



FORUM

Think Tank Basilicata

Energie per un futuro sostenibile

4 dicembre 2020

PRESENTAZIONE DI ALFREDO LEGGERO





FIAT CHRYSLER AUTOMOBILES

MELFI

MANUFACTURING ACADEMY

Alfredo Leggero

Head of Manufacturing Mass Market Brands EMEA



INNOVATIVE PLANT

Main characteristics

ORGANIZATION

Application of
integrated factory

TRADE UNIONS

Participative
model

LOGISTICS

integrated
supplier park

TECHNOLOGY

High and flexible
automation

DIGITAL PLATFORM

All manufacturing
processes integrated

SINCE 2014..

NEW MODEL

Allocation

NEW PLANT ORGANIZATION

(unique in Europe) & 1,850 new hirings

PLANT ACADEMY

Developed by Melfi people

ACADEMY is a key of **INDUSTRIAL CULTURAL CHANGE** process to supports the **NEW ORGANIZATION** (job roles) in a new technological context to **RESKILL** the **PEOPLE**

Deloitte 2016 Global manufacturing competitiveness index

PLANT ACADEMY



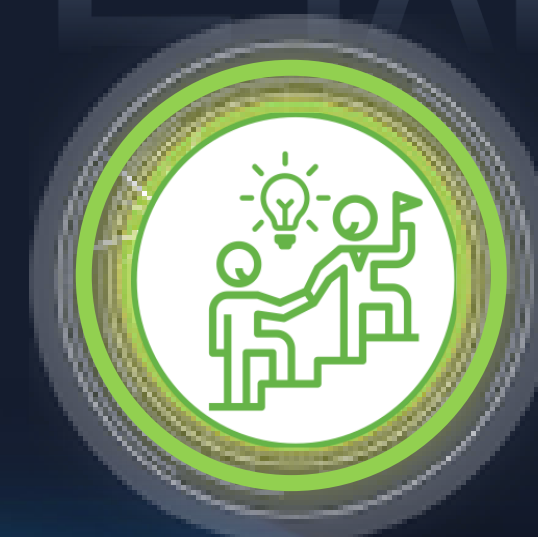
ORGANIZATION

innovative paths for effective coverage of professional roles



KNOWLEDGE

creation and sharing of knowledge mainly in a new technological context



LEADERSHIP

Starting from the selection of people, define training path to improve soft skills and to identify talents

MODEL EVOLUTION

EXPERIENTIAL TRAINING

Effective model that alternates theoretical and practical phase in the simulation areas

CAPABILITY DEVELOPMENT

SUSTAINABILITY PRINCIPLES

Sustainability monitoring through the projects developed after the training & KPI's improvement

EDUCATION FOR BUSINESS

INNOVATION DEVELOPMENT

Through up-skilling on the new technological contents, people develop innovative digital solutions

INDUSTRY 4.0 APPROACH

LEARNING ORGANIZATION

PLANT COMPETITIVENESS

Year 2017-2019

PROPOSITIVITY



Proposals increase: **717%**

DIGITAL



Total projects: **1.200**

EFFICIENCY



Line balancing & maintenance projects: **3.000**

ENVIRONMENT



Energy consumption JG/car: - **37%**
Total Emission avoided Ton CO2:
209.000

EXPERIENTIAL TRAINING

Best People, contribute with their experience to the improvement of the simulation areas, making the training ever more effective

LEARNING ORGANIZATION

Academy creates and shares knowledge, becomes a **PROJECTS INCUBATOR** to **INNOVATE PROCESSES** and **ORGANIZATION** and drives people to **CONTINUOUS LEARNING**

PEOPLE CREATIVITY

Academy environment, practical activities and innovative tools stimulate creativity of the people who develop projects

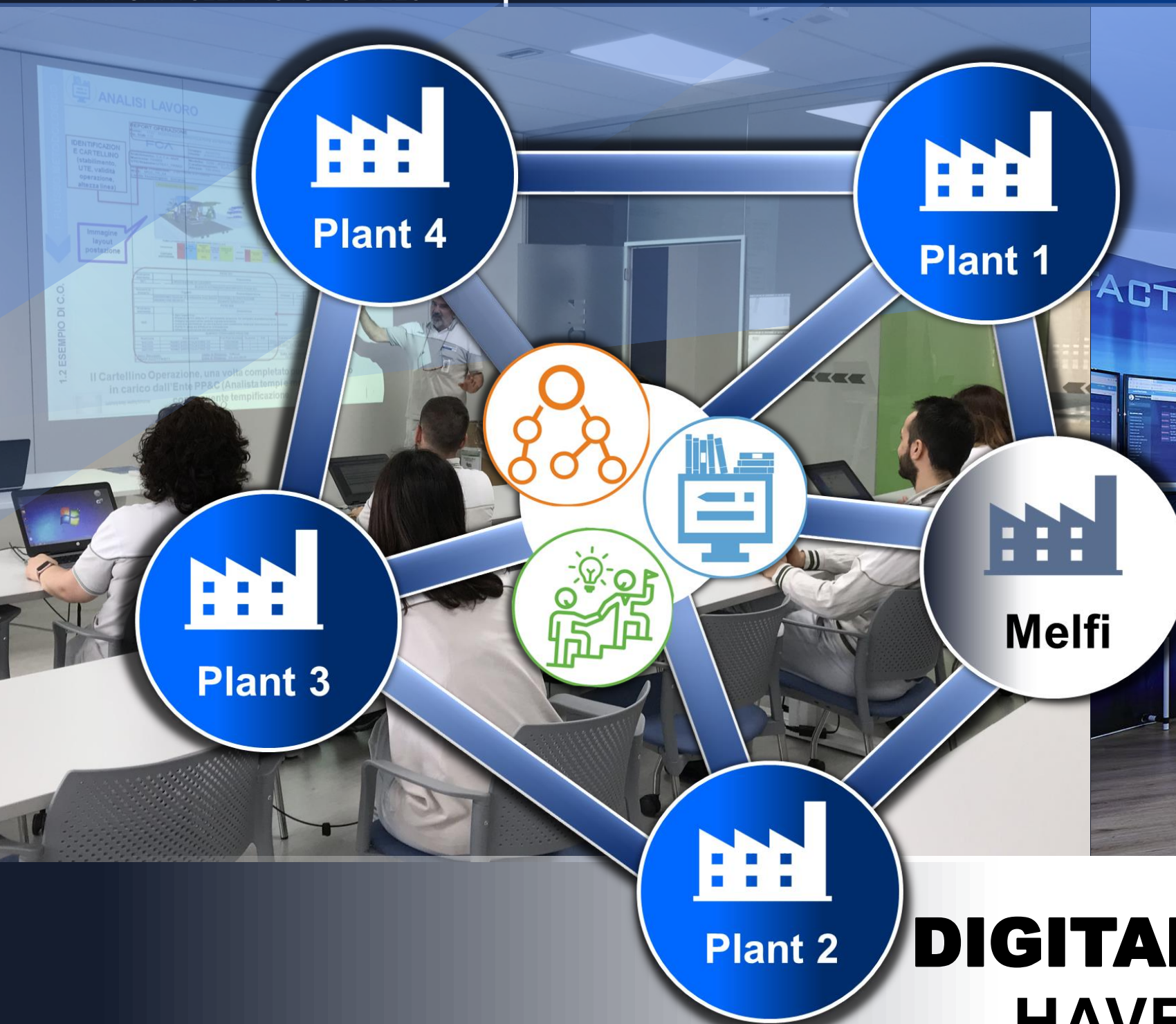
TALENTS IDENTIFICATION

In academy, through observation it is possible to identify the best people, who become an internal trainer or floor coach

PROCESSES EVOLUTION

Projects made on processes and innovative solution, improve experiential training and plant organization

NETWORK BETWEEN THE PLANTS WITH DIGITAL TECHNOLOGIES



virtual simulations & remote learning to share methods, knowledge and resources



DIGITAL PLATFORM & TRAINING ON NEW TECHNOLOGIES HAVE CONTRIBUTED TO MIDDLE PLANT EVOLUTION



**josh
bersin**

J. Bersin, reference in the field of human resources, considers the Melfi Academy a world excellence. His partner B. Pelster (formerly Deloitte Global Head of HR Practice) visits the Melfi Academy and invites FCA to present the case at Summit 2020.

ECLF
EXECUTIVE CORPORATE LEARNING FORUM

The "Melfi Academy" case will be published in the book celebrating the anniversary of the Executive Corporate Learning Forum



Microsoft

C. Pirie, former Microsoft's Chief Learning Officer, considers the Melfi Academy an example of the new way of learning. The Melfi case could become part of the global site "Learning is the new working".

The SAGE Handbook
Workplace Learning

Margaret Malloch, Len Cairns,
Karen Evans and Bridget N. O'Connor

The case "FCA and Melfi Academy Learning Model" is reported in the new edition of the Sage Handbook of Learning and Work, a manual adopted by the most important world universities

**Harvard
Business
Publishing**
Corporate
Learning

Published FCA case: a global reference and example of the ability to develop learning agility in one's people

II NETWORK ECLF AND BERSIN ACADEMY



**WHEN SOMEONE
SHARES,
EVERYONE WINS**

Sharing of competencies
between FCA,
universities and
companies with **projects
work to innovate**

**COMMON
DEVELOPMENT FOR
FUTURE
CHALLENGES**

Support other
Companies to develop
Academy model to
ensure the continuous
learning in the digital
context

**COMPETENCE IS
OBTAINED THROUGH
LEARNING AND
EXPERIENCE**

Reference point for the
development of **digital
& manufacturing
competencies**