

**steel**university



**steel**Management

Brussels | Belgium  
4-8 February 2018

## What is steelManagement

steelManagement is an intensive residential course on business strategy customised to meet the development needs of high potential candidates in the global steel industry. Strategic decisions on issues like investing in a new technology, partnering with another company, buying or selling assets, product mix, communicating change and strategy to internal and external audiences, or investing in the development of the workforce will come alive.

The core of the course is learning by case study methodology. The case study for steelManagement-20 concerns the strategic options for Nucor to expand its geographic footprint.

The case study is supplemented by industry and academic lectures, discussion with the CEO of Nucor, cultural site visits, and a social programme.



“My experience with steelManagement-18 was exceptional. The quality of the course and the participants was very high. I look forward to attending steelManagement-20 and I encourage all companies to take advantage of this valuable learning opportunity.”

John Ferriola  
Chairman, CEO and President  
Nucor Corporation

## About

steelManagement-20 is offered by steeluniversity, the education and training programme of World Steel Association (worldsteel).

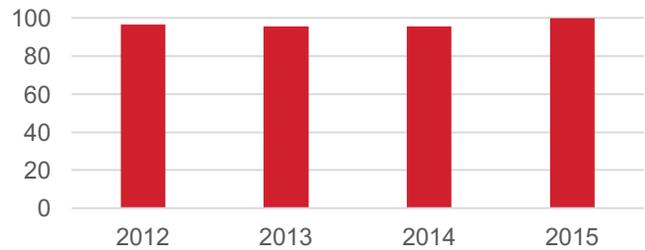
worldsteel is one of the largest and most dynamic industry associations in the world, acting as the focal point for the world steel industry. worldsteel provides global leadership on all major strategic issues affecting the industry, particularly focusing on economic, environmental and social sustainability.

## steelBusiness

steelBusiness is the online business game developed by steeluniversity to provide introductory financial management training. Players get experience setting up and running a steel company, working in a team to build and operate a plant, compete against other teams in the market, and attempt to maximise financial returns.

steelManagement-20 participants will compete in the game during the course.

## % Participants Recommending the Course



100% of the 2015 steelManagement participants would recommend the course to their colleagues.



The programme social events include a cultural city tour, welcome reception and special dinner.

## Business Courses

Prior to the course, participants will access online business courses hosted on steeluniversity's learning management system. These courses, include fundamentals on business strategy, financial management, team work, communications, and innovation.

## Case Study

A case study serves as a key learning tool for steelManagement-20. A unique case study of Nucor has been written by steeluniversity for the course. Participants will work in teams to address the case study challenge.

## The Pitch

As the final event of the course, the case study teams will compete against each other. Each team will have 10 minutes to pitch their business solution to Nucor CEO John Ferriola and the coaches. Participants learn from a constructive critique of their presentation, with the winning team recognised with a special prize.

## Why Attend

steelManagement is a unique opportunity for people in the steel industry to learn about business strategy from leading educators, steel industry professionals and their peers.

Participants will:

- Examine strategic options for company management,
- Learn new approaches to developing new markets and fighting for competitive space,
- Understand the economic, environmental and social challenges faced by steel companies,
- Prepare for communicating the strategy process and outcomes to audiences in order to build the company reputation,
- Discover how business decision making can be affected by biases, and
- Build an incomparable international network of steel industry managers who face similar challenges of leadership.

## Certificate

Participants will be awarded a worldsteel certificate upon successful completion of the course.

## Who Should Attend

The course is recommended for people who may be:

- New to management,
- In a company management development programme,
- Undertaking new cross-functional responsibility,
- Taking on a multi-national outlook,
- Working more in diverse teams, or
- Learning to integrate economic, environmental and social sustainability in a steel company.

## Participation

The course is limited to a maximum of 40 participants. This allows us to ensure a high-quality learning experience, providing learners with more contact time with instructors and coaches as well as fellow participants.

“Excellent lectures.”

steelManagement-18 Participant



## Instructors

steelManagement-20 brings together leading educators, industry experts, coaches and guest lecturers to share their knowledge with the course participants.

**Andrew Barker**  
Head of Academy  
Tata Steel Europe



**Dr Edwin Basson**  
Director General  
worldsteel

**Scott Chubbs**  
Director steeluniversity  
worldsteel



**John Ferriola**  
Chairman, CEO and President  
Nucor Corporation

**Mike Furr**  
Talent Manager  
Nucor Corporation



**Prof Martin Kupp**  
Associate Professor for Entrepreneurship Strategy  
ESCP Europe

**Dr Matthew Mulford**  
Senior Lecturer  
The London School of Economics and Political  
Science



**Nicholas Walters**  
Director Communications and Public Policy  
worldsteel

# Programme

## Sunday, 4 February 2018

13.30 – 16.00

### Brussels Guided Tour

This is an optional guided walking tour of the historic centre of Brussels.  
*Meet in the hotel lobby at 13.15 for bus transfer.*

17.30 – 18.30

### Registration

Register in the hotel lobby.

18.30 – 21.00

### Welcome Reception

Enjoy an informal gathering to meet other learners and the instructors. Case study teams will be assigned.  
*Meet in the hotel lobby at 18.10 for bus transfer.*

## Monday, 5 February 2018

08.30 – 12.30

### The Big Picture

The session includes welcome remarks, introductions, identification of learning objectives, discussion on state of the world steel industry and defining business strategy.

12.30 – 13.30

### Lunch and Connection Break

13.30 – 17.00

### Market Strategy for the Business Situation

Analysing internal and external forces at play in the business environment followed by teamwork on the case study.

19.00 – 21.30

### Case Study Team Dinner

Join your case study team for dinner and a chance to discuss preparations for your presentation.  
*Meet in hotel lobby for short walk to restaurant.*

## Tuesday, 6 February 2018

08.30 – 12.30

### Management Decision Making

Learn how management decisions are made and recognize the biases in decision making. Understand the dangers and positives of group decision making.

12.30 – 13.30

### Lunch and Connection Break

13.30 – 17.00

### steelBusiness

Play the steelBusiness game to learn fundamentals of steel company financial management and how strategic business choices impact financial performance.

17.00

### Free Evening

## Wednesday, 7 February 2018

08.30 – 12.30

### **Effective Communications**

Communication strategies to effectively engage stakeholders to realise your company objectives, followed by time to work on the case study.

12.30 – 13.30

### **Lunch and Connection Break**

13.30 – 17.00

### **Leading Innovation and Leadership**

Discussions on innovation in steel companies followed by a session on leadership with John Ferriola.

19.00 – 22.00

### **steelManagement-20 Dinner**

Join all participants for a special steelManagement-20 reception and dinner at the Bibliothèque Solvay.

*Meet in hotel lobby at 18.45 for a short walk to the dinner venue.*

## Thursday, 8 February 2018

08.30 – 12.30

### **Management Financials**

Follow-up discussion of the learning from competing in the steelBusiness game and understand how financial performance affects steel company strategic options. Case study teams then have a chance to finalise their presentations

12.30 – 13.30

### **Lunch and Connection Break**

13.30 – 16.00

### **Case Study Presentations**

Each team has 10 minutes to present their recommended response to the case study. The presentations will be critiqued by the coaches and John Ferriola, with the best recommendation recognised. The presentations are followed by the awarding of certificates.

## Practical Information

### Registration

Candidates for steelManagement-20 may register online via the following link: <https://meetingregistration.worldsteel.org/steelManagement-20-Brussels>.

The application will be reviewed by worldsteel. We seek to enhance the learning experience by having a diverse class of participants from a range of companies, regions and cultures.

Participation in the course is limited to 40 people.

Companies who wish to register multiple candidates may contact Scott Chubbs ([chubbs@worldsteel.org](mailto:chubbs@worldsteel.org)) or Alexandra Houben ([houben@worldsteel.org](mailto:houben@worldsteel.org)) to arrange an alternative registration process.

### Requirements

There are no formal educational or experience pre-requisites to participate in steelManagement-20, though it is suggested the course is best suited to high potential candidates who are progressing into areas of increased managerial responsibility.

Participants admitted to the course are expected to provide a full commitment to the learning experience. This includes attending all sessions of the course.

As a case study forms a core element of the course, participants are expected to bring a laptop or other internet connected device to facilitate research and preparation of their learning team's case study presentation.

### Language

The language of the course will be English. Participants should have a good knowledge of English to facilitate their learning.

### Visas

worldsteel recommends participants check visa requirements for entry into the country. If you require a letter of invitation to apply for a travel visa, download the visa letter form from the registration website and forward the completed form to Ms Alexandra Houben ([houben@worldsteel.org](mailto:houben@worldsteel.org)). Note the processing time for a visa can vary, so all participants requiring a visa should apply at least 12 weeks prior to the course.

### Hotel

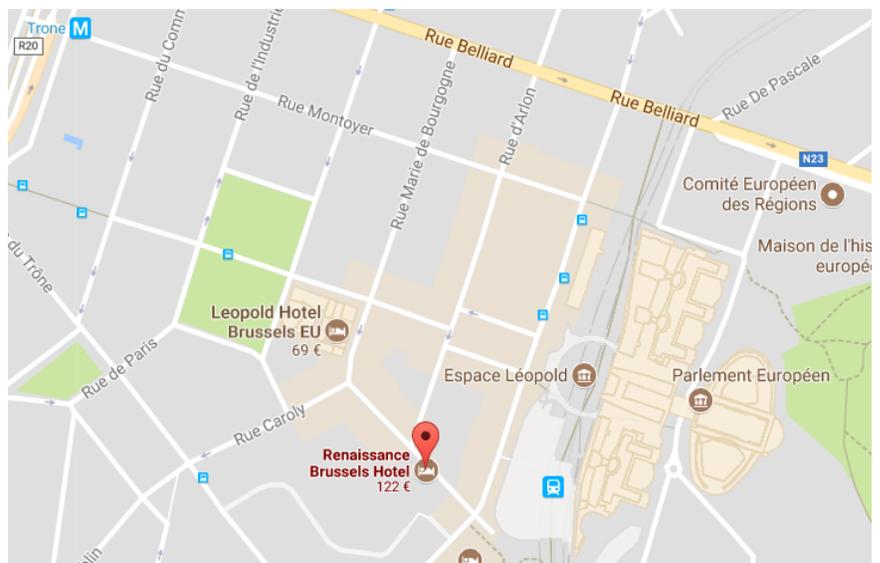
#### Renaissance Brussels Hotel

Rue du Parnasse 19

Brussels 1050

Belgium

+32 2 505 2929



<b>Hotel reservation</b>	The registration fee includes accommodation for 4 nights, worldsteel will arrange the booking. Extra hotel nights will be booked by the individual participants.
<b>Transportation</b>	<p>Transportation to and from the conference venue is the responsibility of the participant. The Renaissance Brussels Hotel is located in the European quarter in the centre of Brussels.</p> <p>From Brussels International Airport, the hotel is about 15 km and about 30 minutes away. You can take a taxi at the airport or use public transportation, the Luxembourg metro station is less than 200 m from the hotel.</p>
<b>Extra expenses</b>	<p>The course fee covers most expenses. However, participants are responsible for extra costs, including:</p> <ul style="list-style-type: none"><li>• Transportation to and from steelManagement,</li><li>• Additional nights in the hotel before or after the course,</li><li>• Personal hotel charges such as mini-bar, telephone, and food/beverage that are not otherwise part of the programme, and</li></ul> <p>Dinner on the free evening.</p>
<b>Cancellation policy</b>	<p>Participants cancelling their registration up to 30 days prior to steelManagement may receive a full refund.</p> <ul style="list-style-type: none"><li>• No refunds of the registration fee will be provided within 30 days of steelManagement. However, companies may substitute another person in place of the participant who has cancelled registration.</li></ul>
<b>Dress code</b>	The dress code for steelManagement-20 is 'smart casual'. Comfortable clothing and shoes are recommended.
<b>Climate</b>	The temperature in Brussels will likely be in the range of 0-10°C, though on occasion may be a little cooler or warmer.
<b>Electricity</b>	Standard electrical voltage is 220 volts. Plugs have two round pins and a hole for the socket's ground pin.
<b>Currency</b>	The currency is the Euro (€). The latest exchange rates may be found at <a href="http://www.oanda.com">www.oanda.com</a> .
<b>Time</b>	The local time will be UTC/GMT + 1.00 hour.
<b>Contact</b>	Scott Chubbs   Director, steeluniversity   <a href="mailto:chubbs@worldsteel.org">chubbs@worldsteel.org</a> Alexandra Houben   Coordinator, Events & Administration   <a href="mailto:houben@worldsteel.org">houben@worldsteel.org</a>

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**[worldsteel.org](http://worldsteel.org)**

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