This program will be offered in a blended format, supplementing independent assignments with live, online discussions.

Assignments are comprised of weekly video recordings and readings for you to complete independently at your own pace, on your own time. Faculty-led group discussions will be held online, bringing insight and additional context to the videos and readings. Case studies and industry examples will be used throughout the program. An interactive simulation will also be completed as a capstone to the program, bringing concepts together in an applied setting. Participants can plan on more than 32 hours of instruction time spanning an eight-week period.

With more than 10 years’ experience in providing online programing, the Broad College of Business is well prepared to welcome you to a flexible, productive and rewarding learning environment.

**OVERVIEW**

The Value Chain Management Certificate Program provides the strategies needed to succeed in a competitive marketplace by championing your customers’ needs. This process looks at the end-product from the customers’ point-of-view and works backward to improve operational efficiency and provide better goods and services. During this program you will take an in-depth look at the current and evolving challenges of your organization to enhance the business model that makes you invaluable to your customers.

**DIFFERENCE BETWEEN SUPPLY CHAIN AND VALUE CHAIN MANAGEMENT**

*Supply chain management* aligns key business processes within and between organizations to create a high-performance business model that drives competitive advantage.

*Value chain management* takes a customer-centric understanding of how organizational resources can create unique and compelling customer-defined solutions. By fine tuning processes and customizing services, this approach gives you a unique, sustainable competitive advantage by providing value-added deliverables. A value chain management approach helps your customers achieve greater return on investment and develops long-term loyalty to your organization.

Developed using a portion of the Broad College’s top-ranked graduate-level supply chain management curriculum, the Value Chain Management Certificate Program is an invaluable learning experience.

**KEY LEARNING OBJECTIVES**

Participants in the certificate program will:

- Obtain thorough knowledge of world-class value chain management practices
- Understand their role in developing and maintaining competitive advantage
- View value chain situations from the perspective of suppliers and customers
- Gain practice using tools and applications to evaluate and engineer the value chain process
- Analyze data that lend to planning and decision making relative to value optimization
- Assess risk and sustainability while observing business trends and their implications
The Value Chain Management Certificate Program is organized into eight online content modules, each comprised of 4-6 hours of a combination of live, interactive group discussions and self-paced learning. The modules run from April 11, 2022 to May 31, 2022 on the days indicated for each module. Dates for the live, interactive group discussions are noted here for each module and are held within the hours of 9 a.m. and 11 a.m. Eastern Time.

**MODULE ONE**
Value Chain Overview and Customer Value | April 11 – 14, 2022
The first part of this module is designed to welcome participants to the program, establish expectations and answer questions. The second part of this module is designed to discuss value chain management and its potential for delivering improved customer value.
• April 11 – Zoom Welcome, Introduction and Overview
• April 12 – Interactive Faculty-Led Discussion and Activities

**MODULE TWO**
Anti-Counterfeiting, Brand Protection, Risk Management and Sustainability | April 15 – 21, 2022
The first part of this module is designed to discuss anti-counterfeiting and brand protection and its relevance to improved value chain management. The second part of this module is designed to discuss risk management and sustainability in the context of value chain management.
• April 19 – Anti-Counterfeiting and Brand Protection | Interactive Faculty-Led Discussion and Activities
• April 21 – Risk Management and Sustainability | Interactive Faculty-Led Discussion and Activities

**MODULE THREE**
Sales and Operations Planning | April 22 – 27, 2022
This module is designed to discuss demand management, forecasting, and sales and operations planning.
• April 27 – Interactive Faculty-Led Discussion and Activities

**MODULE FOUR**
Procurement | April 28 – May 5, 2022
This module is designed to discuss the critical role of procurement in driving value and overall company competitiveness in a value chain context.
• May 5 – Interactive Faculty-Led Discussion and Activities

**MODULE FIVE**
Logistics and Network Design | May 6 – 12, 2022
This module is designed to review the principles of transportation, warehousing, material handling, inventory management and network design.
• May 12 – Interactive Faculty-Led Discussion and Activities
• OPTIONAL | May 12 – Virtual Networking Session

**MODULE SIX**
SCODE Simulation I | May 13 – 19, 2022
This module is designed to provide hands-on experience with design and operational trade-offs in an integrated value chain.
• May 17 – Interactive Faculty-Led Discussion and Activities
• May 18 – Faculty Virtual Office Hours for Open Discussion and Questions
• May 19 – Results Due

**MODULE SEVEN**
SCODE Simulation II | May 20 – 26, 2022
This module is designed to provide hands-on experience with more complex design and operational trade-offs in an integrated value chain.
• May 24 – Initial Results Debrief and Intermediate Model Overview
• May 25 – Faculty Virtual Office Hours for Open Discussion and Questions
• May 26 – Faculty-Led Discussion of Simulation Results

**MODULE EIGHT**
Value Chain Trends, Future Implications, and Conclusion | May 27 - June 3
This module is designed to discuss the evolving responsibilities of supply chain professionals and to reinforce the concept of value chain management.
• May 31 – Interactive Faculty-Led Discussion and Closing Conducted Live, Online (Zoom platform)
WHO SHOULD ATTEND?
Executives and mid to upper-level managers who need to enhance deliverables, create marketable differentiators, and drive competitive advantage for their customers should attend. By attending, you will broaden your perspective “from the outside in” to discover your customers’ true needs. This value-driven approach benefits both your organization and your partners. Previous participants have represented a wide range of industries including manufacturing, retailing, and services. Many had managerial responsibility for areas as general as business and finance strategy, innovation and quality improvement, and supply chain management. Others managed more focused areas such as procurement, operations, materials management, logistics, customer service, marketing, human resources, and talent development. Overall, those who are striving for enterprise success in this globally competitive environment will find benefit by participating in this program.

FACULTY

DAVID J. CLOSS, Ph.D.
is the John H. McConnell Chaired Professor of Business Administration Emeritus in the Broad College at Michigan State University and director of the certificate program. He has given extensive presentations discussing the application of information systems technology to logistics management and logistics strategy. Closs has published a variety of articles and co-authored a textbook on logistics management.

DAVID J. FRAYER, Ph.D.
is Assistant Dean for Outreach and Engagement in the Broad College of Business at Michigan State University. Frayer is co-author of Best Practice Model for ECR Alliances and Global Supply Chain Management in addition to several publications on global procurement and logistics strategy. He also is the director of the College’s Executive Development Programs, including the world’s premier seminar on supply chain logistics.

STANLEY E. GRIFFIS, Ph.D.
is the John H. McConnell Professor of Business Administration in the Broad College at Michigan State University. Prior to joining the faculty, he taught at the Air Force Institute of Technology in Dayton, Ohio. His primary teaching interests include logistics and supply chain management.

FACULTY (CONTINUED)
JUSTIN JAGGER, M.S.
is an Academic Specialist in the Department of Supply Chain Management in the Broad College at Michigan State University. He acts as a primary learning facilitator for applications including supply chain simulations, business games and network optimization. Prior to joining academia, Justin worked as an R&D specialist in the biologics industry.

JUDITH M. WHIPPLE, Ph.D.
is a Professor of Supply Chain Management in the Broad College at Michigan State University. Previously, she was an Assistant Professor at Western Michigan University in Food Marketing and Integrated Supply Management. Whipple’s research focuses on alliances and supply chain integration. She has published various articles as well as presented at industry conferences and executive development programs.

JEREMY M. WILSON, Ph.D.
is a Professor in the School of Criminal Justice at Michigan State University, where he founded the Center for Anti-Counterfeiting and Product Protection and the Program on Police Consolidation and Shared Services. He works extensively with organizations on brand protection issues.

CONTACT
Have a question? Contact us anytime at edp@broad.msu.edu or 517-353-8711.

Interested in group training? Please contact us at edp@broad.msu.edu. We offer group discounts for this program. This program is also available as a custom program for your organization.
COST
The cost of this program, which includes instruction, all educational materials, web support, and certificate of completion, is $2,995. Fees can be paid by check made payable to Michigan State University or by credit card and are due at least 15 days prior to the start date.

Certificates will be mailed to participants upon successful completion of the program.

Online registration: exced.broad.msu.edu
Phone registration: 517-353-8711

CONFIRMATION
Following review and approval of your application, you will receive confirmation of your enrollment in the program.

CANCELLATION POLICY
Cancellations must be made in writing within 15 business days prior to the start of the program for a full refund (March 28, 2021). Refunds may be returned, credited towards a future program within a one year time frame, or applied to a substitute enrollee per request. Participant substitutions are welcome at any time prior to the start of the program. If a registered participant does not attend the program and does not forward written notification in advance, the participant will be charged the full program fee.

MISSION
We create and disseminate knowledge through collaboration, developing global transformational leaders who positively impact organizations and society.