World Class Approach

FCA Italy - Training & Consulting is an organization of Professional Trainers fully dedicated to support Operations training initiatives at World Wide level

Mission

Develop and Deliver World Class Training & Consulting

Vision

Create a “world class” learning organization able to transfer World Class best practices and know-how and contemporarily develop people and continuous improvement culture

People development and continuous improvement

- problems opportunities
- best practices study sessions
- training in classroom solutions
- training on the job solutions
- improvement culture

Industry 4.0

Digitalization

Accelerated expansion

Support to plants in skills certification and standardization

Systematic elimination of loss and waste

From reactive to preventive and proactive

Internal Trainers certification

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TRAINING & CONSULTING METHODS

- SIMULATION
- WCM ACADEMY
- TRAIN THE TRAINER
- ASSESSMENT
- CLASSROOM
- KAIZEN EVENT
- COACHING
- MTS
- TECHNICAL TRAINING SOLUTIONS
T&C Team has developed training and consulting solutions based on three different levels as displayed in the above pyramid.

Acknowledgement courses aim to create a World Class culture among the production plants. The catalogue covers all main chapters of World Class Methods & Tools with the goal to increase the knowledge and develop participants’ ability in identifying and reducing loss and waste.

Workshops to support Kaizen Projects aim to develop specific WCM methodologies and to support production plants in reducing losses in the selected areas: these workshops are designed with a 100% hands on approach in order to enable production units to achieve tangible results in the selected model area, in coherence with Company targets.

Coaching programs aim to support production plants WCM experts in leading specific initiatives and achieving specific targets, providing mentorship in a “problem driven” logic.
Starting from catalogue, it is possible to build customized support programs in relation to the specific World Class implementation needs.
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World Class Administration approach overview

Course Objectives
Upon course completion the learner will be able to:

- Understand how to apply World Class logics and approach to transactional / Service processes
- Understand the key differences between World Class Administration (WCA) and WCM
- Understand logics and contents of WCA
- Have a global vision of WCA implementation and development process

Course Timeline

1 day

Expected Benefits

- Spreading of knowledge about WCA logics and working approach
- Providing Company key roles an overview of WCA and its technical pillars

Target Audience

- Company management
- Administrative department heads and finance, quality, engineering, purchasing, commercial, marketing, design and HR managers

Prerequisites

- No prerequisites required
WCM Internal Auditors course

Course Objectives
Upon course completion the learner will be able to:

• Understand in detail WCM audit criteria and audit logics/rules
• Know how to run a WCM audit

Course Timeline

Classroom

Training
3 days

Expected Benefits

• Availability of WCM certified auditors

Target Audience
• Potential WCM auditors

Prerequisites
• Certified success in WCM program
Safety step 6 training event

**Course Objectives**
Upon course completion the learner will be able to:

- Analyze safety pillar activity in term of people proactivity
- Develop an action plan to support people proactivity

**Course Timeline**

<table>
<thead>
<tr>
<th>Training</th>
<th>Classroom</th>
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<tbody>
<tr>
<td>1 day</td>
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**Expected Benefits**

- Operators Safety Proactivity analysis
- Safety proactivity action plan
- Introduction of the RJA (Reaction Judgment Action) approach

**Target Audience**

- SAF pillar team
- Team leader and operators from model area
- PD pillar team

**Prerequisites**

- Steps 1-5 implemented in model area
Risk prediction movement level workshop

Course Objectives
Upon course completion the learner will be able to:

• Identify where and when apply Risk Prediction Movement Level
• Develop one example of RP Movement Analysis
• Define new standard

Course Timeline

Expected Benefits

• Deeper RA for critical area
• New standard introduction

Target Audience
• SAF pillar team

Prerequisites
• Steps 1-3 implemented in model area
• Process Video recording available
WCA CD - Waste & Loss in Indirect divisions

Course Objectives
Upon course completion the learner will be able to:

- Identify and measure waste & loss in a transactional process
- Understand the 7 steps of Cost Deployment and the related matrixes

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Examples &amp; Simulations</th>
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<tbody>
<tr>
<td>1 day</td>
<td>1 day</td>
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50% hands-on Classroom

Expected Benefits

- Understanding of the loss concept and the importance of reducing them to improve the economical result of the company
- Classification of loss into causal and resultant, in order to drive properly the improvement actions
- Knowledge of the content of each step of the CD
- Understanding of the meaning of each CD Matrices and the way in which they are linked with the pillar steps

Target Audience

- Operation managers
- Site controllers
- Process supervisors
- Process analysts

Prerequisites

- World Class Administration approach basic
Administration CD workshop

Course Objectives
Upon course completion the learner will be able to:

- Develop in practice the various steps of the CD Pillar
- Build the related matrixes (from A to F) for a selected area / process

Course Timeline

Design
1 day

Follow-Up
11 days

Expected Benefits

- Practical application of Cost Deployment pillar in an administrative environment

Max timeframe 3-4 months

Target Audience

- Finance managers and specialists
- WCA management team
- CD pillar specialists

Prerequisites

- Basic knowledge of loss & waste in transactional processes
- CD matrices structure
EPM Cost Deployment workshop

Course Objectives
Upon course completion the learner will be able to:

• Understand the meaning and the purpose of EPM Cost Deployment
• Learn how to develop an EPM Cost Deployment for future products

Course Timeline
1 day
Training
3 days
Examples & Exercises
50% hands-on
Classroom

Expected Benefits
• Availability of resources able to build an EPM Cost Deployment
• Calculation of the life cycle cost for the new products
• Use of EPM Cost Deployment for driving the product development costs reduction

Target Audience
• WCM staff and EPM team
• CD pillar team
• People involved in the product development process

Prerequisites
• Loss & Waste concept
• CD pillar overview
• EPM pillar overview and approach
• EPM pillar launch workshop
Financial Risk Deployment

Course Objectives
Upon course completion the learner will be able to:

• Understand the mechanisms linking the Risk Management process and the financial evaluation of risks
• Understand how the Financial Risk Deployment matrices work and which are their contents

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Examples &amp; Simulations</th>
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<tr>
<td>0.5 days</td>
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Expected Benefits

• Availability of resources able to understand the meaning of Financial Risk Deployment and how to derive from it the intervention priorities
• Develop the knowledge of the links between potential wastes and losses and the related financial risks

Target Audience
• CD pillar team
• FI pillar team, process engineers
• PD pillar team
• AM, PM, QC, LCS, ENV/ENE, SAF pillar leaders

Prerequisites
• Knowledge and practical experience of CD pillar
Training Cost Deployment (TCD) workshop

Course Objectives
Upon course completion the learner will be able to:

- Understand training effectiveness and efficiency concept
- Know how to track savings from training and calculate training B/C
- Apply TCD (Training Cost Deployment) logic in his/her own environment

Expected Benefits

- Awareness of the importance of making training effective and efficient, according to WCM principles
- Capability to apply the mindset in the floor, tracking savings produced by training and reporting training B/C
- Contribution to the FCA Sustainability Report

Course Timeline

<table>
<thead>
<tr>
<th>Training + Activities Start up</th>
<th>Follow up</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,5 days</td>
<td>1 day</td>
</tr>
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</table>

Target Audience

- Plant management team (1st day)
- Plant controller (1st day)
- WCM support and pillar leaders (CD, FI, PD)
- PD and FI experts

Prerequisites

- Loss & Waste concept basic knowledge
- B/C concept understanding
- Project tracking system
TRIZ and invention methods training event

Course Objectives
Upon course completion the learner will be able to:

- Understand the TRIZ model of systematic innovation to process and products innovation problems
- Get a basic capability (problem analysis and idea generation) for the inventive solution of problems

Course Timeline

Expected Benefits

- Availability of resources with basic knowledge of TRIZ method

Target Audience
- Production engineers & quality specialists
- Line supervisors
- QC pillar team

Prerequisites
- Problem Solving basic tools
- Basic Conditions restoring techniques
TRIZ and invention methods workshop

Course Objectives
Upon course completion the learner will be able to:

- Apply the TRIZ model of systematic innovation to process and products innovation problems
- Get application capability (problem analysis and idea generation) for the inventive solution of problems

Course Timeline

Expected Benefits

- Availability of resources able to apply TRIZ method in order to identify innovative solutions to specific problems

Target Audience
- Production engineers & quality specialists
- Line supervisors
- QC pillar team

Prerequisites
- Problem Solving basic tools
- Basic Conditions restoring techniques
AM steps 6-7 training event

Course Objectives
Upon course completion the learner will be able to:

• Detect, understand and analyze residual losses non due to machine but to external factors (e.g. method, materials and man like tools change, setup, upstream-downstream stops, spare parts management, etc.)
• Plan step 6 activities according to detected losses and implementation logic
• Manage areas with AM step 6 closed, in order to maintain achieved results
• Detect and attack residual losses (e.g. cycle time reduction, optimization of consumable materials and tools)

Course Timeline
Training
1 day

Expected Benefits
• OEE increase thanks to a good matching between step 6 and real needs
• Product transformation cost reduction

Target Audience
• Line managers
• Maintenance leads
• Process engineers

Prerequisites
• Know and be able to apply properly AM steps 1 to 5
• Know and be able to apply properly AM steps 1 to 6
AM steps 6-7 Kaizen Week

**Course Objectives**
Upon course completion the learner will be able to:

- Check proper machine conditions up to AM step 5
- Analyze and attack residual losses
- Identify and plan new activities
- If needed, work together with close process areas

**Expected Benefits**

- Reduction of losses non related to machine but surrounding area, as tools change, setup, upstream-downstream stops, spare parts management, etc.

**Target Audience**
- Line managers
- Line and machine operators
- Maintenance leads and technicians
- Process engineers

**Prerequisites**
- AM step 5 achieved and consolidated

**Course Timeline**

- Training: 0.5 days
- Kaizen on Field: 4 days
- Follow-Up: 0.5 days

90% on the job
EAWS fundamental

Course Objectives
Upon course completion the learner will be able to:

• Understand the EAWS technique which allows the evaluation of the entire body and perform static and dynamic analysis
• Identify critical ergonomic point in a model process
• Identify opportunities for ergonomic improvement through the use of EAWS technique

Course Timeline

Introduction
0.5 days

EAWS & ERGO-MTM
5 days

Exercise
2.5 days

Expected Benefits

• Assessment of working conditions, taking into account the workload assigned to the operator as prescribed by law
• Improvement of workplace ergonomics

Target Audience

• WO pillar team
• SAF pillar team
• Ergonomics specialists
• Ergo-analysts

Prerequisites

• Safety Step 1-3 completed (model area)
• MTM-UAS (recommended)
UAS-EAWS practice experience

**Course Objectives**
Upon course completion the learner will be able to:

- Make better use of the UAS and EAWS techniques and by practicing them on field
- Analyze in detail the working processes and understand losses and problems in it

**Course Timeline**

- **Training**: 0.5 days
- **Kaizen on Field**: from 4 to 14 days
- **Follow-Up**: 0.5 days

**Expected Benefits**

- Improvement of the working method
- Standardization of the working cycle
- Reduction the working time
- Rebalancing of the line
- Improvement of workplace ergonomics

**Target Audience**
- WO pillar team
- SAF pillar team
- Work analysts
- Ergonomics specialists

**Prerequisites**
- MTM UAS and EAWS fundamental training completed
MTM-UAS fundamental

Course Objectives
Upon course completion the learner will be able to:

- Describe and evaluate the content of work
- Understand and design the methods of work and workstations
- Understand how to evaluate the standard working cycle and the related time
- Understand the use of blocks of data for standard operations specific to the company or the industry

Course Timeline

Expected Benefits

- Evaluation, plan and control of the working processes in a fast and scientific way
- Discover of the potential to redesign the plan and improve processes and the work area

Target Audience

- WO pillar team
- Work analysts
- Ergo-analysts

Prerequisites

- WO Step 1-3 completed (model area)
- MTM basic
WPI Workshop - Level 2

**Course Objectives**
Upon course completion the learner will be able to:

- Transfer information from Control Room to Pilot Process
- Check and validate results achieved with WPI simulation activities working on real workstation prototypes
- Fine tune of solutions and best practices to remove critical issues
- Set skills and roles required to support new industrializations (expansion from Pilot Process)

**Course Timeline**

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
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<tbody>
<tr>
<td>0.5 days</td>
<td>from 10 to 20 days*</td>
<td>0.5 days</td>
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* Number of “on field” days to be fine tuned after assessment according to project complexity

**Expected Benefits**

- Elimination of critical issues, including those not highlighted by virtual simulation
- Set-up of skills and tools useful to optimize all workstations and to achieve a vertical start-up

**Target Audience**

- WPI team

**Prerequisites**

- WPI workshop level 1
- Hardware (Pilot Process) for on field simulations
PM step 6 training event

Course Objectives
Upon course completion the learner will be able to:

- Know the proper methodologies to apply a correct CBM (Condition Based Maintenance)
- Assess the economic impact of CBM
- Define the operational maintenance strategies

Course Timeline

Expected Benefits

- Maintenance costs reduction

Target Audience

- Maintenance supervisors
- Engineering managers
- Maintenance technicians
- Process / machine engineers

Prerequisites

- Knowledge on types of maintenance
- Knowledge on maintenance and repairing costs of each component
PM step 6 kaizen week

Course Objectives
Upon course completion the learner will be able to:

• Choose when to apply the CBM
• Know methods and contents of the predictive diagnosis
• Develop diagnostic techniques

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
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</thead>
<tbody>
<tr>
<td>0.5 days</td>
<td>4 days</td>
<td>0.5 days</td>
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</tbody>
</table>

90% on the job

Expected Benefits

• Maintenance costs reduction
• Increase of the equipment OEE

Target Audience

• Maintenance supervisors
• Engineering managers
• Maintenance technicians
• Process / machine engineers

Prerequisites

• Knowledge on types of maintenance
• Knowledge on maintenance and repairing costs of each component
Reliability Centered Maintenance (RCM) training event

Course Objectives
Upon course completion the learner will be able to:

- Know RCM methodology
- Know how to implement RCM, with steps, required times and support people

Course Timeline

1 day

Expected Benefits

- Knowledge of RCM logics and its benefits, in order to be able to decide how and when to apply it. This awareness will increase effectiveness and efficiency of PM while making it more and more coherent with manufacturing needs

Target Audience

- Production managers
- Maintenance leads
- Process / machine engineers

Prerequisites

- Know and be able to apply properly the first 3 steps of PM
Reliability Centered Maintenance (RCM) Kaizen Week

Course Objectives
Upon course completion the learner will be able to:

• Make RCM analysis of a machine: for each failure mode choose the most suitable maintenance policy (technically feasible and economically convenient); conclusions and data produced during analysis will be shared with users and eventually fine-tuned

Course Timeline

Expected Benefits

• Increase of maintenance efficiency applying proper typologies, selected according to an analytical approach

Target Audience
• Maintenance managers
• Maintenance technicians
• Production managers
• Team leaders / operators
• Process / machine engineers

Prerequisites
• PM step 3 achieved
Six Sigma DMAIC Green Belt course

Course Objectives
Upon course completion the learner will be able to:

• Understand the logic of the Six Sigma approach and how to apply it in for attacking and solving complex problems
• Understand in detail the content of each DMAIC phases and how to apply the related tools
• Identify and develop Six Sigma improvement projects

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Project Review</th>
<th>Certification</th>
</tr>
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<tbody>
<tr>
<td>16 days</td>
<td>5 days</td>
<td>2 days</td>
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</table>

Overall timeframe 4-5 months

Expected Benefits

• Availability of resources able to develop in practice each DMAIC process phase
• Availability of resources with detailed knowledge of the main Six Sigma tools (intermediate and advanced statistical tools)
• Certification of participants who will complete the training path successfully

Target Audience
• QC, FI, PM, ENE pillar specialists
• Line supervisors
• Process engineers

Prerequisites
• School / University basic mathematical background
DOE & Tagughi training event

Course Objectives
Upon course completion the learner will be able to:

- Develop and consolidate knowledge on basic tools of statistical analysis and DOE techniques
- Identify the most suitable statistical techniques to analyze problems

Course Timeline
3 days

Expected Benefits
- Availability of resources with knowledge on Advanced Variance & Covariance analysis, Multivariate Analysis, DOE and Taguchi approach

Target Audience
- Quality engineers / specialists
- Line supervisors
- QC pillar team members

Prerequisites
- Basic Statistics and ANOVA
- Measurement System Analysis (MSA)
DOE & Tagughi workshop

Course Objectives
Upon course completion the learner will be able to:

• Develop and consolidate knowledge on basic tools of statistical analysis and DOE techniques
• Support teams in DOE floor implementation, and its application to specific plant issues
• Choose the most suitable statistical techniques to analyze problems

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Project Review</th>
<th>Follow-Up</th>
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<tbody>
<tr>
<td>3 days</td>
<td>10 days</td>
<td>2 days</td>
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</table>

80% on the job

Expected Benefits

• Availability of resources with knowledge on Advanced Variance & Covariance analysis, Multivariate Analysis, DOE and Taguchi approach

• Availability of resources able to analyzing and interpreting DOE and to develop improvement projects applying the experimental approach

Target Audience

• Quality engineers / specialists
• Line supervisors
• QC pillar team members

Prerequisites

• Basic Statistics and ANOVA
• Measurement System Analysis (MSA)
Early LOG and WO Layout Management workshop

Course Objectives
Upon course completion the learner will be able to:

- Analyze possible layout settings and identify strength and weak points
- Identify best solutions in term of Workplace Organization and Internal and External Logistics
- Define optimal production line layout

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
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<tbody>
<tr>
<td>1 day</td>
<td>20 days</td>
<td>1 day</td>
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90% on the job

Expected Benefits

- Design of new production lines according to WCM principles of logistics and workplace organization
- Definition of the new layout eliminating all identified constraints of logistics and workplace organization

Target Audience (max 15)

- Logistic team
- Production team
- WCM coordinator
- Production engineers
- Facility manager

Prerequisites

- WO steps 1-5 applied
- LOG steps 1-4 applied

Deployed on a maximum period of 3 months
FTA (Fault Tree Analysis) training event

Course Objectives
Upon course completion the learner will be able to:

- Develop and analyze the tree of the events and conditions which may generate an undesired state in a System or equipment
- Apply proper techniques to estimate the risk of failure or bad working, while evaluating the probability of occurrence

Course Timeline
2 days

Expected Benefits
- Availability of resources with knowledge of FTA (Fault Tree Analysis) method to estimate the failure or bad working probability

Target Audience
- Manufacturing managers and quality specialists
- Line supervisors
- QC pillar team

Prerequisites
- No prerequisites required
Taguchi Robust Design workshop

Course Objectives
Upon course completion the learner will be able to:

- Develop and consolidate knowledge on basic and advanced methods/ tools of statistical analysis, Robust Design (Taguchi techniques), Tolerance Design
- Support people involved in Product or Process Projects

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Project Analysis</th>
<th>Project Revision</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 days</td>
<td>1 day</td>
<td>9 days</td>
</tr>
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</table>

Expected Benefits

- Understanding of the correct approach to Robust Design
- Availability of resources capable to choose the most suitable statistical techniques to analyze problems
- Availability of resources capable to define properly the key performance variables, the noise factors and the key input variables

Target Audience

- WCM staff and EPM team
- People involved in the product development process
- Quality engineers / specialists

Prerequisites

- No prerequisites required

Project Revision

3-4 weeks of autonomous activity
Human Nature workshop

Course Objectives
Upon course completion the learner will be able to:

- Understand the psychological factors defined in the sphere of “Human Nature” and the related behavioral aspects
- Know the key factors contributing to the «emotional loading»
- Understand the «emotional loading» effects and in which way they should be taken into account to prevent Human Errors

Course Timeline

25% hands-on

Training 1.5 days
Role Playing 0.5 days

Expected Benefits

- Analysis of the influence of the “Human Nature” and estimation of its effects on people behaviors
- Evaluation of practical situations including the analysis of “Human Nature” factors in the preventive / proactive approach

Target Audience

- PD pillar leader e team members
- SAF-QC-WO pillar team members

Prerequisites

- Basic knowledge of Human Errors analysis
Advanced Human Error Kaizen Week

Course Objectives
Upon course completion the learner will be able to:

- Understand proactive approach in Human Error management
- Apply FMEA approach to evaluate risk of human error
- Prioritize and put in place actions to strengthen the process by risk reduction

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
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<tbody>
<tr>
<td>0.5 days</td>
<td>3 days</td>
<td>0.5 days</td>
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Expected Benefits

- Increase of proactive mindset in floor people
- Higher process robustness
- Reduction of defects and abnormalities due to HE

Target Audience

- HR managers
- Department and production managers
- HR specialists
- PD, SAF, QC, AM, PM pillar members

Prerequisites

- Human Error KW basic
WORLD CLASS TRAINING WORLD WIDE IN A YEAR

- 1 Integrated Team
- 4 Operating regions
- 22 Countries of Delivery
- 138 Sites Operated
- 98 Customers
- 5,700 Delivered Training days
- 82,000 Trainees
- 236 Kaizen Event
- 1,260 Classroom days
- 3,440 Coaching days
FCA Italy - Training & Consulting
Registered Office:
FCA Italy S.p.A.
Corso Agnelli 200
10135 Turin - Italy
Operating Office:
Training & Consulting
Corso Settembrini 53 – Gate 16
10135 Turin - Italy
Secretary Office: +39.011.0047591
e-mail: wcctraining&consulting@fcagroup.com
web site: www.wcm.fcagroup.com

Per informazioni rivolgersi a:

Massone Luciano
EMEA Region - Head of World Class Manufacturing & Projects V.P.
luciano.massone@fcagroup.com

Gobetto Marco
T&C Manager
Tel +39.335.1248697
marco.gobetto@fcagroup.com

De Blasi Paolo
T&C Methods & Tools Coordinator
Tel +39.335.6329194
paolo.deblasi@fcagroup.com

Castellano Roberto
T&C Know-How Mgmt & Academies Support
Tel +39.335.7375027
roberto.castellano@fcagroup.com

Carra Maurizio
T&C External Market Support
Tel +39.335.7375026
maurizio.carra@fcagroup.com

Rabino Edoardo
T&C Motion Study & Ergonomics and Universities relationships
Tel +39.335.7433304
edoardo.rabino@fcagroup.com
We join together to help our Customers be World Class. Come join us!
This catalogue is part of the following training solutions offer:

**WORLD CLASS TRAINING**

training solutions for World Class Manufacturing implementation classified into three different levels of application: Basic, Intermediate and Advanced

**TECHNICAL AND ROLES TRAINING**

training solutions for technical training on main process technologies used in operations and paths for main professional roles of the factory

**WCM ACADEMY**

training solutions with an hands-on approach in a friendly learning environment

**WORLD CLASS WEB ACADEMY**

training solutions online for World Class methods and tools