THE MSCI STRATEGIC METALS MANAGEMENT PROGRAM

The only program designed specifically to shape metals industry leaders.
Metals-Centric Executive Education

“In Strategic Metals Management, the educational experience is tailored to the issues we face as an industry. This is an opportunity you can’t find elsewhere.”
Richard Marabito
Chief Financial Officer | Olympic Steel

Unique Networking Opportunities

“It’s not just a classroom experience, it’s a social experience. Some of the connections I’ve made here are going to last for years and years.”
Jason Brock
President and Co-Owner | High Strength Plates and Profiles

Only the MSCI Strategic Metals Management program gives your most promising executives both.

The MSCI Strategic Metals Management program is in a class by itself.

There’s no other executive leadership program like it—not even the top MBA programs deliver more value. That’s because our program combines a metals-focused curriculum with a rare opportunity to build an industry-wide network with peers at mills and service centers.

In fact, the program is so efficient and effective at building high-performance organizations, some MSCI members even require graduation as a condition for promotion.

Whether you’re concerned about succession planning or relationship-building, there’s no better way to invest in your emerging leaders. The Strategic Metals Management program gives them the knowledge, skills and connections they need to ensure the ongoing success of your business.
“There have been connections that I’ve used in terms of trying to set up programs for customers that maybe are not within our footprint, but are within the footprint of someone I met in the course.”

Jeff Robinson
Executive Vice President | Norfolk Iron & Metal

“It’s a program we designed for the metals industry. The program is all about leadership and creating great leaders.”

Sam Chun
Assistant Dean of Executive Programs | The Olin Business School, Washington University in St. Louis
Elite Faculty

You won’t find a stronger faculty anywhere. Period.

Since 2006, our program has been taught by top professors from the Olin Business School—one of the best executive education resources in the world—and other universities with special expertise in all aspects of management.

Many examples and case studies are metals-industry specific, and instructors share in-depth industry insights through presentations, panel discussions and other coursework.

Armed with real-world knowledge, students return to your business with ideas and tactics they can apply immediately. And as graduates, they often return to our program as guest speakers.

Premier Graduates and Guest Speakers

The leaders who have completed our program or shared their experience with our classes are some of the most distinguished names in the metals industry.

**John J. Ferriola**  
Chairman and Chief Executive Officer  
Nucor Corporation

**Bill Jones**  
Vice Chairman  
O’Neal Industries

**Bill Partalis**  
CEO  
Kloeckner Metals

**Michael Siegal**  
Chairman and CEO  
Olympic Steel, Inc.

**David H. Hannah**  
Chairman and CEO  
Reliance Steel & Aluminum Co.

**Karla R. Lewis**  
Executive VP and CFO  
Reliance Steel & Aluminum Co.

**Richard Robinson**  
President  
Norfolk Iron & Metal Co.

**Gary W. Stein**  
President  
Triple-S Steel Supply Co.

**Holman Head**  
President and COO  
O’Neal Industries

**Richard Marabito**  
CFO  
Olympic Steel, Inc.

**Gisbert Rühl**  
Chairman  
Kloeckner & Co. SE

**Mark Russell**  
President and COO  
Worthington Industries

**Jack Hockema**  
President and CEO  
Kaiser Aluminum

**Donald R. McNeeley**  
President and CEO  
Chicago Tube & Iron

**Bill Partalis**  
CEO  
Kloeckner Metals

**Gisbert Rühl**  
Chairman  
Kloeckner & Co. SE

**Mark Russell**  
President and COO  
Worthington Industries

Unique Networking Opportunities

In business, who you know may be as important as what you know.

The Strategic Metals Management program gives students an exclusive opportunity to build relationships with fellow senior executives from mills and service centers. Here and only here, students learn about both sides of the business from each other’s perspective. And they get a head start on making lifetime connections with the people they’ll directly do business with in the future, offering immeasurable business value.

Enrollment is limited to a maximum of 40 students to create an ideal environment for learning and networking.
MODULE 1
STRATEGY, ORGANIZATION & LEADERSHIP

MODULE 2
OPERATIONAL EXCELLENCE

MODULE 3
SALES & MARKETING

MODULE 4
INVESTMENTS

MODULE 5
LEADERSHIP
Five Modules for Success

The Strategic Metals Management program is a five-week course of study conducted over 18 months. Students attend classes for five days approximately every four months. The curriculum is divided into five modules that address complex, cross-functional issues that have been identified as the most compelling challenges and opportunities in today’s environment.

METALS-SPECIFIC ESSENTIALS

MODULE 1: Strategy, Organization and Leadership
Starting with a review of strategy, we explain the interdependency and linkage between strategy and leadership. Professional assessments and aspects of individual leadership help participants define areas of business acumen and management skill they want to focus on throughout the program.

• Strategy and Change
• Industry Analysis and Evolution
• Leadership and Value Creation
• Sustainable Competitive Advantage

MODULE 2: Operational Excellence
Operational excellence involves strategic management of costs and production capabilities to improve efficiencies and go-to-market effectiveness. This module examines how operational excellence can be achieved through tools, frameworks and leadership skills.

• Supply Chain Management
• Lean and Six Sigma Management Tools
• Operations Strategy
• Leadership, Negotiations and Conflict Management

MODULE 3: Sales and Marketing
Week three covers managing sales and organic growth. We build on the strategy themes of creating, capturing and sustaining value with a focus on execution. This module blends elements of strategic execution, customer management, market-focused operations and financial management to deliver outstanding returns.

• Value Capture and Strategic Execution
• Market-Focused Operations
• Financial Measures and Managing for Results
• Profitability and Customer Management

MODULE 4: Investments
Corporations grow organically and through acquisitions. The domain of mergers and acquisitions comprises elements of corporate strategy and financial management. Here, participants learn the principles of corporate finance and strategy, valuation and due diligence. The module focuses on opportunities and challenges, presented by growth through acquisition.

• Corporate Strategy
• Financial Value Creation
• Investment and Valuation Analysis
• Mergers and Acquisitions

MODULE 5: Leadership
Effective leadership requires creating and implementing successful strategies. This module focuses on the essential management and leadership skills that executives need to energize and grow their business.

• Managing and Leading Change
• Team Leadership and Managing for High Performance
• Leadership Styles and Effective Communication
• Informal Leadership, Power and Politics

“Strategic Metals Management gave me a greater perspective of all aspects of the business—how strategy and finance, human resources and operations fit together.”
Holman Head
President and COO | O’Neal Industries
The Ideal Environment for Learning, Debate and Networking

Founded in 1917 at Washington University in St. Louis, the John M. Olin Business School is a leader in customized and open-enrollment executive education programs. The Strategic Metals Management program is the most extensive venture of the MSCI-Olin Business School executive education partnership.

Olin’s world-class Charles F. Knight Executive Education Center is a five-story, 135,000 square-foot facility designed for lifelong learning, with conference rooms, classrooms and breakout rooms equipped with today’s most sophisticated technology. The Knight Center is also equipped for comfort, convenience and productivity, with guest rooms, dining areas, lounges, a fitness center, business center and pub. It is the perfect environment for learning, debate and networking among metals industry professionals.

Full payment is made when a participant is accepted in the program. The $37,900 fee includes:

- Room and board
- Instruction, faculty costs and Knight Center facilities use
- Lodging and meals during instructional weeks
- Program administrative costs

Invest in the future of your metals business. Classes fill up fast, so register for the Strategic Metals Management program today at MSCI.org/SMM or call Chris Marti at 847.485.3009.