WORLD CLASS TRAINING
INTERMEDIATE

Training solutions
CATALOGUE
ENGLISH
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

Industry 4.0 Digitalization

Accelerated expansion

Support to plants in skills certification and standardization

Internal Trainers certification

Systematic elimination of loss and waste

From reactive to preventive and proactive

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

training in classroom solutions

training on the job solutions

problems opportunities

best practices study sessions

improvement culture

WCM
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 World Class 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 World Class 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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Managerial pillars workshop

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

- Understand organizational aspects related to WCM development
- Have a global vision of WCM Management Criteria
- Understand relationships between Managerial and Technical Pillars
- Self-assess Management Criteria status in the plant

Course Timeline

<table>
<thead>
<tr>
<th>Module</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Managerial Training</td>
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</tr>
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<td>Soft skills overview</td>
<td>1 day</td>
</tr>
<tr>
<td>Teamwork</td>
<td>1 day</td>
</tr>
</tbody>
</table>

Expected Benefits

- Creation of awareness about the importance of Managerial factors into WCM implementation and development
- Understanding by the Management team of the influence of Technical Pillars on the global WCM managerial performance
- Availability of an action plan consistent with plant route map

Target Audience

- Plant management team
- WCM coordinator and pillar leaders

Prerequisites

- Basic knowledge on WCM and its pillars
Safety steps 4-5 Kaizen Week

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

- Design a safety pillar audit system
- Apply audit tools on a model process
- Build new standard tools examples
- Develop a SMAT (Safety Management Audit Test) audit system
- Develop examples of preventive activities for operators

Course Timeline

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

Expected Benefits

- Development of a pillar audit system
- Sharing of new approach with operators
- Development of a SMAT audit system

Target Audience

- Shift managers
- Team leaders and Model Area operators
- PD pillar team

Prerequisites

- Steps 1-3 overview
Risk Prediction workshop

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

• Introduce risk assessment and risk prediction concepts
• Apply such concepts in the Model Area
• Build a reference model

Course Timeline

<table>
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<tr>
<th>Training</th>
<th>Kaizen on Field</th>
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<tr>
<td>0.5 days</td>
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</table>

Expected Benefits

• Apply the concepts related to the Human Nature to the prediction models of the behaviors with risks for Safety
• Creation of an example of the Model Area aiming to reduce the wrong behaviors
• Priority definition to reduce the risky behavior

Target Audience
• EHS team
• Team leaders and Model Area operators
• PD pillar team

Prerequisites
• Steps 1-3 overview
Risk analysis Kaizen Week

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

- Understand risk assessment and risk prediction approach
- Develop risk analysis in the Model Area
- Introduce and apply new standard
- Introduce corrective actions on wrong behavior

Course Timeline

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

Expected Benefits

- Building of an example of risk analysis in the Model Area
- Sharing of new approach with operators
- Introduction of new training tools (visual aids, video training)
- Reduction of accidents due to wrong behavior

Target Audience
- Shift managers
- Team leaders and Model Area operators
- PD pillar team

Prerequisites
- Pillar steps 1-3 overview
Safety steps 4-7 advanced overview

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

- Share criteria to set up a safety audit system
- Share activities related to pillar steps 4-7
- Know how to develop preventive activities and involve operators

Course Timeline

Target Audience
- Safety managers
- Production managers
- WCM coordinators
- Team leaders and supervisors
- Safety specialists

Prerequisites
- Pillar steps 1-3 overview

Expected Benefits
- Shared safety audit system guidelines
- SMAT (Safety Management Audit Test) audit introduction
- Shared best practice examples

1 day

Classroom
Environmental CD workshop

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

- Identify and quantify the major environmental losses
- Release of first environmental CD
- Link environmental CD to plant CD according to MECE principle

**Course Timeline**

Training
1 day

On the job
4 days

90% hands-on

**Expected Benefits**

- Identification, quantification and prioritization of environmental losses
- Identification of environmental improvement activities linked to their losses
- Environment CD

**Target Audience**
- Environment managers
- Facilities managers
- Maintenance managers
- WCM coordinators

**Prerequisites**
- CD basic knowledge
- Plant CD
- Basic knowledge of ENV pillar
Energy CD workshop

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

• Define energy pillar team
• Knowledge of seven steps for energy reduction
• Knowledge of the seven energy losses
• Release of first energy CD
• Link energy CD to Environmental CD and plant CD according to MECE principle

Course Timeline

Training
1 day

On the job
7 days

90% hands-on

Expected Benefits

• Consumption stratification and identification of major energy losses
• Identification of energy improvement activities linked to pillar principles
• Energy CD
• Energy improvement action plan

Target Audience
• Environment managers
• Facilities managers
• Maintenance managers
• WCM coordinators
• Energy manager

Prerequisites
• CD basic knowledge
• Plant CD
• Energy consumption data

In a timeframe of 2-3 months
EEM CD training event

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

- Understand the meaning and the purpose of the EEM Cost Deployment
- Getting the basic knowledge to define a EEM Cost Deployment path for the future equipment

Course Timeline

50% hands-on

Classroom

Training 0.5 days
Examples & Exercises 0.5 days

Expected Benefits

- Availability of resources with knowledge (theory) on how to develop a EEM Cost Deployment
- Understand how to calculate the Life cycle cost of the new equipment
- Driving the new equipment cost reduction

Target Audience

- WCM staff and EEM pillar team
- CD pillar team
- People involved in the new equipment development and installation

Prerequisites

- Knowledge and practical experience of CD pillar
- Knowledge and multiple practical experience of EEM projects
EEM CD workshop

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

• Build a EEM Cost Deployment for the new equipment, starting from the previous experiences on the EEM projects

Course Timeline

Training
0.5 days

Examples & Follow-Up
3.5 days

90% on the job

Classroom

Expected Benefits

• Complete EEM Cost Deployment (from A to C matrix)
• Life cycle cost calculation for the new equipment

Target Audience
• WCM staff and EEM pillar team
• CD pillar team
• People involved in the new equipment development and installation

Prerequisites
• Knowledge and practical experience of CD pillar
• Knowledge and multiple practical experience of EEM projects
Logistic Losses & Logistic CD

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

• Understand how to apply CD principles to logistics
• Know how to detect and classify logistic losses

Course Timeline

Classroom Training
1 day

Expected Benefits

• Availability of people able to work into team to develop logistic CD

Target Audience
• Logistics pillar team
• Production team
• WO pillar team
• WCM coordinators

Prerequisites
• LOG pillar knowledge
Logistic CD workshop

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

- Stratify logistic losses using standard definition
- Build a first draft of logistic matrix A to C
- Link current logistic projects to Logistic CD (Matrix D and E)
- Identify new logistic projects based on loss analysis
- Link Logistic CD to Plant CD

Course Timeline

Training
1 day

On the job
9 days

Expected Benefits

- Evaluation of logistic loss
- Definition of logistic improvement area and process

Target Audience
- Logistic pillar leader
- Logistic team
- CD team

Prerequisites
- Plant CD available
Preventive CD: G Matrix & 5 Years CD approach

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

- Understand the meaning of the G-Matrix under different scenarios
- Understand the objectives and the contents of the 5 Years CD
- Getting the basic knowledge for the 5 Years Cost Deployment analysis

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Examples &amp; Exercises</th>
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</thead>
<tbody>
<tr>
<td>0.5 days</td>
<td>0.5 days</td>
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</table>

Expected Benefits

- Availability of resources able to understand the meaning of the G-Matrix and the scenarios approach
- Availability of resources able to set up the 5 Years Cost Deployment
- Availability of resources able to interpret the previous years CD results

Target Audience

- CD pillar team
- FI pillar team, process engineers
- PD pillar team
- AA, PM, QC, LCS, ENV/ENE pillar leaders

Prerequisites

- Knowledge and practical experience of CD pillar (min 2 full years)
- Basic knowledge of all pillars (EEM excluded)
Preventive CD: G Matrix & 5 Years CD workshop

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

- Understand the meaning of the G-Matrix under different scenarios
- Understand the objectives and the contents of the 5 Years CD
- Analyze the previous years CD results
- Build a 5 years Cost Deployment analysis, starting from its own plant data

Course Timeline

80% on the job

Training: 0.5 days
Examples & Follow-Up: 2.5 days

Expected Benefits

- G Matrix creation with different scenarios
- 5 years Cost Deployment development
- Identification of which losses to be attacked in the next years
- Use of the 5 Years CD to validate the WCM Route Map and the future training needs

Target Audience

- CD pillar team
- FI pillar team, process engineers
- PD pillar team
- AA, PM, QC, LCS, ENV/ENE pillar leaders

Prerequisites

- Knowledge and practical experience of CD pillar (min 2 full years)
- Basic knowledge of all pillars (EEM excluded)
Blue / Compass Room workshop

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

- Understand the improvement actions selection mechanism based on the priorities identified by CD pillar
- Understand the importance of cooperation among CD, FI and PD pillars to drive project selection and resources allocation

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Practice Activity</th>
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<tbody>
<tr>
<td>0.5 days</td>
<td>1.5 days</td>
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90% on the job

Classroom + Field

Expected Benefits

- Set up a Plant Compass Room to be used to drive the top-down process to select improvement actions

Target Audience

- WCM staff
- CD pillar team
- FI pillar team
- PD pillar team
- People involved in project selection and follow up

Prerequisites

- Knowledge and practical experience of CD pillar (1-2 CD rounds completed)
- Availability of knowledge inventory matrix
SMED training event

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

- Understand the logic for setup time reduction
- Know the steps for the application of the SMED (Single Minute Exchange of Dies) methodology

Course Timeline

Training
1 day
Examples & Exercises
1 day

50% hands-on

Expected Benefits

- Creation of SMED working teams, contributing to reduce setup time and to increase equipment efficiency

Target Audience
- Production engineers
- Maintenance leaders / technicians
- Production leaders

Prerequisites
- No prerequisites required
Micro Stops training event

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

- Understand the logic for micro stops reduction
- Know the steps for the application of the micro stops reduction methodology

Course Timeline
1 day

Expected Benefits
- Creation of working teams able to contribute to reduce micro stops and to increase equipment efficiency

Target Audience
- Production engineers
- Maintenance leader / technicians
- Production leaders

Prerequisites
- No prerequisites required
SMED Kaizen Week

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

• Understand the logic for set up reduction
• Apply properly the specific tools for set up time reduction
• Monitor and extend the solutions

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>4 days</td>
<td>0.5 days</td>
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Expected Benefits

• Creation of SMED working teams, contributing to reduce micro stops and to increase equipment efficiency
• Application of the methodology and the tools to a real case
• Reduction of production costs in the Model Area

Target Audience

• Production engineers
• Maintenance leader / technicians
• Production leaders

Prerequisites

• WCM approach
• SMED training event
Micro Stops Major Kaizen workshop

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

- Understand the logic for micro stops reduction
- Apply properly the specific tools for micro stops reduction
- Monitor and extend solutions

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
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<tbody>
<tr>
<td>2 days</td>
<td>7 days</td>
<td>1 day</td>
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</table>

Expected Benefits

- Creation of working teams, able to contribute to reduce micro stops and to increase equipment efficiency
- Application of the methodology and the tools to a real case
- Reduction of production costs in the model area

Max timeframe 3 months

Target Audience

- Production engineers
- Maintenance leader / technicians
- Production leaders

Prerequisites

- WCM approach
- Micro stops training event
AM steps 4-5 training event

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

- Identify, understand and analyze the residual losses of OEE (Overall Equipment Effectiveness), after having verified that the breakdowns due to lack of basic conditions are set to zero
- Undertake improvement solutions focused on the resolution of root causes of OEE losses

Course Timeline

Expected Benefits

- Availability of resources able to evaluate actions to improve equipment effectiveness (OEE)

Target Audience
- Shop floor and production line supervisors
- Production line conductors and operators
- Maintenance supervisors and technicians
- Process specialists

Prerequisites
- Knowledge on proper application of first 3 steps of AM
AM step 4 Kaizen Week

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

- Check the right conditions until step 3
- Analyze and attack residual losses
- Identify and set new inspection procedures
- Use of advanced tools (X Matrix, QM Matrix, Standard Kaizen)
- Involve and integrate AM, QC, PM and FI

Course Timeline

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<thead>
<tr>
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<tr>
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</table>

Expected Benefits

- Reduction of residual losses due to the equipment with a consequent OEE increase

Target Audience
- Shop floor and production line supervisors
- Production line operators
- Maintenance supervisors and technicians
- Process specialists

Prerequisites
- AM step 3 achievement and strengthening on equipment
AM step 5 Kaizen Week

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

- Analyze and attack the residual losses not due to the Equipment, but due to Man, Method and Material
- Identify new inspections and insert them into the AM calendar and procedures
- Use advanced tools (SK, TWTTP)

Course Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Training</td>
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</tr>
<tr>
<td>Kaizen on Field</td>
<td>4 days</td>
</tr>
<tr>
<td>Follow-Up</td>
<td>0.5 days</td>
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90% on the job

Expected Benefits

- Reduction of residual losses that are not due to the equipment with a consequent OEE increase

Target Audience
- Shop floor and production line supervisors
- Production line operators
- Maintenance supervisors and technicians
- Process specialists

Prerequisites
- AM step 4 achievement and strengthening on equipment
AM Benefit vs Cost Analysis

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

- Calculate the benefits and costs for each AM step
- Check the cost for each AM activity

Course Timeline
0.5 days

Expected Benefits
- Availability of resources able to evaluate opportunities to optimize maintenance costs

Target Audience
- Shop floor and production line supervisors
- Production line operators
- Maintenance supervisors and technicians
- Process specialists

Prerequisites
- Involvement in operational AM activities
LCA and Motion Economy principles

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

• Understand the logics of LCA (Low Cost Automation) and Motion Economy to achieve lean, ergonomic and cheap material displacements
• Understand the advantages due to the application of WO step 5
• Be aware of the operational flexibility of the LCA and Motion Economy equipment by the observation of videos as examples

Course Timeline

Training: 0.5 days
Examples & Exercises: 0.5 days

50% hands-on

Classroom

Expected Benefits

• Extended awareness in the company of potentialities offered by LCA and Motion Economy
• Extended sensibility in recognizing model areas that strategically need the implementation of LCA and Motion Economy
• Opportunities of material displacement cost reduction by the use of LCA and Motion Economy equipment

Target Audience

• WO and LOG pillar team
• Manufacturing and logistic engineers
• Line leads and line operators
• Safety specialists
• Maintenance technicians

Prerequisites

• Knowledge of WCM and WO pillar
MTM basic

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

• Describe and evaluate the content of work
• Understand how to evaluate the standard working cycle and the related time
• Attend MTM-UAS course

Expected Benefits

• Higher sensibility in evaluating, planning and controlling the working processes in a fast and scientific way
• Discovering of the potential to redesign the plan and improve processes and the work area
• Certified capability to approach MTM-UAS method

Target Audience

• WO pillar team
• Work analysts
• Ergo-analysts

Prerequisites

• WO steps 1-3 completed in model area
WO step 4
Quality issues management in the floor

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

- Understand logics to analyze quality issues related to assembly operations and related mainly to Man-Method factors
- Understand and apply the logic to assess the respect of basic conditions affecting quality in the workplace
- Develop kaizen to attack issues

Course timeline

Training
0.5 days

Kaizen on Field
3.5 days

Follow-Up
1 day

Expected benefits

- Availability of people able to analyze quality issues in assembly operations, assess basic conditions compliancy and develop kaizen
- Reduction of quality losses in assembly operations

Target audience

- Quality managers
- Quality engineers / specialists
- Line supervisors / leads
- QC pillar team members

Prerequisites

- Knowledge of working principles of QC pillar
- Basic knowledge of QC-SK logic
- WO step 4 completed in the area
WO step 5 LCA and Line Side Optimization Kaizen Week

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

- Understand the logics of LCA and Motion Economy
- Optimize the use of equipment, required material displacements and line side feeding
- Optimize part presentation on line side
- Implement WO step 5 in the pilot area

**Course Timeline**

- **Training**
  - 0.5 days

- **Kaizen on Field**
  - 4 days

- **Follow-Up**
  - 0.5 days

90% on the job

**Expected Benefits**

- Implementation of LCA equipment in the plant
- Reduction of waste due to not optimized material displacements and «parts presentation»

**Target Audience**

- WO and LOG pillar team
- Manufacturing and logistic engineers
- Line leads and line operators
- Safety specialists
- Maintenance technicians

**Prerequisites**

- Previous WO steps accomplished
WPI overview

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

- Understand the principles of Work Place Integration (WPI)
- Know activities related to the 7 steps of WPI
- Assess in order to get information and skills required to set-up a WPI workshop training solution (level1 and/or level 2)
- Share basic techniques for a new line simulation and optimization

Course Timeline

Training

Classroom

1 day

Expected Benefits

- Knowledge on requirements for WPI approach in terms of skills, team composition, methods and tools
- Knowledge on basic elements needed for the construction and effective working of the Control Room
- Knowledge on the basic elements for the construction of a Pilot Process

Target Audience
- Production managers
- WCM coordinator
- Pillar leaders and WO, LOG, SAFETY, ENV, EPM, QUALITY, AM specialists

Prerequisites
- Steps 1-3 of AA, PM, LO, S, E effectively implemented
- Reactive Approach on QC mastered
WPI workshop - Level 1

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

- Define priorities and activities associated at each workstation in order to eliminate critical issues (by using available information)
- Integrate information connected to Theoretical Simulations supplied by engineers (ergonomics, logistics, manufacturing, safety…)
- Set-up basic requirements for pilot process construction (steps 4-6)

Course Timeline

![Training](0.5 days)  
![Kaizen on Field](from 5 to 15 days*)  
![Follow-Up](0.5 days)

90% on the job

Expected Benefits

- Acquired methods to anticipate evaluation of all aspects concurring in the optimization of the workplace
- Time/Cost reduction in the development of new process and/or in the improvement of existing lines
- Defined basic requirements for a faster set-up and performance achievement of the Pilot Process

Target Audience

- Production managers
- WCM coordinator
- WO, LOG, SAFETY, ENV, EPM, QUALITY, AM pillar leaders
- Manufacturing engineers

Prerequisites

- WPI overview (availability of required information and team skills)
- Best Practices / OPL / SOP / ergonomic analysis / line balancing / quality defects / material line delivery from similar processes data base
PM steps 4-5 training event

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

- Know the proper methodologies to be applied in order to reduce maintenance costs through cost analysis of components and manpower hours
- Know the methodologies to apply a correct TBM (Time Based Maintenance)

Course Timeline

Classroom
Training
1 day

Expected Benefits

- Availability of resources able to reduce maintenance costs

Target Audience

- Maintenance supervisors
- Maintenance technicians
- Process and equipment engineers

Prerequisites

- Knowledge on proper application of first 3 steps of PM
PM step 4 Kaizen Week

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

- Identify on which components it is convenient to lengthen life
- Know how on which components of the machine ledger must apply the proper methodologies in order to reduce maintenance costs

**Expected Benefits**

- Identification of the components on which life can be extended
- Maintenance costs reduction

**Course Timeline**

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

90% on the job

**Target Audience**
- Maintenance supervisors
- Maintenance technicians
- Process and equipment specialists

**Prerequisites**
- AM step 3 achievement and strengthening on equipment
PM step 5 Kaizen Week

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

- Know how on which components of the machine ledger must apply the proper methodologies in order to reduce maintenance costs
- Apply a proper TBM (Time Based Maintenance)

Course Timeline

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

90% on the job

Expected Benefits

- Maintenance costs reduction
- Proper scheduling and application of TBM

Target Audience
- Maintenance supervisors
- Maintenance technicians
- Process and equipment specialists

Prerequisites
- AM step 4 achievement and strengthening on equipment
AM - PM on dies

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

• Understand the logics and principles of maintenance activities to be applied on dies
• Apply methods and tools in the floor

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>On Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day</td>
<td>10 days</td>
</tr>
</tbody>
</table>

Expected Benefits

• Availability of resources able to understand how to maintain proper working conditions of dies throughout inspection procedures

Target Audience

• Tools and equipment supervisors
• Maintenance technicians

Prerequisites

• Basic knowledge on dies
7 new QC tools

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

• Understand aims, logic and range of application of the 7 new QC tools (Affinity diagram, Relation diagram, Systematic diagram, Matrix diagram, Arrow diagram, Process decision program chart, Matrix data analysis)

• Apply tools in a proper way, to attack quality issues according to the nature of the problem and available data

Course Timeline

Training
0.5 days

Examples & Exercises
0.5 days

Classroom

50% hands-on

Expected Benefits

• Availability of resources with knowledge on tools to analyze data and support decisions

• Availability of resources able to manage quality projects following a rigorous approach supported by analytical tools

Target Audience

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

Prerequisites

• Knowledge of FI basic tools and QC pillar
Process FMEA-FMECA

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

• Understand FMEA-FMECA logic to analyze risk and prevent failures into manufacturing processes
• Apply FMEA-FMECA tool in the floor

Course Timeline

Training 2 days

Examples & Exercises 2 days

Expected Benefits

• Availability of resources with knowledge on risk analysis of manufacturing processes
• Availability of resources able to apply FMEA-FMECA in the floor in order to increase manufacturing processes robustness

Target Audience
• Quality engineers / specialists
• Line supervisors
• QC pillar team

Prerequisites
• No prerequisites required
Basic Statistics and ANOVA

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

- Analyze a data distribution and make statistical sampling
- Estimate the behavior of a process using samples
- Compare process performances using hypothesis testing
- Estimate influence of process factors on process performance and rank them using regression and correlation

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Examples &amp; Exercises</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>Classroom</td>
</tr>
<tr>
<td>1 day</td>
<td>1 day</td>
</tr>
</tbody>
</table>

Expected Benefits
- Availability of resources with knowledge on data collection and analysis
- Availability of resources able to support improvement programs with robust data management

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

Prerequisites
- No prerequisites required
Quality Maintenance PPA workshop

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

• Understand logics to develop a project to attack quality issues produced by machine
• Know PPA (Process Point Analysis) tool and its 7 step implementation process
• Manage a QC/PPA Quality Maintenance project using methods and tools with rigor

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day</td>
<td>10.5 days</td>
<td>0.5 days</td>
</tr>
</tbody>
</table>

70% on the job

Expected Benefits

• Availability of resources able to manage QM/PPA projects
• Reduction of quality losses produced by machine

Max timeframe 3 months

Target Audience

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

Prerequisites

• Knowledge on FI basic tools and QC pillar
PPA training event

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

- Understand logics to develop a project to attack quality issues produced by machine: QM approach using PPA (Process Point Analysis)
- Know how to develop a PPA project and its basic tools (X-matrix, QM-matrix, 5 questions for zero defects, …)

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Examples &amp; Exercises</th>
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</thead>
<tbody>
<tr>
<td>0.5 days</td>
<td>0.5 days</td>
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</table>

50% hands-on

Classroom

Expected Benefits

- Availability of resources able to apply PPA tool
- Availability of resources with propaedeutic knowledge, useful to analyze and attack quality issues related to machine

Target Audience

- Quality managers
- Quality engineers / specialists
- Manufacturing managers
- Line supervisors
- QC pillar team

Prerequisites

- Knowledge on FI basic tools and QC pillar
Preventive QA Matrix Workshop

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

• Understand the logic of the Preventive QA Matrix
• Prepare a Preventive QA Matrix to identify the priorities to attack the potential quality problems

Course Timeline

Training
0.5 days

Examples & Exercises
1.5 days

Expected Benefits

• Drafting of a preventive QA matrix, based on the cumulated experiences in managing and solving Quality problems on similar product / processes
• Defining the logics through which to avoid the generation of potential problems on new products
• Drive the introduction of other preventive tools, like Preventive QA Network, Preventive Kaizen or project modifications on new products/processes

Target Audience
• Quality managers
• Quality engineers / specialists
• Line supervisors

Prerequisites
• Knowledge of the reactive QA Matrix
• Application experiences of Quality problems management
QC Design issue
Major Kaizen workshop

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

• Understand logics to develop a project to attack quality issues produced by Design Weaknesses
• Apply basic Problem Solving tools to a Quality Design Problem Solving kaizen project
• Manage a QC Design Problem Solving project using with rigor methods and tools

Course timeline

Training
1 day

Kaizen on Field
8 days

Follow-Up
1 day

90% on the job

Expected benefits

• Availability of people able to identify, select and manage QC Design Problem Solving projects
• Reduction of quality losses produced by Design Weaknesses
• Identification of potential EPM-Info

Target audience

• Quality managers
• Quality engineers / specialists
• Line supervisors / leads
• QC and EPM pillar team
• Product Design experts
• R&D Professionals

Prerequisites

• Knowledge of working principles of QC pillar
• Knowledge of problem solving basic tools
• Knowledge of project review mechanisms

Max timeframe 3 months

I-QC-07-O
Logistics step 4 Kaizen event
(production leveling)

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

- Understand the concept of production leveling
- Know how production leveling is influencing floor operations
- Apply concept of leveling to a model process

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.5 days</td>
<td>4.5 days</td>
<td>1 day</td>
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</tbody>
</table>

Expected Benefits

- Availability of resources with knowledge about how Manufacturing and Logistics are working to implement production leveling
- Availability of resources able to apply principles in the floor

Target Audience

- Logistics managers
- Logistics and WO pillar team
- Logistics specialists
- Production leaders
- Production planners

Prerequisites

- Knowledge of LOG basics and production planning
- LOG steps 1-3 in place
- WO steps 1-3 in place
External milk run advanced Kaizen workshop

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

- Involve supplier in milk run approach
- Apply direct feeding of kitting areas
- Optimize logistic operators utilization

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Kaizen on Field</th>
<th>Follow-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.5 days</td>
<td>11 days</td>
<td>0.5 days</td>
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</tbody>
</table>

Expected Benefits

- Stock and lead time reduction
- Labor productivity improvement
- Optimization of routes and logistic process saturation

Target Audience

- Logistics team
- Production team
- WCM coordinator

Prerequisites

- Internal milk run implemented
EEM pillar overview and approach

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

- Know the logics to:
  - Start-up and try-out new equipment and machineries within defined timing
  - Guarantee a quick and vertical start-up
  - Reduce Life Cycle Cost (LCC)
  - Design systems easy to be maintained and inspected

Course Timeline

Expected Benefits

- Availability of resources with understanding of a vertical “start-up” approach
- Shared logics for LCC reduction

Target Audience

- AM pillar leader
- PM pillar leader
- Engineering managers
- Process specialists

Prerequisites

- No prerequisites required
EEM pillar launch workshop

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

- Start-up and try-out new equipment and machineries within defined timing
- Guarantee a quick and vertical start-up
- Reduce Life Cycle Cost (LCC)
- Design systems easy to be maintained and inspected

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Classroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 days</td>
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</table>

Expected Benefits

- Achievement of a “vertical start-up” approach for the selected projects
- LCC reduction for the selected projects

Target Audience

- AM pillar leader
- PM pillar leader
- Engineering managers
- Process specialists

Prerequisites

- EEM pillar overview and approach
EEM project workshop

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

- Integrate data coming from manufacturing as input to make effective the equipment development process effective
- Understand logics for the design of new plants, to be maintained and inspected easily

Course Timeline

Target Audience
• AM pillar leader
• PM pillar leader
• Engineering managers
• Process specialists
• Design engineers

Prerequisites
• EEM pillar overview and approach

Expected Benefits
- Lead time reduction for the equipment development process
- LCC reduction

Training:
1 day

On Field:
19 days
EPM pillar overview and approach

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

- Recognize the guidelines of an EPM program with regard to application of WCM principles

Course Timeline
Training
Classroom
1 day

Expected Benefits
• Familiarization with Product Development general context into Technological teams
• Understanding of Lean Product Development System approach and EPM
• Raised awareness of EPM pillar tools and methods
• Increase and optimization of communication between Manufacturing & Product Development

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

Prerequisites
• No prerequisites required
EPM pillar launch workshop

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

• Promote improved integration of the data provided by manufacturing
• Design products for manufacturability and FTQ (First Time Quality)
• Design for product development efficiency

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>100% on the job</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 days</td>
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</table>

Expected Benefits

• Optimization of product development through organized involvement of manufacturing in the Pre-Development phase
• Achievement of added value in the product development process

Target Audience

• Anyone involved in WCM program and in EPM activities
• People involved in the product development process

Prerequisites

• EEM pillar overview
Design FMEA

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

• Understand FMEA logic to analyze product risk and prevent failures into design processes
• Develop a FMEA analysis for a real case

Course Timeline

Training
1 day

Application
2 days

66% on the job

Expected Benefits

• Availability of resources with knowledge about risk analysis of design processes
• Availability of resources able to apply FMEA analysis in order to increase product design effectiveness and product robustness

Target Audience

• Design engineers / specialists
• EPM pillar team

Prerequisites

• No prerequisites required
QFD workshop

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

- Apply the QFD (Quality Function Deployment) methodology in the early phases of the Product Development Process or modification process

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>QFD Generation</th>
</tr>
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<tbody>
<tr>
<td>3 days</td>
<td>2 days</td>
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</tbody>
</table>

Expected Benefits

- Understanding of Quality Function Deployment (House of Quality) approach and methodology
- Practical application of QFD methodology (to a real case)

Target Audience
- WCM staff and EPM team
- Product marketing
- People involved in the product development process

Prerequisites
- No prerequisites required
MTS (Manufacturing Training System) approach and logics

Course Objectives
Upon course completion learners (project team) will be able to understand:

- «Reactive» and «preventive» training process
- Training logics to create polyvalence
- Criteria to design training system for manufacturing roles (standard, processes, training docs structure, certification logic)
- Criteria to design and building-up training areas

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Teamwork (on real cases)</th>
<th>Results Sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.5 days</td>
<td>1 day</td>
<td>0.5 days</td>
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</table>

Results Sharing
Teamwork (on real cases)

75% on the job

Expected Benefits

- Reduction of induction times of newly hired resources and/or diverted to other roles (for ongoing products or during “vertical startup” of new products)
- Reduction of quality losses due to lack of knowledge of operators
- Effective skills and polyvalence management of operators

Target Audience

- HR managers
- Productive lines managers
- HR specialists
- PD and QC pillar teams

Prerequisites

- Basic knowledge about people and skills development
MTS (Manufacturing Training System) workshop

Course Objectives
Upon course completion learners (project team) will be able to:

- Design the training system for production staff related to their manufacturing process (standards, operational modes, certification process)
- Design and set up the training area/s according to the defined standards
- Manage training activities according to reactive and preventive approaches in order to reduce Human Error

Expected Benefits

- Time reduction of professional integration of new-hires or internal turn-over in production processes (on current products and in “vertical start-up” phase)
- Time reduction of Quality losses due to Human Error related to a knowledge/skill gap of the production staff
- Structured management of competences (knowledge and skill) and versatility of production staff

Project Timeline

Designing Phase to be defined
Train the Trainers to be defined
Trainers Certification to be defined

Target Audience

- HR managers
- Shop floor and line managers
- HR specialists
- PD and QC pillar teams

Prerequisites

- PD pillar overview and approach
- Availability of one or more areas in the workshop to use as training area
Video training Kaizen Week

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

- Identify video contents to support video training for WO, AM, QC
- Design and develop video storyboard
- Develop specific video training session in order to check trainees feedback

Course Timeline

Target Audience
- Pillar team SAF, PD, AM, WO, QC, FI
- Shop floor trainers

Prerequisites
- Step 3 in AM and Safety Model Area achievement
- Step 4 in WO Model Area achievement

Expected Benefits

- Improvement the efficiency of training, in particular, if used as a complementary method to traditional training sessions
- Improvement of operators skills

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

90% on the job
Training tests design workshop

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

- Understand test design logics, defining most appropriate ways to produce, check and delivery of learning tests

Course Timeline

Training 0.5 days
Practice (exercises and simulations) 0.5 days

Expected Benefits

- Complete training actions and competences checking processes with analytical and reliable tools

Target Audience
- HR managers
- HR specialists
- PD pillar team

Prerequisites
- Basic knowledge about skills management and development
Absenteeism 7 steps workshop

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

- Understand how to analyze the absenteeism
- Know how to apply the statistical approach (descriptive and analytical) within 7 steps of absenteeism management
- Associate each identified cause with the proper countermeasure

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Practice</th>
<th>Follow-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>0,5 days</td>
<td>4 days</td>
<td>0,5 days</td>
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</table>

Expected Benefits

- Proper calculation of the absenteeism rate and its stratification
- Root-cause identification of the main components of the absenteeism
- Action plan definition and results monitoring

Target Audience
- HR function managers
- Production supervisors
- Occupational doctors and social assistants

Prerequisites
- PDCA approach knowledge
- Problem Solving basic tools knowledge
Train The Trainers - Training Design

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

- Design training courses based on defined needs and objectives through the realization of effective materials and tools (slides, exercises, tests, etc.)
- Deliver lessons using methods and tools (communication, behavior, relationship) specific to adult learning

Course Timeline

<table>
<thead>
<tr>
<th>Training Design</th>
<th>Practice (project development)</th>
<th>Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 days</td>
<td>2 days</td>
<td>1 days</td>
</tr>
</tbody>
</table>

Expected Benefits

- Development, management and dissemination of business skills through standard processes (such as methodology and organization) without waste and redundancy
- Capitalization of “core” business skills through internal dissemination of know-how

Target Audience
- Know how dissemination specialists
- PD pillar team members

Prerequisites
- No prerequisites required
Train The Trainers (classroom)

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

- Understand methods to provide an effective classroom training
- Understand adult learning dynamics
- Apply TSDC (Tell, Show, Do, Check) approach
- Experiment acquired knowledge during classroom training simulations

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Role Playing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.25 day</td>
<td>0.75 days</td>
</tr>
</tbody>
</table>

40% hands-on

Expected Benefits

- Creation of internal trainers, able to merge technical knowledge and communication skills, in order to effectively deliver classroom training

Target Audience

- Internal facilitators

Prerequisites

- No prerequisites required
Train The Facilitators
(shop floor)

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

- Understand main dynamics of shop floor training
- Organize preliminary activities for a shop floor training event
- Use the proper flow (Drive-Involve-Build-Report approach)
- Track and report performance indicators

Course Timeline

Training
1 day

Expected Benefits

- Creation of internal facilitators, able to merge technical knowledge and communication skills, in order to effectively deliver shop floor training

Target Audience
- Internal facilitators

Prerequisites
- No prerequisites required
Train The Trainers for Team Leaders
(classroom)

This course is an integral part of the development path of the Team Leader as “trainer”.

Course Objectives

Upon course completion the learner will be able to:

- Understand the main factors of training for adults and the characteristic aspects for an effective training management
- Experiment aspects of communication, behavior, interaction with participants through training simulations

Course Timeline

Training: 0.5 days
Practice (exercises and simulations): 0.5 days

Expected Benefits

- Creation of “robust” internal trainers, able to effectively integrate their own assembling skills with communication and interpersonal skills in a manufacturing training context

Target Audience

- Manual assembly team leader

Prerequisites

- No prerequisites required
MTS and “4 steps Method”

This course is an integral part of the development path of the Team Leader as “trainer”.

Course Objectives

Upon course completion the learner will be able to:

- Understand logics of management and Manufacturing Training System organization
- Experiment the methodology “4 steps Method” to ensure an effective training of assembly workers

Course Timeline

<table>
<thead>
<tr>
<th>Training</th>
<th>Practice (exercises and simulations)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0.5 days</strong></td>
<td><strong>0.5 days</strong></td>
</tr>
</tbody>
</table>

50% on the job

Expected Benefits

- Creation of “robust” internal trainers, able to effectively train and certify their own operators towards the goal of “zero human errors”
- Achievement of a skills management of operators adequate to the productive and qualitative needs with a rational level of versatility

Target Audience

- Manual assembly team leader

Prerequisites

- The team leader must have attended the TTT for TL course
How to write the JES

This course is an integral part of the development path of the Team Leader as “trainer”.

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

• Write the JES (Job Element Sheet) applying the specific criteria that aim at obtaining “robust” manual processes (ref. WPI) and in order to be able to train using the “4 steps Method”

Course Timeline

Training
0.5 days

Practice (exercises and simulations)
0.5 days

Expected benefits from skills of JES writing:

• Contribution to the definition of “robust” manual assembly standards during the development of WPI or for the application of the “4 steps Method” as a training methodology

Target Audience
• Manual assembly team leader
• Assembly processes analysts

Prerequisites
• The team leader must have attended the MTS and “4 steps Method” course
Energy pillar overview

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

• Understand energy pillar principles
• Identify steps activities
• Identify the 7 steps of energy saving
• Define an action plan to start up pillar activities

Course Timeline

Training

1 day

Expected Benefits

• Pillar team definition
• Setting of preliminary activities
• Pillar action plan

Target Audience

• Energy manager
• Maintenance managers/machinery operators
• WCM coordinators

Prerequisites

• No prerequisites required
1 Integrated Team
4 Operating regions
22 Countries of Delivery
138 Sites Operated

5,700 Delivered Training Days
82,000 Trainees

98 Customers

5,700 Delivered Training Days
82,000 Trainees

236 Kaizen Event
1,260 Classroom days
3,440 Coaching days
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