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# **ODETTE** 2008

# The Global Automotive Community 'Transcending Physical Borders'

ODETTE MATERIALS

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FOR DELEGATES

is the theme chosen for Odette 2008

And where better to explore this theme than in Strasbourg, seat of the European Parliament where decisions are made on policies aimed at dismantling the trade borders between the 25 countries of the recently enlarged European Union. Of course, the Automotive Industry and its supply chain extends well beyond the enlarged EU and Odette continuously strives to overcome the obstacles to trade posed by international borders throughout the world. We do this by bringing together global automotive manufacturers and suppliers to agree on common supply chain processes; by developing the tools to support these processes; by extending Odette membership to automotive associations beyond Western Europe; and by working closely together with our sister organisations in North America and Japan. Odette 2008 draws on this rich experience in order to provide you with a truly entertaining, informative and thought-provoking event.

Odette 2008 will bring together more than 400 participants from around the world who want to learn more about the major challenges confronting the Industry and to take advantage of the all-important networking opportunities.

The event takes place over 2 days and includes plenary strategic sessions where automotive leaders will share their visions of the opportunities and threats facing the Industry and the benefits to be gained by greater collaboration.

These sessions are complemented by three interactive operational streams running in parallel, where around 50 speakers from OEMs and Suppliers will share their experiences of improving supply chain performance through collaboration in their different business areas.

It is a unique chance, not only for an update on the development and uptake of supply chain standards in the Industry, but also for a broader overview of trends in the global automotive sector.

The Exhibition, which runs in parallel, brings together key software and services providers offering a range of the latest products designed to improve your business performance.

This year, for the first time, an Odette Materials Management Training Course is being run in conjunction with the Conference with a special discounted price for conference delegates.

And if this is not enough, there is also an 'all inclusive' programme of site visits on Monday 20 October plus an entertaining evening dinner and networking event for all conference participants on Tuesday 21 October.

All organisational details and programme updates can be found on www.odetteconference.org

#### Exhibiting at Odette 2008:

Axway, Data Interchange, Edicom, ENX, Galion Solutions, GXS, ICD International, Influe-Generix-Infolog, iPoint-Systems, ITA, Kardol, Lixto, Numlog, Oracle, QAD, RFind, Sage, Seeburger, Silverprod, Sterling Commerce, T-Systems.....



# a)proven(Way

to drive supply chain and partner management

### What does Adaptive Community Management mean for you?

- Adapting to changing market conditions and governmental regulations
- Streamlining complex delivery processes
- · Being easier to do business with
- Maintaining a competitive edge

### Visit Axway on stand No 26/27

Tuesday afternoon Presentation: Adaptive Community Management, the next generation of Trading Partner Management.

Wednesday Round Table: Traceability and bringing HealthCare Best Practices to the Automotive Industry.

MMOG/LE Training Course Site Visit Programme 13:00

#### TUESDAY 21 OCTOBER

08:30 Registration/Breakfast

10:00 Welcome

STREAM

BLUE 9

Keynote Speech: Jean-Christophe Quémard, Purchasing Vice-President, PSA Peugeot Citroën 10:15

Ivan Hodac, Secretary General, ACEA Strategic Issues:

11:15 Coffee break/Visit to the Exhibition

11:45

Daimler - Hella - Karmann -Renault - St Gobain -Volvo 3P - Webasto - ZF: Portals or EDI: Is it a Case of Horses for Courses?

Sterling Commerce: BtoB Outsourcing: the Path to Supply

Chain Efficiency

VW: The Innovative Strength of RFID in Automotive Processes

Volvo Logistics: Real Time Locating Technology with Scalable Cost Structure

Robert Bosch: RFID as an Enabler for Lean Logistics - RFID

in Practice at Bosch

Axway: Building Communities with OFTP2

Odette: Trust and Security in a Virtual World - Part 1

ENX: Trust and Security in a Virtual World - Part 2

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Lunch/Visit to the Exhibition 13:15

14:30 Strategic Issues: Michel Faivre-Duboz, Senior Vice-President Supply Chain, Renault

WHITE STREAM

WHITE STREAM

Odette 2008 Awards

15:30 Coffee break/Visit to the Exhibition

16:30

MAN: Trailer Kanban for JIS & JIT Delivery

Renault: Anticipating Supply Chain Issues with the Renault CINDI Project

STREAM BLUE

Eurodata Council: Bar Coding versus RFID: Advantages and Restrictions

PSA: Changing Labels: The Impact of the PSA Corail Project **Odette:** OFTP2 vs SFTP vs AS2: The Definitive Comparison

Ford India: B2B -Understanding B2B in **Emerging Markets** 

**PSA:** Cross-Border Exchanges

using OFTP2

Evening programme 18:00

#### WEDNESDAY 22 OCTOBER

09:00 Strategic Issues: Dr Wolfgang Menzel, Vice-President Logistics Automotive, Continental

WHITE STREAM

STREAM

J. Scot Sharland, Executive Director, Automotive Industry Action Group

10:00 Coffee break/Visit to the Exhibition

11:00

STREAM

BLUE!

STREAM

BLUE!

Volvo Logistics: Improving the Performance of 3rd Party Logistics

Robert Bosch: Increasing the Reliability of Demand Forecasting

ThyssenKrupp: Supply Network: Continuous Improvement Process

Supply Chain Challenges in **Emerging Markets** 

Ford Otosan: Building Supply Chain Relationships in Turkey

Skoda: Managing Logistic and **Production Processes** 

**Woco:** Integrating Suppliers

via Internet

LKW Walter: Challenges facing

the LSP

**PSA**: Countering the

Counterfeiters: an OEM Perspective

Robert Bosch US: Collaborative Planning with Retail Customers

Ford: Introducing Standards to Dealer Network Communications

12:30 Lunch/Visit to the Exhibition

14:00

Honda Italy: Honda Transforms Production with RFID

Daher: Saving Manufacturing Time through Flow Optimisation Supported by RFID

Volvo Logistics: Encoding Passive RFID Tags: A Journey from the Theoretical to the Physical

Best Practice Outside Automotive

DHL: B2B and Supply Chain Business Process Standardization in the Electronics Industry

Dassault: e-Supplychain Practices in the Aerospace and Defence Industry

Axway: Traceability in HealthCare

Robert Bosch/Johnson STREAM

**Controls:** VDA4938 – a German Approach to Electronic Signatures and eInvoicing to Comply with EU Directive 2001/115/EG

SEAT/Robert Bosch/TBA: Simplified Cross-Border Invoicing: The Challenges to be Faced

15:45 End of Conference/Buses to Airport

Welcome

10:15



Keynote Speech: Jean-Christophe Guémard, Purchasing Vice-President, PSA Peugeot Citroën



Strategic Issues: Ivan Hodac, Secretary General, ACEA

11:15

Coffee break/Visit to the Exhibition

11:45

#### **BLUE STREAM**

Portals or EDI: Is it a case of Horses for Courses?

Sandra Ajhmajer, ZF Andreas Exner, Karmann Ralf Greiner, Daimler Bernd Hase, Webasto Martin de Jerphanion, Volvo 3P Charaf-Eddine Rhlalou, Renault Ralf Schmiedchen, St Gobain Udo Thienelt, Hella

Over the past few years, the use of B2B Portals in the Automotive Industry as a means of communication between customers and suppliers has risen inexorably. Business processes and applications that might once have been fed by EDI exchanges are now increasingly being placed behind B2B Portals for suppliers to access via their web browsers.

But is this 21st century tool really a step forward in customer-supplier communications or could 'old-fashioned' EDI still provide a more efficient means of exchange? Representatives from leading European OEMs and Tier1 suppliers will debate the issue in this discussion forum, where contributions from the audience will be actively encouraged.

#### BtoB Outsourcing: the Path to Suppy Chain Efficiency

Dave Carmichael, Senior Product Marketing Manager, Sterling Commerce

Manufacturing supply chains grow more complex as a result of globalization, with multiple tiers, products and channels requiring more control and visibility. Can this be achieved internally, by building your own systems or, in this present economic climate, does the business case for outsourcing to a B2B Managed Service become compelling?

#### WHITE STREAM

The Innovative Strength of RFID in Automotive Processes

Markus Sprafke, Manager Group Logistics & RFID Head Office and Innovation Management, Volkswagen AG

The tendency towards product individualization results in increased product variants in the automotive industry and poses a big challenge for Supply Chain Management. RFID will be an enabler to optimize material movements, supply and production control in an orderoriented planning and production environment. Decentralized steering will be possible due to intelligent products. For internal controls, container tracking, stock-accounts, utilization of capacity and quality aspects will be supported. Tracking and tracing of parts from supplier to dealer and end customer will give new opportunities to act on customer warranty demands.

#### Real Time Locating Technology with Scalable Cost Structure

Fredrik Sinhart, Programme Manager AutoID, Volvo Logistics

In order to achieve visibility and control, Volvo uses a pragmatic RTLS technology allowing for flexibility and scalability in both the accuracy and cost dimensions. Unlike several conventional technologies, the selected tag to tag RTLS solution also provides possibilities for smaller units within the Volvo group to achieve the necessary ROI.

#### RFID as an Enabler for Lean Logistics - RFID in Practice at Bosch

Carsten Frost, Section Manager Logistics, Robert Bosch

Lean Logistics means the implementation of Pull Flows and involves low stocks, short reaction times between Supplier and Customer and separation of packaging from production. This leads to small lot sizes, high frequency delivery and support of material in production and consequently to an increasing booking effort (+1500%!) for production orders and material requests in the ERP-System. RFID helps to eliminate this high manual effort: Every container in the Bosch production system will be tagged with an RFID Kanban Card which includes all relevant information needed for automated booking in the ERP-System.

#### **RED STREAM**

**Building Communities with OFTP2** 

Antoine Rizk, VP, Solution Marketing, Axway

Adaptive Community Management is the next generation of partner management. It enables organizations to decrease the cost of managing their trading partners by managing and monitoring partner rollout, maintenance, and resignation. Axway delivers the methodology and solutions to enable communities with a provisioning framework, End Points and self-service capabilities. This includes partner profiles with approved communication protocols, such as OFTP2, message formats and security. In order to realize OFTP2 within the framework of adaptive community management, certificate handling and a reliable public key infrastructure (PKI) are needed.

### Trust and Security in a Virtual World - Part 1

Francis Gaschet, Numlog, Member of Odette Technology Committee

Total reliance on the use of B2B tools for supply chain communication raises serious issues concerning the identification and authorisation of business partners and the security of business data. Odette's work on Security Certificate Exchange will enable effective large scale implementation of OFTP2 solutions for secure data transmission via the internet.

### Trust and Security in a Virtual World - Part 2

**Lennart Oly,** Managing Director, **ENX** 

ENX will show how they are able to meet trust and security requirements in a multi partner Virtual Private Network.











Strategic Issues:
Michel Faivre-Duboz,
Senior Vice-President Supply Chain,
Renault



Odette 2008 Awards

15:30 Coffee break/Visit to the Exhibition

16:30

#### **BLUE STREAM**

Trailer Kanban for JIS & JIT Delivery
Hans Baumgartner IT-Project-Manager &

Hans Baumgartner, IT-Project-Manager & Consultant, MAN Trucks

The continuous change from warehouse based inbound-logistics to JIS and JIT deliveries to lineside, call for a reorganisation of the plant layout as well as an innovative concept to control the coverage (in the right sequence) with suppliers. The Trailer Kanban principle is a combination of three pull-oriented loops starting with the loop at line side followed by the loop between the "Warehouse on Wheels" and the unloading docks and with the completion of the pull-principle the communication to the supplier based on a fulltruck-load-calculation for the next relevant JIS or JIT parts for shipping. For this event based call-off logic MAN Trucks has adopted a system called "Supply Cockpit" which controls the Kanban processes using Odette EDI messages.

# Anticipating Supply Chain Issues with the Renault CINDI Project

Lucie Laforge, Project Manager, Renault

In order to improve its supply chain performances, Renault launched the CINDI Project. Issues are now detected earlier on departure from the supplier location, therefore shortening reaction time. Learn how Renault has simplified its communication with its suppliers and optimised transportation through the implementation of a Delivery Identification Number (RAN), where each parts order must include a shipment schedule.

#### WHITE STREAM

Bar Coding versus RFID: Advantages and Restrictions

Heinrich Oehlmann, Chair E.D.C. TC AIDC, ISO/IEC JTC 1/SC 31, Eurodata Council

The Automotive Community has been using Barcodes successfully for years. Some restrictions of the traditional Barcode have been overcome by means of 2D-Symbols, some have not, but now RFID is offering exciting new features. Nevertheless, both the optical and the radio frequency technologies show advantages and restrictions. A combination of both techniques might bring synergy effects for potential hybrid solutions. This session will address a comparison of the techniques taking into account current ISO/IEC standards and Automotive Guidelines.

# Changing Labels: The Impact of the PSA Corail Project

François Terrasson, Corail Project Manager, PSA Peugeot Citroën

PSA plans to set up a totally integrated supply chain between its production sites and its suppliers. With this new mode of operation, the customer provides the supplier with the forwarding documentation, the list of goods to be collected as well as the identification labels that are to be attached to the packing units and handling units.

Mr Terrasson will explain the impact that this could have on suppliers who have traditionally produced their own bar-coded transport labels.

#### **RED STREAM**

OFTP2 vs SFTP vs AS2: The Definitive Comparison

Ewan Friend, Data Interchange, Member of Odette Technology Committee

Even as the new version of the Odette File Transfer Protocol (OFTP2) is being rolled out, there is still confusion in the industry as to which protocol is the most 'fit for purpose'. Protocols are often adopted without understanding either the business or the technical impact. This session will provide a real comparison of the protocols and will highlight the lessons learnt by others who have already adopted them. The aim is to help participants to make an educated decision as to which protocol is best for their business.

#### B2B - Understanding B2B in Emerging Markets

Ramamoorthy Dinesh, Supply Chain Manager, Ford India

B2B communications in emerging markets varies significantly from existing methods in established markets. This session looks at these differences and looks to provide an insight into what can be learnt from their experiences for future B2B methods and processes.

#### Cross-Border Exchanges using OFTP2

Mickaël Viennet, IT Project Manager, PSA Peugeot Citroën

By enabling the secure exchange of engineering data over the world wide Internet, the latest version of the Odette File Transfer Protocol (OFTP2) is allowing PSA Peugeot Citroën to collaborate with its more distant partners in Europe, Asia and South America in the most efficient way. Learn how PSA has implemented the new protocol and how it is being used in several advanced examples.











Strategic Issues:
Dr Wolfgang Menzel,
Vice-President Logistics
Automotive,



Strategic Issues: J. Scot Sharland, Executive Director, Automotive Industry Action Group

10:00 11:00 Coffee break/Visit to the Exhibition

#### **BLUE STREAM**

### Improving the Performance of 3rd Party Logistics

**Stefan Andersson**, Global Logistics Development Manager, **Volvo Logistics** 

Volvo Logistics are using the Odette Recommendation on Key Performance Indicators for Carriers & Logistics Service Providers to increase performance, reduce cost and also to increase the involved parties understanding of this part of the value chain.

### Increasing the Reliability of Demand Forecasting

**Dr Thomas Puetz,** Logistics Manager, Central Logistics Department, **Robert Bosch** 

The VDA recently undertook a "forecast" project to provide a common understanding and basis to measure the quality of demand forecasts in the Automotive Industry. Two forecast-quality indicators are defined based on the "mean-absolute percentage deviation" (MADP) as well as on the "tracking signal" (TS) and tolerance ranges for deviations are proposed depending on the forecast horizon. These provide a basis to identify and remove root causes for forecast deviations leading to an increase in the forecast reliability and planning accuracy and finally to a decrease in turbulence costs in the supply chain.

# Supply Network: Continuous Improvement Process

Clement Gries, General Manager, ThyssenKrupp

All the best companies recognize that to remain successful they must continuously improve all aspects of their organization. All businesses, however, rely to a massive extent on the companies who supply them, but how do you ensure Continuous Improvement across the whole of your supply chain? ThyssenKrupp will show how they have adapted several different Quality Management techniques which, together with Odette capability and performance measurement tools, they have used to bring CIP to their supply network.

#### WHITE STREAM

#### Supply Chain Challenges in Emerging Markets

Building Supply Chain Relationships in Turkey

Umit Ugur, Supervisor SCM & SMRT, Ford Otosan

Ford Otosan has been extremely successful in building relationships with suppliers and logistics service providers in Turkey. Odette logistics recommendations are an integral part of the development strategy for local suppliers and Mr Ugur will illustrate the results achieved with reference to communication methods, supplier organisation, container management and SILS.

#### Managing Logistic and Production Processes in International Subsidiaries

**Tomas Soukup,** Production and Logistics Systems Coordinator, **Skoda Auto** 

Production of Skoda vehicles in subsidiary companies in emerging markets is not an easy process. System support of logistic and production processes, together with export of know-how, has to go hand in hand with low investment and overhead costs. Remote management of small associated companies and standardization of logistic processes are the keys to success. Mr. Soukup will address some specific challenges faced in countries such as Russia and India and explain how they are being overcome.

#### Integrating Suppliers via Internet

**Christopher Storch,** Head of Global Logistics/IT, **Woco Group** 

With operations in several emerging markets, including Russia, Hungary and China, Woco is leveraging the world-wide availability of the internet to facilitate the integration of its suppliers. Supply chain applications such as container management and VMI are easily accessible via an internet portal and are supported by WebEDI based on standard EDI message formats.

#### Challenges facing the LSP

Andreas Zink, Director, LKW Walter

For Logistics Service Providers, emerging market infrastructure issues such as lack of motorways, road weight limits etc result in longer transit times whilst slow loading/ unloading procedures and extended customs clearance add significantly to turn round times. However, there is light at the end of the tunnel with major investments rapidly being put in place.

#### **RED STREAM**

# Countering the Counterfeiters: an OEM Perspective

Pierre Lecointe, Electric and Electronic Standardization Manager, Industrial and Engineering Division, Regulation and Standard Department, PSA Peugeot Citroën

Mr Lecointe will put anti-counterfeiting protection in its global context, looking at the situation in France, Europe and beyond, including the work of ISO, before concentrating on the PSA position and exploring the role that RFID technology can play in the on-going fight against the forgers.

### Collaborative Planning with Retail Customers

**Todd Peterson,** Manager, Demand Planning, **Robert Bosch US** 

Managing supply and demand for the U.S. Automotive Specialty Retail can be challenging for both the supplier and the retailer. Dynamics such as promotions, planogram changes, new product launches, and other external conditions such as weather, all contribute to the changes in demand on a regular basis. Staying on top of these changes and the effects they have on the ability to keep product on the retailer's shelf while still keeping inventory levels within target, requires good communication between retailers and their suppliers. To bridge this gap, Bosch and some of its key customers have leveraged supply chain processes such as Collaborative Forecasting, Planning, and Replenishment (CPFR) along with Vendor Managed Inventory (VMI) to better communicate and coordinate changes in the business.

#### Introducing Standards to Dealer Network Communications

Tim Haigh, Dealer IT Integration, Ford Motor Company

Data exchange between European OEMs and their Dealers is almost exclusively within the domain of the Dealer Management Systems which, up to now, have generally been using proprietary standards to structure and format the business data. Now the OEMs and DMS Vendors are recognising the advantages that could accrue from introducing global standards to the many messages that are common to business processes between almost all OEMs and Dealers, and consequently to all Dealer Management Systems, and are working with Odette and STAR to make this happen. Ford is one of the OEMs leading this initiative and will share their vision of the future.







#### **BLUE STREAM**

### Honda Transforms Production with RFID

**Angelo Coletta**, RFID Project Leader, Parts Supply & Warehouse Manager, **Honda Italia** 

Honda has deployed an RFID system at its plant in Atessa, Italy, to monitor the traceability of critical components, work-in-process and inventory replenishment.

By replacing its paper based component tracking system with an RFID solution, the motorcycle manufacturer has reduced errors and improved production efficiency. Mr Coletta will describe how the new solution was deployed, and how it has improved Honda's ability to quickly order new materials when inventory levels are low.

### Saving Manufacturing Time through Flow Optimisation Supported by RFID

Jacques Grimal, Managing Director, Daher

DAHER has recently implemented a global logistics organisation for a major jet engine manufacturer. This organisation relies on an RFID system and 150 suppliers and 14 Rolls Royce plants are supported by more than 25,000 reusable kit-boxes designed, manufactured and managed by DAHER. Cost savings are more than 30% and parts are "delivered on time" to assembly lines, as scheduled in the customer's SAP system. This process can also be applied to many other industrial sectors including automotive.

#### Encoding Passive RFID Tags: A Journey from the Theoretical to the Physical

Bob van Broeckhoven, ICT Manager, Volvo Logistics

This session will focus on a Proof of Concept for the proposed Odette encoding scheme to be used in programming and reading 240 bits 18000-6C tags according ISO/AFI standards. Volvo Logistics will describe the journey from the development of the theoretical encoding scheme via a feasibility study to a physical POC (funded by Next Generation Innovative Logistics) which demonstrates the capabilities of the scheme.

#### WHITE STREAM

Best Practices Outside Automotive Electronics: B2B and Supply Chain Process Standardization

Werner Meert, Head of B2Bi domain -BIT Express Europe, DHL, EDIFICE Vice-Chair

This session will highlight two proven success stories that have resulted from collaboration

within the EDIFICE B2B community:

• Texas Instruments with EZconnect which makes it easy to automate business processes with those trading partners who do not have a traditional B2B / IT infrastructure

 DHL with a successful RosettaNet implementation around transportation tracking with Nokia in Europe

There will also be an update from the EDIFICE Forecast & Inventory Management Group (FIM) on Monitoring & Measurements to Evaluate and Optimize B2B Supply Chains. FIM is a group of key players in the global high tech industry who have joined forces to work on industry guidelines and recommendations.

### Aerospace and Defence: e-Supplychain Practices

Pierre Faure, e-Business Director, Dassault

Pierre Faure will present the e-supply chain practices and main e-Business initiatives of the European Aerospace and Defence Industry and suggest how the Automotive Industry might learn from the Aerospace & Defence experience.

#### Healthcare: Traceability

**Jean Michel Issakidis,** Marketing Manager EMEA, **Axway** 

In pharmaceutical and automotive sectors, the manufacturer's collaborative supply chain extension to an increasing number of partners may put brand and operations at risk.

Combining low-cost production with consumer safety is leading organisations to build more end-to-end visibility and integrity in their supply and distribution chains through track-and trace systems based on 2D bar codes or RFID. Learn how pharmaceutical manufacturers protect their brand from counterfeiting and how they leverage their investment to streamline and optimize their operations.

#### RED STREAM

VDA4938 - a German Approach to Electronic Signatures and elnvoicing to Comply with EU Directive 2001/115/EG

Andrea Padovani, Project Manager – Global eInvoicing, Robert Bosch Günther Beulshausen, Teamleader EDI Applications, Johnson Controls Power Solutions Europe

In 2007 members of the VDA decided to constitute a group of legal experts and IT specialists to consider the effects of EU directive 2001/115/EG on their global markets.

Recognizing the complexity of the issue, representatives of two multinational enterprises will present their common experience of elnvoicing and "VDA4938". They will highlight how the technical, process-based and legal aspects of a "solely electronic invoicing document exchange system", as currently applied in Germany, affect the current generalized model.

#### Simplified Cross-Border Invoicing: The Challenges to be Faced

Jose-Maria Romeu, SEAT Mike Lechner, Robert Bosch TBA, France

Despite the harmonisation efforts of the EC, each Member State has chosen to implement the requirements of the European Invoicing Directive in a different way, causing confusion and uncertainty for all companies involved in cross-border trade. This session will identify the significant differences in invoicing legislation in 3 large Member States: France, Germany and Spain, and make proposals for their resolution taking into consideration principles such as VAT reverse charge, electronic archiving, self-billing, third party invoicing, fiscal representation, paperless invoicing or the legal status of PDF invoices.











#### **GENERAL INFORMATION**

For the latest information, including site visits and Global MMOG/LE training course, please consult www.odetteconference.org

#### **HOTEL ACCOMMODATION**

A block booking has been made at hotels in the vicinity of the Palais des Congrès.

#### REGISTRATION

Online or by fax using this form.

#### **REGISTRATION OFFICE**

Odette International Forbes House Halkin Street London SW1X 7DS UK registration@odette.org

Tel: +44 207 344 9227 Fax: +44 207 235 7112

#### **CANCELLATIONS**

Cancellation has to be made in writing to Odette International. For cancellations received by 3 October, the registration fee less E100 administration costs will be refunded after the Conference. For cancellations received after 3 October, or if the registrant fails to attend, a cancellation charge of E400 is due. Substitutions can be made at any time but must be advised in writing to Odette International.

### ODETTE INTERNATIONAL CONFERENCE AND EXHIBITION 21 - 22 OCTOBER 2008 – PALAIS DES CONGRES – STRASBOURG

#### PLEASE FILL IN CLEARLY IN CAPITALS.

Conference Registration Office

Delegate Name

Company
Invoice address 1

Town/City

ODETTE International, Forbes House, Halkin Street, London SW1X 7DS, UK Email: registration@odette.org Fax: 00 44 207 235 7112

Job Title Department

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Others	☐ €1,320 (+ €258.72 VAT = €1,578.72)	☐ €1,485 (+ €291.06 VAT = €1,776.06	☐ €1,650 (+ €323.40 VAT = €1,973.40)
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Would you like further information Would you like to attend the evening	tion on Global MMOG/LE Training Course n on free site visits on Monday 20 October ng event free of charge on Tuesday 21 Oct to airport on Wednesday 22 October?	? □ yes	□ no □ no □ no □ no
DATA PROTECTION			