Prerequisites
None.

Level
Practitioner

SC-18

Resilience and supplier risk management

2 days

Identify the breaking points in your upstream chain before they give way, and prepare workarounds that hold up in real life.

Programme

- Mapping dependencies: suppliers, sites, materials, transport
- Rating a risk: probability, impact, recovery time
- Dual sourcing, strategic stock, early qualification
- Stress test: simulating the loss of a critical supplier
- Monitoring, early-warning indicators and business continuity plan

Audience
Supply chain and purchasing directors, supply managers, QHSE, risk managers.

Prerequisites
Knowledge of your own supplier panel.

Level
Expert

SC-19

Nearshoring and Africa – Europe sourcing

2 days

Assess a relocation or set-up project in Africa from a logistics, customs and total-cost point of view.

Programme

- What is driving European customers to move sourcing closer
- Logistics models: Tanger Med, Casablanca, road and sea corridors
- Customs procedures, industrial acceleration zones, rules of origin
- Comparing total landed cost: beyond the unit price
- Success factors and failures observed

Audience
Supply chain, purchasing and industrial development directors, business owners.

Prerequisites
Module SC-14 recommended.

Level
Practitioner

SC-20

S&OE — managing short-term execution

1 day

Install the weekly layer missing between monthly S&OP and the decisions made every morning on the ground.

Programme

- What S&OP does not cover and why the gap widens
- Horizon, granularity and frequency of the execution review
- Detecting gaps and deciding: allocation, prioritization, expediting
- Interface with customer service and production
- Plan adherence KPIs and escalation to S&OP

Audience
Supply chain, planning, customer service and production managers.

Prerequisites
Module SC-03 or an existing S&OP process.

Level
Practitioner



02

Data, AI & digitalization

Make the data reliable first, automate second. In that order, never the reverse.

The section starts with data governance and architecture, because no forecasting model or automation agent can make up for a faulty item master. Then come applied AI, end-to-end visibility, and the tools: WMS, TMS, Power BI.

Who it is for

- Supply chain and IT directors
- Data managers, ERP key users and project managers
- Demand planners and analysts
- Order management, purchasing and customer service managers

14 courses DG-01 to DG-14 In-house, public and remote

DG-01 Supply chain data governance

2 days

Take back control of item, site and partner master data, without which no forecast or optimization tool gives reliable results.

Programme

- What master data is and where it degrades
- Roles: data owner, data steward, user
- Rules for creating, changing and retiring an item
- Measuring quality: completeness, uniqueness, consistency, freshness
- Setting up a governance committee and keeping up the pace

Audience
Supply chain and IT directors, data managers, ERP key users, project managers.

Prerequisites
Hands-on use of an ERP or an item master.

Level
Expert

DG-02 Data architecture and integration

2 days

Understand how data really flows between ERP, WMS, TMS and partners, and choose between files, EDI, APIs and real-time streams.

Programme

- Mapping data flows and their latency
- Flat files, EDI, APIs, message queues: when to use which
- Data warehouse and analytics layer: what they are really for
- Integration with customers, carriers and suppliers
- Cost, technical debt and the pitfalls of point-to-point integration

Audience
IT and supply chain directors, architects, project managers, data managers.

Prerequisites
General IT background and knowledge of logistics applications.

Level
Expert

DG-03 AI for demand forecasting

2 days

Move from classic statistical forecasting to machine-learning models, and measure whether the gain justifies the complexity.

Programme

- Limits of statistical methods and where machine learning helps
- Explanatory variables: promotions, prices, weather, calendar, events
- Training, validation, overfitting and bias
- Comparing a model with the existing baseline: MAPE, bias, business value
- Going live, retraining and human oversight

Audience
Demand planners, supply chain managers, analysts, data managers.

Prerequisites
Module SC-02 or hands-on forecasting experience.

Level
Expert

DG-04 AI agents and process automation

2 days

Automate the document-heavy tasks that eat up your teams' time: order entry, transport claims, invoice matching.

Programme

- Spotting tasks that can be automated: volume, rules, error tolerance
- Document extraction: purchase orders, delivery notes, invoices, customs
- Chaining steps: from a simple rule to an agent that decides
- Human checkpoint, traceability and exception handling
- Scoping a pilot: scope, cost, stop criterion

Audience
Order management, logistics, purchasing and finance managers, project managers, CIOs.

Prerequisites
Knowledge of the administrative processes in your area.

Level
Expert

DG-05 AI copilots for procurement

1 day

Use AI assistants on document-heavy purchasing tasks, knowing what must not be handed over to them.

Programme

- Panel analysis and tender preparation
- Side-by-side contract reading and spotting sensitive clauses
- Drafting specifications and meeting minutes
- Confidentiality of supplier data and usage rules
- Verification: what must stay validated by a buyer

Audience
Purchasing managers and buyers, supply planners, contract lawyers.

Prerequisites
Hands-on purchasing experience.

Level
Practitioner

DG-06 Control tower and end-to-end visibility

2 days

Build management by exception: handle only what drifts, instead of watching every flow all the time.

Programme

- What a control tower does and does not do
- Visibility sources: telematics, carrier statuses, EDI, scans
- Predictive ETA and reliability of the customer promise
- Defining exceptions, thresholds and escalation rules
- Organizing people around the tool and measuring the gain

Audience
Supply chain, transport and customer service managers, project managers.

Prerequisites
Knowledge of your downstream flows.

Level
Expert

DG-07 Digital twin and network simulation

2 days

Test a location, sizing or distribution network decision before committing to it, using a model of your flows.

Programme

- Modelling a network: sites, flows, costs, service constraints
- Discrete-event simulation and network optimization
- Data needed and the level of precision that is really useful
- Building scenarios and reading results without over-interpreting
- From model to decision: what the executive committee needs to see

Audience
Supply chain and industrial directors, project managers, network managers.

Prerequisites
Knowledge of the costs and flows of your network.

Level
Expert

DG-08 Cybersecurity for logistics operations

1 day

Understand what happens to a warehouse or a fleet when systems go down, and prepare business continuity.

Programme

- Attack surface: WMS, telematics, automation, service-provider access
- Ransomware and phishing: real cases in logistics
- Degraded mode: shipping and delivering without systems
- Backups, restore tests, recovery plan
- Security requirements to impose on providers and software vendors

Audience
Logistics, platform and transport managers, CIOs, QHSE, general management.

Prerequisites
None.

Level
Foundations

DG-09 Digitizing logistics processes

2 days

Know what to digitize first, and why putting tools on a shaky process only speeds up the disorder.

Programme

- Mapping the current state: information breaks and re-keying
- Overview of the building blocks: ERP, WMS, TMS, EDI, portals, sensors, RFID
- Choosing the sequence: what must be stabilized before it is tooled
- Change management and adoption by field teams
- Assessing the return on investment of a digitization project

Audience
Logistics and supply chain managers, industrial directors, project managers, CIOs.

Prerequisites
None.

Level
Foundations

DG-10 Logistics dashboards with Power BI

2 days

Build a dashboard that updates itself and that management actually looks at, from your real data extracts.

Programme

- Sources and connection: Excel, ERP, flat exports
- Cleaning and transforming with Power Query
- Data model: fact tables, dimensions, calendar
- DAX measures useful to logisticians: service, turnover, cost
- Layout, filters, publishing and automatic refresh

Audience
Logistics and supply chain managers, management controllers, analysts, key users.

Prerequisites
Good command of Excel. Computer with Power BI Desktop installed.

Level
Practitioner

DG-11 Selecting and deploying a WMS

2 days

Run a WMS project from requirements to go-live, without discovering functional gaps at cut-over.

Programme

- Functional scope of a WMS and its boundary with the ERP
- Gathering requirements: flows, locations, picking rules, traceability
- Vendor tender, prototyping and comparison grid
- Configuration, data migration, testing and user training
- Cut-over, parallel run and stabilization

Audience
Logistics and platform managers, project managers, key users, CIOs.

Prerequisites
Knowledge of warehouse flows (module SC-09 recommended).

Level
Practitioner

DG-12 Selecting and deploying a TMS

2 days

Scope a TMS project and use what it really brings: planning, execution tracking and freight invoice audit.

Programme

- TMS functions: planning, optimization, execution, freight billing
- Gathering requirements based on the distribution network and fleet
- Interfaces: ERP, WMS, GPS tracking, carriers
- Input data quality: addresses, service times, constraints
- KPIs to draw from the TMS and freight invoice audit

Audience
Transport, distribution and supply chain managers, project managers, CIOs.

Prerequisites
Knowledge of transport (module SC-11 recommended).

Level
Practitioner

DG-13 Writing a functional specification

2 days

Write a specification that states needs rather than solutions, and that can still be enforced with the supplier at acceptance.

Programme

- Functional needs analysis and the 'horned beast' diagram
- Stating a requirement: function, criterion, level, flexibility
- Ranking and weighting requirements
- Standard document structure and drafting pitfalls
- Bid evaluation grid and contractual acceptance

Audience
Purchasing, methods and logistics managers, project managers, specifiers.

Prerequisites
Having taken part in buying a solution or equipment.

Level
Practitioner

DG-14 Supply chain IT master plan

2 days

Build a three-year IT roadmap that stays workable when priorities change, rather than a catalogue of projects.

Programme

- Framing: business ambition, constraints, current applications
- Application map and data flow map
- Gap analysis and target scenarios
- Roadmap in waves, dependencies and decision milestones
- Budget, governance and project portfolio management

Audience
Supply chain, industrial and IT directors, project managers, enterprise architects.

Prerequisites
Experience of IT or transformation projects.

Level
Expert



Management & industrial performance

Lead a team, run a project, and improve a process through method.

Two families brought together: leading people — team performance, conflict, remote work, collaboration — and industrial performance: Lean, Six Sigma, TPM, problem solving and project quality standards.

Who it is for

- Managers, supervisors and team leaders
- Project managers and unit heads
- Plant, production, lean and maintenance managers
- Quality managers and coordinators

15 courses MP-01 to MP-15 In-house, public and remote

MP-01

Project management

2 days

Scope, plan and steer a project through to its result, keeping control of deadlines and commitments.

Programme

- Project charter: objective, scope, deliverables, stakeholders
- Work breakdown and schedule with decision milestones
- Workload, resources and critical path
- Risks: identification, rating, response plans
- Steering, progress reporting and close-out

Audience
Project managers, project team members, managers.

Prerequisites
None.

Level
Practitioner

MP-02

Building a management dashboard

2 days

Choose the few indicators that drive action, define them without ambiguity and present results without drowning them.

Programme

- From objective to indicator: the chain of cause and effect
- Indicator sheet: definition, source, granularity, frequency, target
- Avoiding indicators that contradict each other across departments
- Rules for charts and layout
- Running a performance review and triggering actions

Audience
Managers, supervisors, unit heads, management controllers.

Prerequisites
Hands-on use of Excel.

Level
Practitioner

MP-03

Developing your team's performance

2 days

Adapt your management style to each person's real level of autonomy, and help the team grow rather than doing the work for them.

Programme

- Assessing a team member's maturity on a given task
- Management styles and choosing the right one
- Setting objectives and delegating without losing control
- Corrective conversations and recognition conversations
- Developing skills: individual plan and follow-up

Audience
Managers, sales staff, project managers and team leaders.

Prerequisites
Managing a team, even a small one.

Level
Practitioner

MP-04

Conflict management

2 days

Spot a conflict before it takes root and handle the difficult conversation without losing the working relationship.

Programme

- How conflicts work and their early signs
- Positions, interests and needs: what is really at stake
- Active listening and rephrasing under tension
- Leading a resolution meeting and reaching an agreement
- The role of a third party and the limits of the manager's role

Audience
Managers, supervisors, sales staff, customer-facing roles.

Prerequisites
None.

Level
Foundations

MP-05

Managing stress at work

2 days

Understand how work-related stress works, recognize your own signals and act on organizational causes as well as on reactions.

Programme

- Physiological and cognitive mechanisms of stress
- Organizational and individual risk factors
- Spotting your own warning signs and those of your team
- Regulation techniques: breathing, prioritizing, taking breaks
- Acting on causes: workload, role clarity, room for manoeuvre

Audience
Managers, supervisors, HR staff.

Prerequisites
None.

Level
Foundations

MP-06

Managing remote teams

2 days

Keep up the performance and cohesion of a dispersed team, replacing visual control with explicit working rules.

Programme

- What distance changes in the manager's role
- Setting ground rules: availability, channels, response times
- Rituals: daily check-in, weekly review, one-to-one
- Tracking results rather than presence
- Maintaining cohesion and spotting isolation

Audience
Managers and supervisors leading multi-site or mobile teams.

Prerequisites
Managing a team.

Level
Practitioner

MP-07

Leading collaborative work

2 days

Get teams that never meet to work together, with shared tools and clear contribution rules.

Programme

- Stakes and limits of collaborative work in companies
- Overview of uses: shared documents, team spaces, task management
- Rules for contributing, naming and versioning
- Running a productive meeting, on site and remotely
- Rolling out collaborative work: pilot, champions, scaling up

Audience
Managers, sales staff, project managers and team leaders.

Prerequisites
None.

Level
Foundations

MP-08

Problem solving: 8D, A3, QRQC

2 days

Work a recurring problem through to its root cause and check that the corrective action holds over time.

Programme

- Describing a problem with facts: 5W2H, is / is not
- Root cause analysis: 5 whys, Ishikawa, fault tree
- The 8D method and the one-page A3 report
- QRQC: react fast at the workstation, protect the customer
- Checking effectiveness and standardizing the solution

Audience
Managers and supervisors, quality, production and logistics managers.

Prerequisites
None.

Level
Practitioner

MP-09

Lean management

2 days

Identify the waste in a real process and launch an improvement workshop that delivers a measurable gain.

Programme

- Value and waste: the seven types on the shop floor and in the office
- Value stream mapping, current and future state
- 5S, visual management, standard work
- Pull flow, kanban, reducing work in progress
- Running a kaizen event and sustaining the gains

Audience
Managers, plant, production, lean, quality and logistics managers.

Prerequisites
None.

Level
Practitioner

MP-10

Lean Six Sigma fundamentals

2 days

Understand the DMAIC logic and know which problems call for a statistical approach rather than common-sense action.

Programme

- Variability, capability and the cost of poor quality
- The five DMAIC steps and the deliverables of each
- Measurement tools: data collection, gauge R&R, control charts
- Analysis tools: Pareto, correlation, comparison tests
- Roles and organization of a roll-out

Audience
Managers, plant, production, lean and quality managers.

Prerequisites
Basic descriptive statistics.

Level
Practitioner

MP-11

TPM — Total Productive Maintenance

2 days

Improve overall equipment effectiveness by handing part of maintenance to operators and tackling recurring stoppages.

Programme

- Equipment losses and calculating OEE
- The TPM pillars and their roll-out sequence
- Autonomous maintenance: the implementation steps
- Planned maintenance and analysis of repeat breakdowns
- KPIs, daily huddles and the role of supervisors

Audience
Plant, production, maintenance and lean managers, team leaders.

Prerequisites
Production environment with machinery.

Level
Practitioner

MP-12

Cycle time reduction

2 days

Shorten the time between order and delivery by attacking waiting times, not the speed at which operators work.

Programme

- Cycle time, lead time, value-added time
- Measuring on the floor: time studies, work sampling
- SMED and changeover time reduction
- Batch size, work in progress and Little's law
- Workstation redesign and line balancing

Audience
Plant, production, methods, lean and quality managers.

Prerequisites
Experience in production or industrial engineering.

Level
Practitioner

MP-13

APQP and PPAP

1 day

Place the APQP and PPAP manuals within an automotive project and know what the customer expects at each milestone.

Programme

- Logic and phases of APQP
- Deliverables per phase and milestone reviews
- The PPAP file: elements and submission levels
- Links with FMEA, the control plan and capability studies
- Mistakes that get a file rejected

Audience
Quality and lean managers, project managers, industrialization staff.

Prerequisites
Working in an automotive supply chain.

Level
Foundations

MP-14

ANPQP — Renault project standard

3 days

Apply ANPQP requirements to run a project with the Renault group and pass customer reviews.

Programme

- Structure of the standard and vocabulary
- Deliverables per project phase and their acceptance criteria
- Managing changes and deviations
- Preparing customer reviews and process audits
- Case study: putting together a deliverables file

Audience
Managers, plant, production, lean and quality managers, project managers.

Prerequisites
A current or upcoming project with a car manufacturer.

Level
Practitioner

MP-15

SPC — Statistical Process Control

2 days

Decide when a process deserves a control chart, set it up correctly and interpret what it signals.

Programme

- Random variability and special causes
- Capability: Cp, Cpk, Pp, Ppk and when they are valid
- Choosing the right chart: X-bar/R, individuals, attributes
- Calculating limits and detection rules
- Reacting to a signal: reaction plan and traceability

Audience
Managers, plant, production, lean and quality managers, technicians.

Prerequisites
Basic descriptive statistics.

Level
Practitioner



Standards & frameworks

What your customers, your auditors and the regulations will require of you.

From performance frameworks — SCOR, MMOG/LE — to the ISO standards that structure quality, environment, safety and food, through to the recent reporting and traceability obligations that determine access to the European market.

Who it is for

- QHSE, quality, environment and safety managers
- Supply chain, purchasing and transport managers
- Process owners, coordinators and internal auditors
- General management and exporters

18 courses NR-01 to NR-18 In-house, public and remote

NR-01

SCOR Digital Standard (ASCM)

2 days

Use the SCOR model to map a supply chain, benchmark it against best practices and build a quantified improvement plan.

Programme

- Structure of the model: processes, performance, practices, people
- Modelling an existing chain and spotting breaks
- Performance attributes and associated metrics
- Benchmarking against market references and identifying gaps
- Building the transformation roadmap

Audience
Industrial and logistics managers, supply chain, plant, production, warehouse, transport and purchasing managers, project managers.

Prerequisites
Operational supply chain experience.

Level
Expert

NR-02

MMOG/LE (AIAG – Odette)

2 days

Self-assess against the automotive logistics standard, prepare for a customer evaluation and manage your own suppliers with the same tool.

Programme

- Structure of the standard and requirement levels
- The chapters: strategy, work organization, capacity, planning, customer and supplier interface, improvement
- Running a self-assessment and scoring honestly
- Building the action plan from the gaps
- Assessing a supplier and tracking its progress

Audience
Managers, plant, production, supply chain, logistics and purchasing managers.

Prerequisites
Working in an automotive supply chain.

Level
Practitioner

NR-03

ISO 9001:2015 — quality management

2 days

Understand the logic of the standard and use it as a performance tool rather than a collection of procedures.

Programme

- High-level structure and process approach
- Context, interested parties, risk-based thinking
- Requirements clause by clause
- Documentation: what is really required
- Internal audit, management review, continual improvement

Audience
QHSE managers, process owners, quality coordinators and auditors.

Prerequisites
None.

Level
Foundations

NR-04 IATF 16949:2016 — automotive quality

2 days

Master the automotive-specific requirements on top of ISO 9001 and prepare your site for the certification audit.

Programme

- How IATF 16949 relates to ISO 9001, and certification rules
- Customer-specific requirements and how to manage them
- Core tools: APQP, PPAP, FMEA, SPC, MSA
- Control of manufacturing processes and control plans
- Audit preparation: evidence, nonconformities, responses

Audience
Quality managers and anyone involved in quality management.

Prerequisites
Knowledge of ISO 9001.

Level
Practitioner

NR-05 ISO 14001:2015 — environmental management

2 days

Structure an environmental approach that complies with the standard and identify the truly significant aspects of your activity.

Programme

- Requirements of the standard and high-level structure
- Environmental review and significant aspects
- Legal compliance and regulatory watch
- Environmental objectives, programme and indicators
- Emergency situations, internal audit, management review

Audience
Environmental managers, coordinators and auditors.

Prerequisites
None.

Level
Foundations

NR-06 ISO 45001:2018 — occupational health and safety

2 days

Set up an occupational health and safety management system and identify the weak points of your own approach.

Programme

- Requirements of the standard and transition from OHSAS 18001
- Hazard identification and risk assessment
- Worker consultation and participation
- Operational control, subcontracting, emergency situations
- Incidents, corrective actions and improvement

Audience
QHSE managers, process owners, operations staff and safety coordinators.

Prerequisites
None.

Level
Foundations

NR-07

ISO 26000:2010 — social responsibility

2 days

Take ownership of the social responsibility guidelines and turn them into verifiable commitments, without greenwashing.

Programme

- The seven core subjects of the standard
- Identifying stakeholders and their expectations
- Priority areas of action and materiality matrix
- Indicators and non-financial reporting
- Links with other management systems

Audience
HR and QHSE managers, managers, CSR officers.

Prerequisites
None.

Level
Foundations

NR-08

ISO 22000:2018 — food safety

2 days

Build a food safety management system and link it with prerequisite programmes and HACCP.

Programme

- Requirements of the standard and levels of control
- Prerequisite programmes and operational prerequisite programmes
- HACCP plan integrated into the system
- Traceability, withdrawal and recall
- Verification, validation and improvement

Audience
Quality, supply chain and production managers, manufacturers, distributors.

Prerequisites
Working in the food industry.

Level
Practitioner

NR-09

ISO 22005:2007 — food chain traceability

2 days

Design a traceability system that can trace a batch both upstream and downstream within the time you have set yourself.

Programme

- Principles and requirements of the standard
- Defining traceable units and parent-child links
- Identification, recording and retention of data
- Traceability test: preparation, execution, measuring the time taken
- Withdrawal and recall: procedure and drill

Audience
Quality, supply chain and production managers, manufacturers, distributors.

Prerequisites
Working in the food industry.

Level
Practitioner

NR-10

HACCP — food hazard control

2 days

Carry out an end-to-end hazard analysis and determine the critical control points that really matter for your process.

Programme

- Biological, chemical and physical hazards, and allergens
- The twelve steps and seven principles
- Process flow diagram and on-site verification
- Determining critical control points and critical limits
- Monitoring, corrections, verification and records

Audience
QHSE, production and supply chain managers, manufacturers.

Prerequisites
None.

Level
Foundations

NR-11

ISO 39001:2012 — road traffic safety

2 days

Set up a road safety management system for a fleet, and act on the risk factors the company truly controls.

Programme

- Requirements of the standard and performance factors
- Road risk analysis for a transport activity
- Objectives, indicators and incident tracking
- Operational control: vehicles, drivers, routes, schedules
- Post-accident investigation and lessons learned

Audience
HR, supply chain, QHSE and transport managers, fleet managers.

Prerequisites
None.

Level
Practitioner

NR-12

ONSSA storage regulations

2 days

Bring storage of animal and plant products into compliance with the applicable national regulations, with an expert in the field.

Programme

- National regulatory framework and establishment approvals
- Design and layout requirements for premises
- Storage conditions, temperatures and hygiene
- Traceability, records and controlled documents
- How an inspection unfolds and handling findings

Audience
Industrial and logistics managers, supply chain, warehouse and purchasing managers, project managers.

Prerequisites
None.

Level
Practitioner

NR-13

Refrigerated transport regulations

2 days

Master the obligations that apply to temperature-controlled transport and make sure your carriers comply with them.

Programme

- Regulatory framework and vehicle certificates
- Vehicle classes, set-point temperatures and tolerances
- Loading, pre-cooling, cold chain breaks
- Temperature recorders and keeping the readings
- Liability when non-compliance is found at delivery

Audience
Industrial and logistics managers, supply chain, transport and purchasing managers.

Prerequisites
None.

Level
Practitioner

NR-14

Road freight transport regulations

2 days

Review the regulatory framework for road transport and the implementing decrees that engage the company's liability.

Programme

- Access to the profession and operating licences
- Driving and rest times, and roadside checks
- Weights, axle loads and overloading
- Points-based licence, mandatory continuing training, tyre condition
- Liability of the shipper and of the loading party

Audience
HR, supply chain, QHSE and transport managers, fleet managers.

Prerequisites
None.

Level
Practitioner

NR-15

Supply chain decarbonization: scope 3 and CBAM

2 days

Measure the carbon footprint of your flows, answer the requests of your European customers and commit to reductions that make economic sense.

Programme

- Emission scopes and the place of upstream and downstream scope 3
- Calculating transport and warehousing emissions
- Collecting data from suppliers and carriers
- Carbon Border Adjustment Mechanism: who is affected, what data to provide
- Reduction levers: load factor, modal shift, energy, sourcing

Audience
Supply chain, QHSE and purchasing managers, general management, exporters.

Prerequisites
Knowledge of your upstream and downstream flows.

Level
Expert

NR-16 CSRD and non-financial reporting

2 days

Understand what your European customers will ask of you for their sustainability reporting, and organize data collection accordingly.

Programme

- Scope of the directive and trickle-down effect on suppliers
- Double materiality: impacts, risks and opportunities
- The data actually requested from a supplier
- Organizing internal collection and making data reliable
- Timeline, data assurance and reporting pitfalls

Audience
General management, QHSE, CSR, supply chain, purchasing, finance.

Prerequisites
None.

Level
Expert

NR-17 Digital traceability and product passport

1 day

Anticipate the digital traceability obligations that determine access to the European market for several industries.

Programme

- Digital product passport: principle, industries concerned, timeline
- Deforestation regulation and geolocation evidence
- Data to carry along the whole chain
- Identifiers, exchange standards and interoperability
- Gap analysis on your own supply chain

Audience
Quality, supply chain, purchasing, export and IT managers.

Prerequisites
None.

Level
Practitioner

NR-18 ISO 28000 — supply chain security

2 days

Structure a security management system to protect goods, sites and flows against malicious acts.

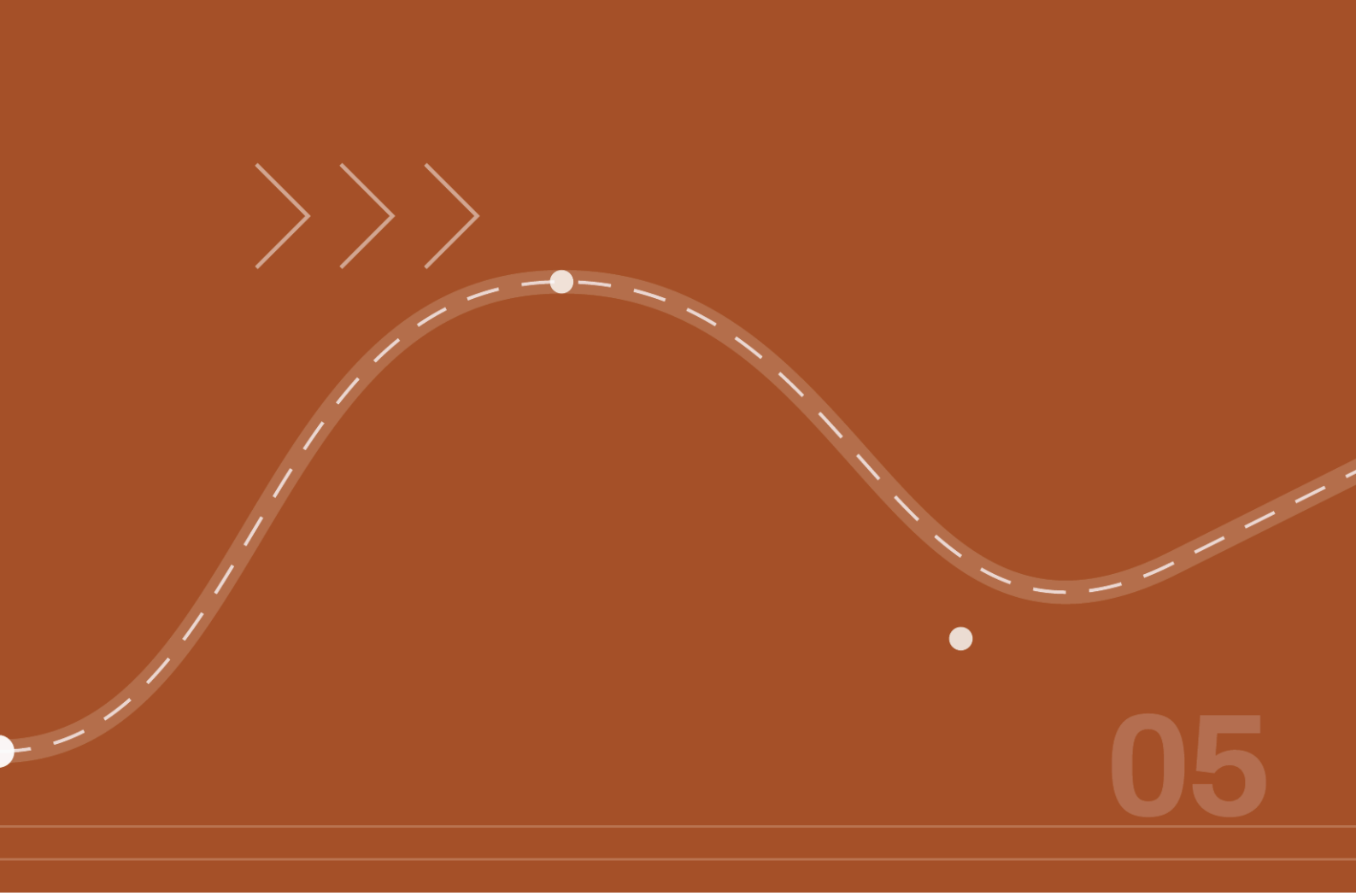
Programme

- Requirements of the standard and link with AEO status
- Threat analysis: theft, intrusion, contamination, document fraud
- Measures on site, in transport and at service providers
- Access control, seals, driver checks
- Incidents, investigations and continual improvement

Audience
QHSE, security, logistics and transport managers, site management.

Prerequisites
None.

Level
Practitioner



Field & transport

Hands-on training on site, on the track or on a simulator, with recognized industry experts.

These courses take place with real equipment and real situations. They combine theory, practical exercises and practical assessment, and are aimed as much at drivers and forklift operators as at those who supervise them.

Who it is for

- Forklift operators, drivers and dock staff
- Fleet and vehicle pool managers
- Transport operators and team leaders
- QHSE and human resources managers

6 courses TR-01 to TR-06 In-house, public and remote

TR-01

Forklift driving — operator authorization

3 days

Train forklift operators to drive safely and prepare the employer's driving authorization, based on the CACES framework.

Programme

- Regulations, responsibilities and the role of the driving authorization
- Forklift technology, safety devices, load chart
- Pre-shift checks
- Driving, picking up and setting down loads, safe stacking
- Theory and practical assessment by category

Audience
Forklift drivers and operators who need to drive handling equipment.

Prerequisites
Medical fitness to drive. On an equipped site.

Level
Field

TR-02

Eco-driving on a simulator

3 days

Show, with figures, what good driving practices save in fuel, wear and safety.

Programme

- The mechanics of cost: fuel, tyres, brakes, clutch
- Anticipation, using momentum, managing engine speed
- Simulator sessions with before-and-after measurement
- Accompanied on-road driving and individual debriefing
- Tracking fuel use after training and keeping up progress

Audience
Fleet managers, transport operators, drivers.

Prerequisites
Driving licence for the vehicle category.

Level
Field

TR-03

Transport of dangerous goods (ADR)

3 days

Transport, load and unload dangerous goods while meeting the obligations of each party involved.

Programme

- Classification, labelling and transport documents
- Obligations of the consignor, carrier and consignee
- Vehicle equipment and placarding
- Loading, securing, mixed-loading prohibitions
- What to do in case of an incident or leak

Audience
Fleet managers, operators, drivers, loading dock staff.

Prerequisites
None for the awareness course. See conditions for driver certification.

Level
Field

TR-04

Temperature-controlled transport

3 days

Master the cold chain in transport on the ground: equipment, loading, readings and reacting to deviations.

Programme

- Refrigeration units: operation, settings, routine maintenance
- Pre-cooling and preparing the vehicle
- Loading, air circulation, mixed loads
- Temperature readings and reading the records
- Reacting to a deviation and recording the incident

Audience
Fleet managers, transport operators, drivers.

Prerequisites
None.

Level
Field

TR-05

Parcel and groupage transport

2 days

Keep the customer promise of a parcel operation: dock handling, dense routes, claims and proof of delivery.

Programme

- Parcel operating model and the role of each step
- Dock handling: breaking bulk, labelling, checks
- Urban route constraints and managing failed deliveries
- Proof of delivery, reservations and claims handling
- Service KPIs and potential gains

Audience
Fleet managers, transport operators, drivers, dock staff.

Prerequisites
None.

Level
Field

TR-06

Staff transport

2 days

Organize safe and sustainable staff transport: routes, schedules, vehicles, drivers and incident tracking.

Programme

- Regulatory framework and employer responsibilities
- Designing routes and pick-up points
- Choosing vehicles and safety requirements
- Selecting, training and monitoring drivers
- Incidents, reporting and key success factors

Audience
QHSE, HR and fleet managers, transport operators, drivers.

Prerequisites
None.

Level
Field

The certifications that set the standard in the profession.

Optylog prepares candidates for the four certifications of the Association for Supply Chain Management. Sessions are led by an accredited instructor and follow the official programme, delivered using the official ASCM materials.

Title	Name and scope	Who it is for
CPIM	Certified in Planning and Inventory Management. Planning, forecasting, MRP, inventory, execution and data quality.	Planners, flow managers, production managers.
CSCP	Certified Supply Chain Professional. End-to-end view, network design, customer and supplier relations, risk.	Supply chain managers and directors, consultants.
CLTD	Certified in Logistics, Transportation and Distribution. Warehousing, transport, distribution network, international, regulations.	Logistics, transport and distribution managers.
CTSC	Certified in Transformation for Supply Chain. Leading transformation, technology, data, change management.	Project managers and leadership teams engaged in a transformation.

How preparation works

- Positioning test and handover of the official materials.
- Classroom or virtual sessions spread over several weeks.
- Supervised self-study between sessions, with a question bank.
- Timed mock exams in real conditions.
- Exam registration and sitting at an approved centre.

Before you commit

ASCM certifications require a significant personal investment outside training hours. We turn down registrations made for comfort: a preliminary interview checks that the candidate has the time and experience needed.

Duration, fees, exam costs and renewal conditions follow the terms in force at ASCM. We send you the up-to-date details when you enquire.

Request the session calendar

Tell us the certification you are aiming for and the number of candidates: we will send the detailed programme, dates and a full quote, exam fees included.

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No catalogue knows your constraints better than you do.

When the catalogue only half answers the need, we build the programme with you, starting from your real situation.

Step	What we do	Lead time
Needs interview	A one-hour discussion with the sponsor and an operational manager to pin down the skills gap.	Within 5 days
Proposal	Learning objectives, sequencing, cases built on your data, proposed trainer, quote.	5 working days
Preparation	Data collection, adaptation of materials, positioning questionnaire.	2 to 3 weeks
Delivery	Sessions at your premises, on site or remotely, in the chosen format.	Per programme
Follow-up	Session report, action plan per participant, 30-day follow-up.	D+30

What we ask of you. Access to your real data, even partial. Training built on textbook cases does not change practices; working on your own items, routes or inventory is what makes the difference afterwards.

What we don't do. Re-use a generic deck with a new logo. If your need calls for consulting rather than training, we tell you so, even if it means not selling the session.

Request a proposal

Send us the course codes you are interested in, the number of participants, the sites concerned and the preferred period. If you don't know where to start, simply describe the problem to solve.

contact@optylog.ma · +212 672 10 18 46 · +212 522 27 22 14 · www.optylog.ma

OptyLog
Optimize your Logistics

56, rue Farhat Hachad — 20250 Casablanca
Tel. / Fax +212 522 27 22 14 · Mobile +212 672 10 18 46
contact@optylog.ma · www.optylog.ma

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