xprts4xlnc

What, if we invest in our people and they leave?

What, if we don't and they stay?

Dear Reader,

Welcome to the first comprehensive edition of the xprts4xlnc training catalogue. Over the last few years, we have gradually expanded our training programme as part of our consultancy work and the consistently positive feedback from our clients has encouraged us to restructure our entire training portfolio. The result is in your hands.

In times when it is hard to find talented employees, it is increasingly important to retain talented employees. A company has many ways to do this. Modern company management invests in the qualifications of its employees. They thereby increase job satisfaction and call on performance potential.

Take a few minutes and browse through this training catalogue. There is sure to be something here for your staff.

Because those who invest in their employees invest in the long-term success of their company.

Sincerely

Jürgen Thurner

Summer 2021

4 Thoughts On Education

5 The *xprts4xlnc* Education Landscape At A Glance

**6** Profiles Of All Training Modules

41 About *xprts4xlnc*

Thoughts On Education

"I know that I know nothing"

This quote is attributed to the Greek philosopher Socrates. Although it has probably not been accurately handed down and was probably taken out of context, it helps us to understand the basic principle of learning and competence.

The learning psychologists Badura, Ross and Ross developed the phase model of learning as early as 1963, which has lost none of its relevance to this day.
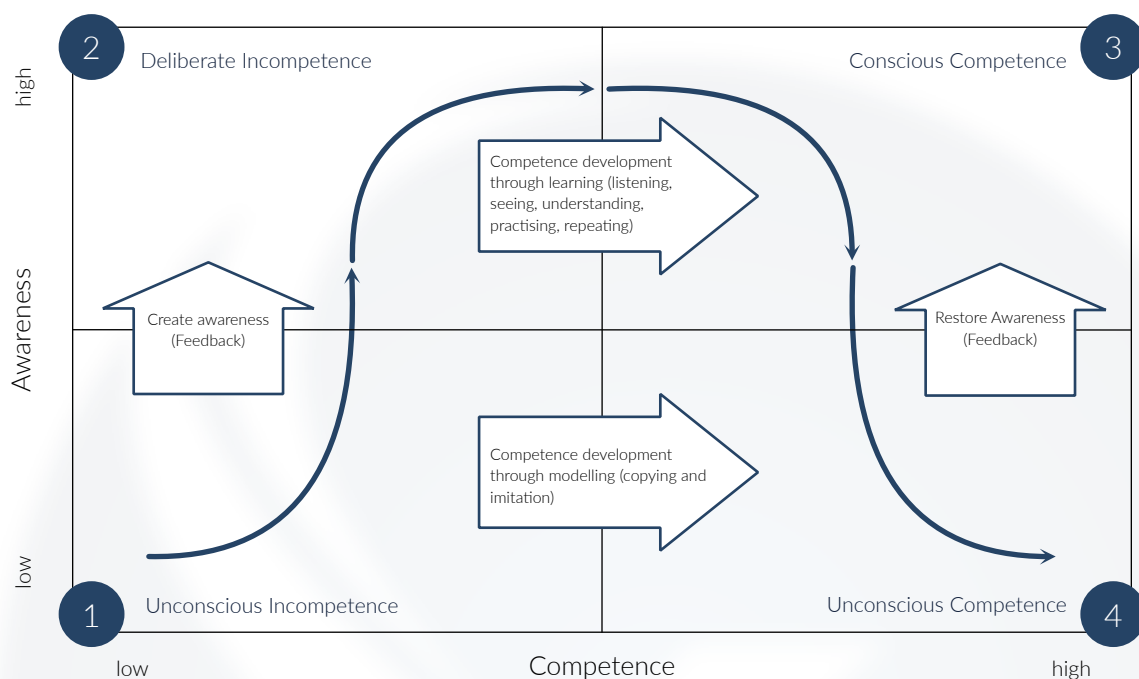
When a human being is born, he or she begins to learn from day one by copying and imitating behaviour. This is the most primal form of learning. Man is in the phase of unconscious incompetence. He does not know what he does not know. At some point, the awareness of incompetence grows and the person enters the phase of conscious incompetence. Now, depending on the required field of competence, the deficits have to be identified and eliminated through suitable training measures. This is the goal of in-company training. It is a repetitive process and is therefore called "lifelong learning". However, as competence grows, there is also the danger of not being aware of one's competence at some point and of taking it for granted in others. This creates communication problems that disrupt operational processes. Therefore, this development must also be counteracted by appropriate feedback. Every adult person is in each of these four quadrants at any given time, depending on the field of competence. It is therefore important to identify the competence fields that are relevant to the operational needs. This is the task of the manager.
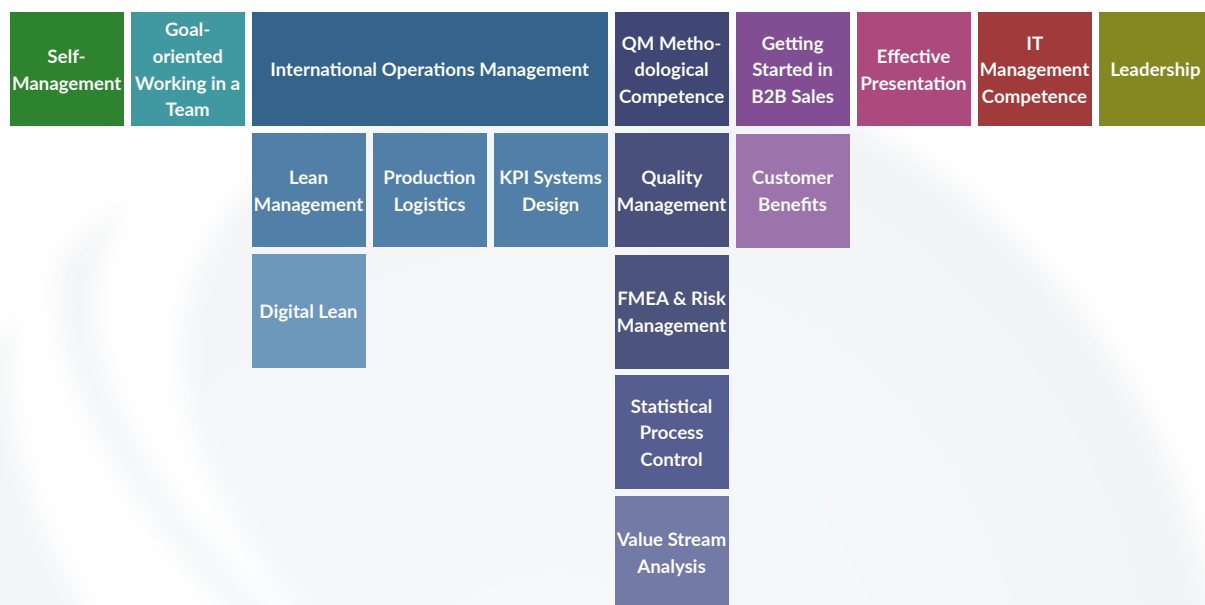
The manager's task is to correctly locate the competence and awareness of the employees, to assess the potential and the will to expand competence and to design the further training concept accordingly.

The *xprts4xlnc* Education Landscape At A Glance

The educational offer of xprts4xlnc is structured in such a way that it supports both training in breadth (generalist) and in selected areas training in depth (specialist). The essential core process areas of an operational company are covered: supply chain management, value creation, quality management and sales. The target group is mainly young managers and high potentials.

The specialist training is aimed at future professionals in the areas of procurement, production, quality and sales.

The following presentation gives an overview of the total range of courses offered:

Self-Management	Goal-oriented Working in a Team	International Operations Management			QM Metho-dological Competence	Getting Started in B2B Sales	Effective Presentation	IT Management Competence	Leadership
		Lean Management	Production Logistics	KPI Systems Design	Quality Management	Customer Benefits			
		Digital Lean			FMEA & Risk Management				
					Statistical Process Control				
					Value Stream Analysis				

Each block represents a self-contained training module. The contents of the modules complement each other in a meaningful way, but are not dependent on each other, so that each module can be booked individually and is not time-dependent on another.

All our trainings have a strong practical orientation and wherever possible we work with concrete examples or business situations that the participants bring with them from their professional practice. Optionally, we offer follow-up workshops for almost all trainings, where, after appropriate preparation, we work on the exact topics of the participants' professional practice within the framework of the topic.

On the following pages you will find the profiles of all modules with content, format, duration, target group and course fee. Almost all modules can be conducted both as online training and as face-to-face events. Some modules contain practical simulations or workshops. These are omitted in the online format.

International Operations Management

The International Operations Management course is the core and flagship of our educational offering.

The training is based on the successful 5 ECTS course at the AACSB accredited European School of Business (ESB) in the Master International Management programme. It is interactive and very practice-oriented. In addition to 13 practical exercises - individually or in teams - two simulations on the topics of Just-In-Time and Supply Chain Dynamics are carried out. In addition, participants work in groups of two on a relevant topic and present this to the course.

The scope of the entire course is 8 days, which are conducted in blocks of 2-3 days by mutual agreement within a period of 6-8 weeks. The course is conducted either in German, English or Portugese. The working materials are available in German and in English in pdf format. The number of participants is usually 9-12, but can be adjusted if necessary. The training takes place either online or in person at the client's premises or at a nearby conference venue. In the case of online training, the simulations are omitted. If there are not enough participants from one company, the course can be conducted across companies via a registration list.

Course objectives

The participants develop ...

... a holistic understanding of the challenges and opportunities, the dynamics and the interdependencies of operational networks within different markets in a globalised and digitalised world. They are able to identify internal and external risks for these networks and take appropriate measures. Furthermore, the participants can structure and evaluate operational networks and operate and optimise these networks from a business management perspective.

... the ability to work out methods for optimising supply chains in a structured way. The results are shared with the course in a presentation. In this way, the participants actively contribute to the content.

... a deep understanding of how the principles of operations and supply chain management are linked to other management disciplines such as product or service design, product life cycle management, human resource management, finance and others.

... the ability to recognise the interdependencies between product design decisions, operational performance and global competitiveness. Participants will be able to transfer this knowledge and apply it holistically to other aspects of operations management.

... the ability to apply the acquired knowledge in real business situations. This includes choosing the right measures or methods that are promising in the given situation.

... as a side effect, the ability to give convincing presentations.

Course content

1 Basics
What is Operations Management?
What is a Supply Chain?
What is Supply Chain Management (SCM)?
What are the goals of SCM?
What are the main challenges of SCM?
What are the main concepts of SCM?

2 System Dynamics
The Bullwhip Effect (Simulation & Theory)

3 Market Dynamics
The Technology Life Cycle
The integration / de-integration pressure
The industry-specific speed of change
Mega-dynamics

4 Basic Methods
Project Management
Push / Pull
Just in Time (Simulation & Theory)
Lead time scheduling with network planning
Basic concepts of Lean Management
Lean Manufacturing
Continuous improvement processes (Kaizen)

5 Methods and Tools
(Selection of content to be worked on by the
participants as group presentations. The number
of topics covered depends on the number of
participants)
SCOR
Six Sigma
Product Lifecycle Management
Design for eXcellence (DfX)
Total Cost of Ownership
Sustainability in Supply Chain Management
Innovation management
Knowledge management
Globalisation
Design Thinking

6 Main Aspects of Today's Supply Chains
Product design and Supply Chain efficiency
Supply chain support functions
Risk mitigation in the Supply Chain
Outsourcing as a key element of Supply Chain

Management
Impact of Supply Chain Management on
financial results
Ethical aspects of Supply Chain Management
("Blood in Supply Chains")

7 Supply Chain Design
The new thinking (paradigm shift)
Supply Ecosystem Design (8-step SC design)
Quality assurance measures

8 Business Process Management
Product life cycle and value chain
Design of business processes (Business
Process Design)
IT landscape
KPI framework and governance model
Risk management
Operational excellence (TSP 6P model)

9 The Digital Revolution of the 21st Century
The Digital Transformation
Internet of Things / Industrial Internet of
Things
Industry 4.0 / Smart Factory
Smart Supply Chains

10 Disruption

Comments on the course (ESB 2019)

„It was an absolute pleasure to take part in Jürgen's course. He is a very positive person, who really brings the class together to have interesting discussions. Furthermore, he has excellent examples to tell the class from his professional experience, which makes the topics more interesting and tangible"

„The topics covered are very relevant today, as they reflect the technological advances being made, like the use of the technological life cycle (which I will definitely look back on at some point in my career)"

"I thought the event was really great! Interesting methods used, not just frontal teaching. Always open to questions and suggestions. Great rapport between complete course and teacher - really looked forward to the course!"

„Very interesting approach to teach. Motivational professor and especially authentic about the content. I highly recommend the course!"

„Very motivated professor, very didactic. Really interactive class and really interesting topics. Right amount of practical examples. One of the best professors of the program."

„I really appreciated the 'beer game' simulation and the many practical examples. Juergen Thurner was always open for questions which I found very helpful."
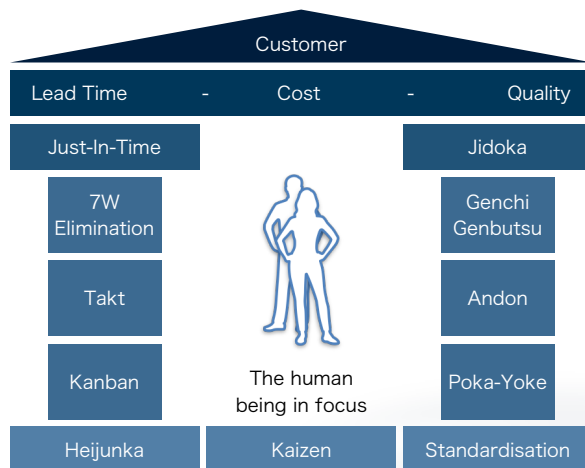
The facts in a nutshell:

For which target group is the training suitable?	Young leaders with 2-4 years of leadership experience
	High Potential Professionals
From which sectors should the participants come?	From all operational areas, but also from areas that work closely with the operational ones, such as finance and HR as well as product development
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence. In the online version, the two simulation workshops are omitted.
How long is the course?	Online 6 days, presence 8 days, divided into blocks of 2-3 days within a period of 6-8 weeks.
How many participants can / should take part?	Presence: min. 9 to max. 12 participants
	Online: 1 to 12 participants
How much is the course fee[1)]?	Presence: € 2.000 / participant
	Online: € 18,000 pope

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Lean Management

In this 2-day course, the basic concepts of lean management are taught using the *Toyota Production System (TPS)*.

Customer

| Lead Time | - | Cost | - | Quality |

Just-In-Time		Jidoka
7W Elimination		Genchi Genbutsu
Takt	The human being in focus	Andon
Kanban		Poka-Yoke
Heijunka	Kaizen	Standardisation

It thus represents a selective deepening of the International Operations Management module, which, however, is not a prerequisite for the Lean Management course. Rather, the course is aimed specifically at employees who want to implement these methods in practice. It is irrelevant whether the practice consists of producing or non-producing activities, because the methods of Lean Management can be applied to all operational areas.

The course is designed as a mixture of theory, examples from industrial practice and exercises.

Course objectives

The participants learn …

… to know the basic principles of lean management and apply them to various operational areas

… to see the customer (internal or external) at the centre of their activity

… to understand the relationships between lead time, cost and quality and optimise these variables

Course content

1 Customer Orientation
Philosophy
Thinking in SIPOC structures

2 Just-In-Time
Basic principle and elements
The 7 types of waste (muda) and how to eliminate them
Push - Pull - Flow
Takt
Kanban: basic principle, types, dimensioning

3 Jidoka
Genchi Gembutsu - Go and See
Andon - visualisation, transparency
Poka Yoke - error prevention

4 Kaizen
Philosophy
Implementation of Kaizen projects
PDCA

5 Heijunka
Capacity levelling

6 Standardisation

7 Lead time - Cost - Quality
The importance of lead time for operational results
Possibilities for cost reduction
Quality as a philosophy

8 The Human Being in Focus

The facts in a nutshell:

For which target group is the training suitable?	Management
	Project Managers
	Professional Level Staff
From which sectors should the participants come?	From all areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	2 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 6,000 pope
Further options:	Customer-specific workshop on the application of Lean methods to a specific case or problem of the customer. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Digital Lean

Lean has been a very successful concept in manufacturing and increasingly in non-manufacturing business processes for many years.

At the same time, manufacturing areas are increasingly developing into smart factories with a high degree of automation and growing use of manufacturing data for process and product optimisation.

But how do the two concepts fit together? Or do they even contradict each other?

In the Digital Lean course, we not only explore this question, but also build bridges between the manufacturing and IT worlds. Because this is where two worlds meet that have only limited knowledge of each other. The advantages of combining both approaches are obvious: lean, cost-effective production supported by the possibilities of data-driven control and optimisation.

Like all our trainings, the focus is on a high level of practical relevance. The course does not require any special prerequisites, but basic knowledge of lean management and a certain affinity for working with data are an advantage.

Course objectives

The participants learn …

… know the basic principles of lean manufacturing (refresher).

… know the possible applications of digital methods in manufacturing

… know the importance of advanced data analytics for manufacturing

… set up digital twins and carry out advanced data analytics projects

Course content

1 What is Digital Lean, anyway?

2 Basics of *Lean Manufacturing*
    Philosophy
    Goals
    Methods

3 How does *Digital* fit with *Lean*?
    Lean processes vs. smart factory

4 Digital applications in the lean factory
    Production control and optimisation
    Automated provision of production-related information
    Increase in quality

    Accelerated PDCA cycles
    Advanced Data Analytics

5 Advanced Data Analytics - How does it work?
    Basic considerations for data projects
    Process of ADA projects
    AI, machine learning and neural networks

6 The Digital Twin
    Definition(s)
    How do you build a digital twin?

7 IT Landscape
    Common tools and methods

**8 Application exercise**

The facts in a nutshell:

For which target group is the training suitable?	Management
	Project Managers
	Professional Level Staff
From which sectors should the participants come?	Manufacturing and Manufacturing-IT
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	2 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 6,000 pope
Further options:	Customer-specific workshop on the application of Digital Lean methods to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Production Logistics

The course Production Logistics teaches the basic principles of industrial production. Like the course *Lean Management*, the course Production Logistics is a selective consolidation of *International Operations Management*, but without requiring it as a prerequisite.
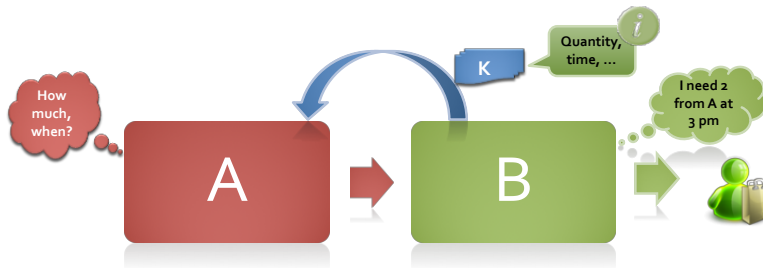
The course is primarily aimed at employees from production or production-related areas. Therefore, the contents are easy to understand but nevertheless demanding.

The course is ideal for production teams to create a holistic understanding of industrial production processes and to learn the basic tools. It is therefore also very suitable for production-related areas such as purchasing, warehousing or controlling. Like all *xprts4xlnc* courses, this one teaches its content through theory, practical examples and team exercises.

Production Logistics

Course objectives

The participants learn …

… to know and apply the basic principles of production logistics as well as important tools

… to see the customer (internal or external) at the centre of their activity

… to understand the importance of lead time, work in progress and delivery precision and to optimise these parameters

… to assess the conflict between batch size and set-up times and calculate an optimum

… to carry out value stream analyses and identify and eliminate processes that do not add value

… to increase efficiency through the use of IT systems

Course content

1 Push - Pull
　Push - Pull Basics
　De-Coupling Point
　Methods

2 Lead Time Scheduling with Network Planning Technique
　Procedure
　Critical path

3 Basic Concepts of Lean Management
　Kanban
　Just-In-Time
　Just-In-Sequence
　Milk Run & Supermarkt

4 Lean Manufacturing
　U-Cell
　7W
　5S

5 Continuous Improvement Process (CIP)
　Kaizen
　PDCA
　5W + 1H

6 Set-up Times vs. Batch Sizes

7 Value Stream Analysis

8 IT Systems in Manufacturing

The facts in a nutshell:

For which target group is the training suitable?	Employees in production and production-related areas
	Management
	Professional Level Staff
From which sectors should the participants come?	From all operational areas, but also from areas that work closely with the operational ones, e.g. purchasing or controlling
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	2 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 6,000 pope
Further options:	Customer-specific workshop on the application of production logistics methods to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

KPI Systems Design

Almost every company uses tools to visualise and improve its operational performance. These can be so-called balanced scorecards, dashboards or key performance indicator (KPI) systems.
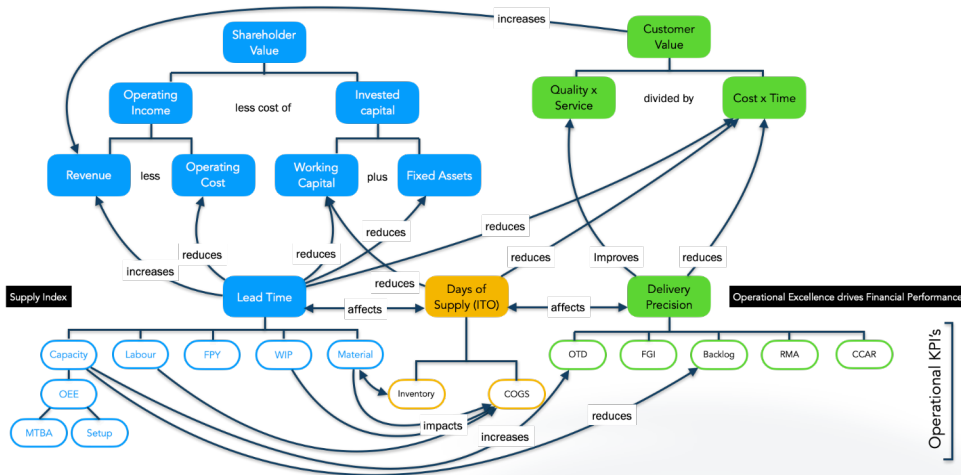
It is important that the KPI system supports the company's goals and that the individual performance indicators are broken down according to the management levels. This ensures that the indicators at the lower levels work towards the right goal in an upwardly aggregated manner and at the same time avoids bloated and ineffective KPI systems.

Often too many, the wrong, hierarchically unrelated or even mutually contradictory indicators are measured and evaluated. This leads to conflicting goals and frustration among the employees who are responsible for the indicators.

We have developed a method of building KPI systems that are value network oriented, minimally costly, maximally efficient and can be adapted to the exact needs of the individual company. The KPI Systems Design course teaches this method. It is aimed at all managers from all areas of a company.

In the course, the method for KPI system design is taught first, and then, in the second part, the best KPI system specific to the company is developed together in a workshop atmosphere.

Course objectives

The participants learn ...

... the basic structure of effective KPI systems and how to use them

... to know the 3 types of KPI systems

... to understand the Value Network of companies

... to understand the hierarchical relationships and interactions of individual indicators

... to design a KPI system for their own company

Course content

1 Guidelines for KPI Systems

2 The Value Network of a Company

3 Hierarchical Structure of KPI Systems

4 *Supply Index* based KPI Systems

5 Governance Models

6 Workshop: Design of the own KPI System

7 Supporting IT Systems

The facts in a nutshell:

For which target group is the training suitable?	Management
From which sectors should the participants come?	From all divisions, with a focus on operational areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customised workshop for the development of a KPI system. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

KPI Systems Design

QM Methodological Competence

The 2-day course Quality Management Methodology Competence represents the basic training for any kind of operational quality awareness. In theory and exercises, the most important methods of quality management are taught, applied and deepened.

The course can be used as a training programme for CIP[1] officers, but should not be limited to this. Rather, this qualification should be made widely available in modern companies and accessible to all employees, regardless of their job or area.
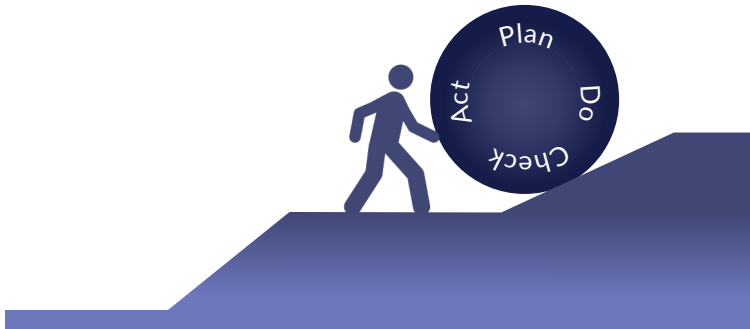
While the first day focuses on methods for problem solving, the second day focuses on problem avoidance. Wherever possible, the exercises deal with current operational issues that the participants bring with them. This ensures the practical value of the training from day one.

1) CIP: Continuous improvement process

Course objectives

The participants learn ...

... to know and apply the basic methods of CIP work

... to develop and pass on a pronounced quality awareness

... to know and apply the essential tools from the Lean as well as from the 6-Sigma philosophy

... to know the structure, the process and the roles of CIP organisations

Course content

1 Introduction Lean & 6 Sigma
   Background
   Kaizen vs. CIP
   The best of both worlds

2 Problem Analysis and Root Cause Identification
   Brainstorming
   Ishikawa
   5 Why
   Pareto
   PDCA - A3 - DMAIC
   5W+1H

3 Preventive Measures
   Failure Mode Effect Analysis (FMEA)
   Risk Management

4 Procedure for Customer Complaints
   8D

5 Supporting Methods
   SIPOC
   7+1W
   5S

6 CIP
   Roles
   Organisation
   Process of CIP projects

The facts in a nutshell:

For which target group is the training suitable?	All employees
From which sectors should the participants come?	From all operational areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	2 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 6,000 pope
Further options:	Customer-specific workshop on the application of QM methods to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

QM Metho-
dological
Competence

Quality Management

The 5-day Quality Management course is the comprehensive training for quality officers. It is conducted exclusively by Robert Suadicani, who is a certified ISO auditor. This ensures that all aspects related to ISO certifications and re-certifications are taken into account and Q-systems can be implemented successfully. The latest versions of the standards are always taken into account.

The course represents the deepening and expansion of the QM Methodological Competence course. The distribution of the 5 training days takes place in agreement with the customer. As with all xprts4xlnc courses, participants receive a certificate upon completion.

Course objectives

Participants acquire all the necessary knowledge and skills to successfully set up and operate a modern quality management system.

Course content

1 Development of the Quality System
Quality control
Quality assurance
Quality management

2 Normative Requirements
Overview of requirements
Interpretations
Structure of a business process
Practical implementation

3 QM Methods I
Ishikawa
Pareto analysis
Failure Mode Effect Analysis (FMEA)
Validation planning
Validation of processes
PPAP / APQP
Measuring equipment capability (MSA)
Test planning

4 QM Methods II
Statistical Process Control (SPC)
8D Report
5S method
Internal audits (system, process, product)
Poka-Yoke

5 Establishment of Management Systems
Process landscape
Process descriptions
Work and test instructions
Evidence (processes, tests)
Documentation (best practice)

6 Quality Management in Purchasing
Guidelines for suppliers
Supplier assessment
Supplier auditing
Legal consideration of the notice of defects
Process approval
Quality agreements

7 QM in Product Development
Regulations of the requirements
Conception and specifications
Risk assessment
Reviews
Documentation
Validation planning and evidence
Product conformity
Design standards

8 Quality Management in Production
Work preparation
Test planning
Process validation
Documentation of processes
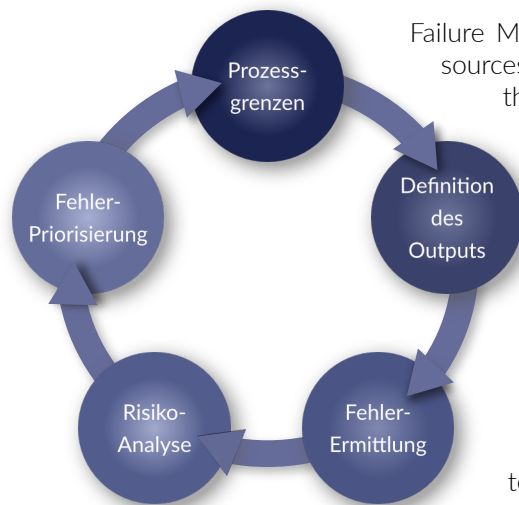Error management

9 Certification of QM Systems
Indicator systems and CIP
Planning and preparation
Choosing the certifier
Sensitive characteristics
The biggest mistakes
Tips & tricks

The facts in a nutshell:

For which target group is the training suitable?	Quality Management
	Quality Officer
	Quality Management Staff
From which sectors should the participants come?	Quality Management
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	5 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 15,000 pope
Further options:	Customer-specific workshop on the application of individual QM modules to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

FMEA and Risk Management

Failure Mode and Effect Analysis is a proven method for identifying all possible sources of error in quality management, assessing their effects and eliminating the causes as far as possible. This applies to products and systems as well as to processes.

It is very similar with risk management. And because the procedures in both cases are very similar, we have combined both into one course. In two days, the participants receive all the necessary theoretical background on both topics and consolidate their acquired knowledge through practical exercises on examples that they bring with them from their everyday professional lives.

The course is a consolidation of the *QM Methodological Competence* course. In addition to the scripts, the training material also includes Excel templates that the participants can use directly.

Course objectives

The participants learn ...

... to know the method of FMEA and apply it in their field

... to identify possible errors with the help of methodical approaches and evaluate them with regard to their probability of occurrence, impact and detectability

... to develop process or product compliant control plans

... to create Pareto analyses

... to identify appropriate measures to reduce or eliminate the probability of occurrence and impact of potential errors

... to review the effectiveness of these measures

... to apply and delineate the methods of process FMEA to products

... to apply the essential methods of FMEA to general operational risk management.

Course content

1 Process FMEA
Delimitation of the process
Process output
Failure characteristics
Risk analysis: probability of occurrence
Risk analysis: Impact
Risk analysis: possibility of detection
Control plan
Pareto analysis
Development of measures

2 Product FMEA
Differentiation from Process FMEA

3 Risk Management
Risk inventory
Quantification
Risk assessment with balanced scorecard

The facts in a nutshell:

For which target group is the training suitable?	Management
	Professional Level Staff
From which sectors should the participants come?	From all operational areas, especially product development and manufacturing
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	2 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 6,000 pope
Further options:	Customer-specific workshop on the application of FMEA and/or risk management methods to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Statistical Process Control (SPC)

The Statistical Process Control course is about controlling processes with statistical methods. However, this does not only mean manufacturing processes, but all business processes that can be recorded and described quantitatively, i.e. with data.
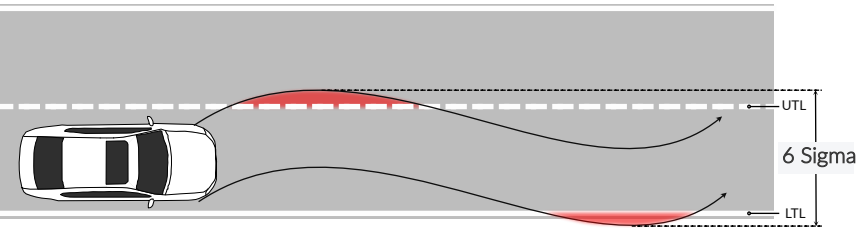
The course is therefore aimed at all employees who want to operate their processes within defined limits and continuously improve them. And in doing so, we want to awaken the participants' enthusiasm for working with data and statistics by starting the course with an inspiring video. Freely adapted from Antoine de Saint-Exupéry: "If you want to build a ship, awaken in your men a longing for the sea".

As in all our courses, the contents of the SPC course are also taught in a didactically demanding way through a mixture of theory, practical examples and team exercises. The SPC course is a selective consolidation of the *QM Methodological Competence* course.

Course objectives

The participants learn ...

... to know the 3 types of statistics - descriptive, inductive, explorative - and understand which type to apply for which statistics project.... den Ablauf von Statistik-Projekten kennen

... to recognise types of characteristics (discrete, continuous, nominal, ordinal) and apply the correct statistical methods

... to form intervals and classes and show distributions

... to show correlations of several characteristics

... to create suitable visualisations (histogram, control charts, etc.)

... to know the meaning of mean and standard deviation

... to know the meaning of 6 Sigma

... to calculate process capabilities and define intervention or significance limits

... to recognise the relationship between tolerances, process capability and achievable quality

Course content

1 Introduction to Statistics
   Types of statistics
   Procedure of statistics projects
   Basic concepts
   Characteristics
   Intervals and classes
   Studies with several characteristics
   Distributions
   Correlation and regression

2 Introduction to SPC
   Background, benefits, terms
   Meaning of mean and standard deviation
   6 Sigma
   Control charts
   Process capability

3 Resources

The facts in a nutshell:

For which target group is the training suitable?	Management
	Professional Level Staff
From which sectors should the participants come?	From all operational areas, especially quality assurance and manufacturing
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop on the application of SPC methods to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Value Stream Analysis

How does a Formula 1 team manage to perform a pit stop in less than 2 seconds? How does a production team manage to perform a set-up change on a machine in less than 2 minutes? How does a production team reduce its lead time from several days to a few hours? The answer to all these questions is: through value stream analysis.

Photo by Gustavo Campos on Unsplash

Value stream mapping is a powerful method to analyse process flows, identify and eliminate downtimes and waiting times.

Processes are examined in as much detail as possible and divided into value-adding and non-value-adding phases (actual state) in order to subsequently define the most ideal target state possible. Measures are then developed to achieve the target state.

This course is also a selective consolidation of the QM methodological competence course. Here, too, in addition to the theory, a lot of practical examples and exercises are being worked on in the team.

Course objectives

The participants learn …

… to know and understand the principle and procedure of value stream mapping

… the stringent distinction between value-adding and non-value-adding activities

… to understand the importance of material flow, information flow and workforce application in the context of value creation

… to identify the causes of downtime and waiting times

… to visualise a value creation flow

… to know the influence and the possibilities of lean principles on value creation

… to define an ideal target state

… to define measures

… to express the effectiveness of the measures in business terms

… to carry out value stream mapping projects independently

Course content

1 Recording of the Actual State
General process of a value stream project
Definition of „value"
The 3 essential flows in processes
Selection of parameters
Visualisation of value streams
Graphical and mathematical analysis
(IT) tools for value stream mapping

2 Definition of the Target State
Analysis of non-value-added times
Reduction of downtimes
Business value of the efficiency gain achieved

3 Development of Measures
Redesigning processes with the *xprts4xlnc 6P method*
The influence of Lean principles

The facts in a nutshell:

For which target group is the training suitable?	Management
	Professional Level Staff
From which sectors should the participants come?	From all operational areas, especially quality assurance and manufacturing
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop for the creation of a value stream analysis based on the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Value Stream Analysis

Getting Started in B2B Sales

B2B sales is not a trivial matter. This is especially true for newcomers and young sales professionals in cold calling phases. How do I identify target customers? Who are the right contacts and who are the decision-makers? How do I make contact? How do I build relationships? How do I develop a value proposition? What needs to be done in which phase of the sales process?

These are all questions that will be answered in this course.

Course objectives

The participants learn …

… to know and understand the requirements of the different sales models

… to understand the B2B sales cycle and its different phases

… to develop the sales strategy in line with the Technology Life Cycle

… to retrieve and evaluate sales-relevant information

… to identify and qualify target customers

… to develop customer-specific value propositions

… to make optimal use of professional social networks for sales purposes

… to build and expand customer relationships

… to make optimal use of CRM and other sales tools

Course content

1 Basics
Sales models (B2B, B2C)
The B2B sales cycle and its phases
The Technology Life Cycle and its importance in B2B sales

2 Cold calling
Business Intelligence
Identify and qualify target customers
Contact persons and decision makers

3 Value Proposition
Customised development

4 Customer Relationship
Social media
Cold calling
Building and developing customer relationships
Customer communication

5 Sales Tools
Customer Relationship Management Systems
Other useful tools

The facts in a nutshell:

For which target group is the training suitable?	Newcomers to B2B sales
	Sales professionals with 1-2 years of experience
From which sectors should the participants come?	Sales and sales-related areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop on the application of B2B methods to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Customer Benefits

WHAT

HOW

WHY
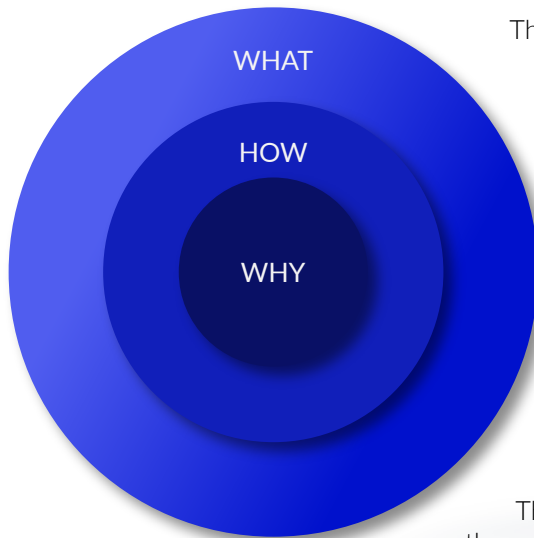
The course Customer Value is a selective consolidation of the course *Getting Started in B2B Sales*.

The focus here is on how customer relationships are being established and developed. How performance characteristics are turned into enthusiasm characteristics by addressing emotions and what influence the limbic system has on purchasing decisions.

But the customer relationship does not end with the purchase decision. On the contrary: the purchase decision is only the beginning of a new phase of the customer relationship. We learn about this in the Customer Journey. Touchpoint analysis rounds off the day's programme.

This training is also designed interactively. The content is taught in theory, exercises and with videos.

Course objectives

The participants learn ...

... to know and understand the phases of the sales cycle

... to build customer relationships and expand them through the phases of the customer journey

... in which phase the customer is best addressed (touchpoint analysis)

... how to arouse buying interest in potential customers by addressing emotions

... to know and apply the Kano model

... how performance features can become enthusiasm features

Course content

1 Building Customer Relationships
   The Neocortex and the Limbic System
   Why - How -What
   „The need behind the need"
   The Technology Lifecycle and its Meaning
   The Lewis Model of Cultures

2 The Kano Model
   Basic features
   Performance features
   Enthusiasm features

3 Customer Journey
   The phases of the sales cycle
   Distinction between marketing and sales
   Lifetime customer

4 Touchpoint Analysis
   Corporate Touchpoint
   Brand Touchpoint
   Customer Touchpoint

Customer Benefits

The facts in a nutshell:

For which target group is the training suitable?	Managers in sales
	Sales representatives
From which sectors should the participants come?	Sales and sales-related areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop to apply individual elements of the training to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Effective Presentation

What is more boring and ineffective than a PowerPoint presentation with overloaded slides that the presenter more or less reads off? You know the answer.
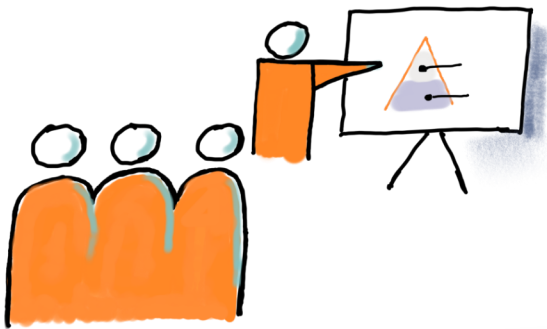
That's what this course is all about: learning how to develop, set up and create a presentation that engages the audience, convinces them and whose message stays in their minds.

We not only impart the knowledge of the methods, but also the knowledge of the design of the presentation, as well as the gestures and body language during the presentation.

Another element is the preparation and visualisation of data. And because it doesn't always have to be PowerPoint, we also present alternatives to the classic slide presentation.

In order to generate practical benefits right on the training day, each participant brings his/her own presentation to work on during the course.

Course objectives

The participants learn …

… to know the Pyramidal Principle and distinguish it from the Academic Principle in a presentation.

… to know alternatives to the classic slide presentation

… to develop and build presentations methodically

… to design presentations in a visually appealing way

… to visualise data in such a way that the message of the presentation is optimally supported

… to get the message across in presentations in a sustainable way

… to convince with gestures and body language

Course content

1 Forms of Presentation
   Classic slide presentation
   Interactive alternatives

2 The Pyramidal Principle
   Basic Principle and Distinction from the
   Academic Principle
   Argumentation groups and chains

3 Story Telling
   The Limbic System and the Archivist
   Addressing emotions

4 Methods
   Analysis of the audience
   Development of the message
   Delivery of the message

5 Data Visualisation
   Supporting the message with data

6 Presentation design
   Do's & Don'ts

7 Voice, Gestures, Body Language

The facts in a nutshell:

For which target group is the training suitable?	Everybody who gives presentations on a regular basis
From which sectors should the participants come?	All areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop to apply the methods learned to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

[1]   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Effective
Presentation

IT Management Competence

The IT Management Competence course provides comprehensive training on data protection, data security and data integrity.
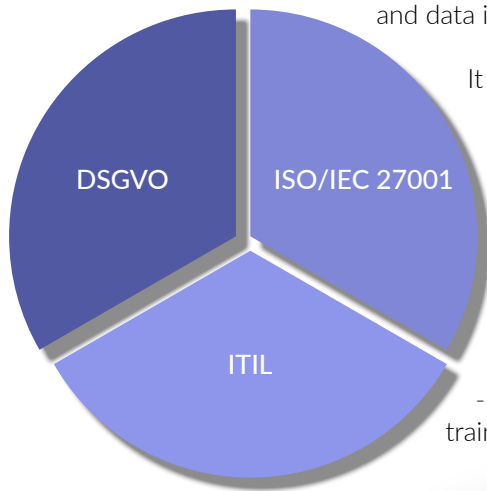
It comprises 3 modules, covering the areas of Personal Data Protection based on the General Data Protection Regulation (GDPR), the normative requirements of ISO/IEC 27001 Information Security Management Systems - Requirements, and the contents of the IT Infrastructure Library (ITIL). ITIL version 4 is used, but the focus is on processes and practices. The module on ISO/IEC 27001 is also excellent as preparation for certification.

Due to its contents, the course should be an integral part of the basic training of IT professionals, but also - especially with regard to the GDPR - of managers at all levels. The modules are comprehensively covered in 3 training days.

Course objectives

The participants learn …

… to know the basic features of the GDPR

… to know their responsibilities as a manager or IT professional within the framework of the GDPR

… to know their rights as data subjects under the GDPR.

… to know the basic principles of data protection

… to define and apply protective measures

… to know the normative and legal requirements of ISO/IEC 27001

… to carry out IT risk analyses and carry out risk prevention

… to know the preparatory measures for ISO/IEC 27001 certification

… to know the ITIL basic principles

… to know all relevant ITIL processes and practices

Course content

1 Protection of Personal Data
Aims of data protection
Basic principles of data protection
Rights of the data subjects
Protective measures

2 Introduction to ISO/IEC 27001
Why is there an IT standard?
What does ISO/IEC 27001 contain?

How is it implemented?
Guide
Risk assessment

3 IT Infrastructure Library (ITIL)
Background
Structure
Processes
Practices
Roles

IT Management Competence

## The facts in a nutshell:

For which target group is the training suitable?	IT Professionals
	IT Management
	Management in general
From which sectors should the participants come?	IT and other operational areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	3 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 9,000 pope
Further options:	Customer-specific workshop to apply individual elements of the course to the customer's specific case or problem. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Leadership

„Great leaders don't tell you what to do. They show you how it's done."

Many people have a natural gift for leading the way and pulling others along. This talent comes from social competence and emotional intelligence. It is the basic prerequisite for successful leadership. But it is no substitute for the tools of the trade. And that is exactly what we want to teach in this course.
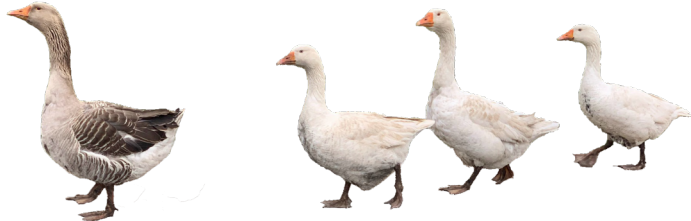
This course is about recognising, understanding and being able to apply the basic principle of leadership. It is about leadership models and leadership styles, about motivation, about communication and about situational leadership depending on the maturity level.

The course teaches the theory and deepens it in practical exercises. In addition to the slide sets, the course material also contains useful material such as self-assessment checklists.

Course objectives

The participants learn …

… to know the importance of leadership

… to know different leadership models and styles

… to recognise their own leadership style

… to recognise their own level of maturity and that of their employees

… to apply maturity-based leadership

… to recognise and use the patterns of communication

… to know and apply the basic principles of motivation and targeted behaviour change

Course content

1 Leadership Basics
What does leadership actually mean?
The manager
The employee
The group

2 Leadership Models
The maturity level
Presentation of selected leadership models
Comparison and applicability of the models

3 Leadership Styles
Overview of different management techniques
Management by Objectives (MbO)
Objectives Key Results (OKR)
Comparison OKR - MbO
Conflicting objectives

4 Motivation
What is motivation, what is motivation not?
When is there a motivation problem?
How can it be solved?

5 Communication
Communication vs. information
Communication and leadership
Formal and informal communication
Meetings

6 Targeted Behaviour Change
Behaviour change as innovation
Causes and possible solutions for undesired behaviour
Recognition and criticism
The 5 phases of behaviour change

Leadership

The facts in a nutshell:

For which target group is the training suitable?	Management
	Prohejt Management
	CIP and Lean Coaches
From which sectors should the participants come?	From all operational areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop to apply the course contents learned in concrete situations of the customer. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1)   Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Self-Management
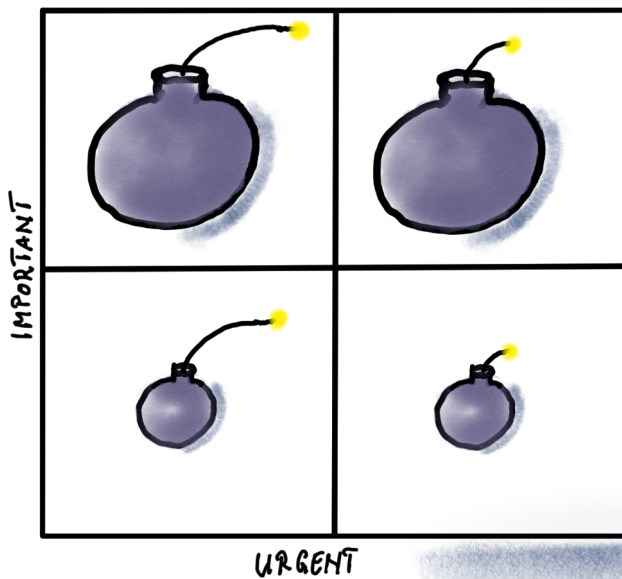
10-hour workdays and a to-do list that never gets any smaller. A full desk and a calendar full of meetings. The constant feeling of not being finished at the end of the working day.

Do you know this? Do you feel comfortable in it?

If not, then you should attend this course. It teaches the basic working methodologies that are essential in times of increasing information overload, changing workplace communication and increasing workloads, in order to cope with everyday work and feel satisfied and balanced in the process.

The Corona pandemic has permanently changed our everyday working life. Working from home requires structure, time management and self-organisation. All this is taught in this course in the proven mixture of theory, practical examples and exercises. In addition, the course material includes several useful checklists for self-management.

Course objectives

The participants learn ...

... to get to know and analyse themselves as a work type

... to identify and eliminate reasons for overloading

... to know helpful methods and tools for effective work design

... to improve their time management

... to get to know new operational post-corona communication possibilities

... to initiate and maintain targeted behavioural changes in themselves

... to end the working day with a satisfied feeling

Course content

1 Know Yourself
Basic attitude to time and energy management
Which work type am I?
Of owls and larks

2 Basic Methods and Tools
How heavy is my backpack?
5 Buckets or Kanban?
If the world ends tomorrow ...
Important or Urgent?
Useful routines
5S

3 Operational Communication
Informal communication
Formal communication
What Corona has changed

4 Targeted Behaviour Change
Goal setting
Delegation of goals, competence and responsibility
Personal rationalisation
Stress and stress management
Was I worth my money today?

The facts in a nutshell:

For which target group is the training suitable?	All employees
From which sectors should the participants come?	From all operational areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Online or in presence
How long is the course?	1 day
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 3,000 pope
Further options:	Customer-specific workshop to apply the course contents learned in concrete work situations of the customer. Costs[1] per workshop day: € 1,800 plus preparation and follow-up time at cost.

1) Plus 19% VAT as well as travel and accommodation costs for the trainers and conference flat rates for external venues.

Goal-oriented Working in a Team

If *International Operations Management* is the flagship of our training programme, the pearl in it is Goal-oriented Working in a Team.

Away from the distractions of the workplace, the participants learn here step by step in tasks that build on each other and become increasingly difficult, how to accept and overcome challenges as a team in a structured and goal-oriented way. The tasks are designed in such a way that their playful and entertaining character is always maintained and thus the learning effect is sustained. An additional fun factor is the fact that 2-3 teams of 4-5 members each compete against each other. The individual parts of the exercise are interrupted by a meeting in the plenum, where the theoretical basics of what was experienced in the exercise are worked out together. In this way, the social interactions during the exercise do not lead to conflicts, but to knowledge.

Goal-oriented teamwork is not a classic team-building event, but focuses on the structural approach to a task and its accomplishment. The team-building effect comes about as a positive side effect.

Course objectives

The participants learn ...

... to find their way around in a team with previously unknown members

... to clarify the task in the team

... to know and allocate roles and responsibilities in the team

... to define work content and distribute it sensibly within the team

... to cope with even complex tasks within the shortest possible time due to the distribution of roles

... to make qualitative and quantitative predictions about the achievement of objectives

... to give and receive recognition for joint successes

Course content

1 Order Clarification

2 Target Definition

3 Motivation Through Goal Attainment

4 Roles and Structures in Teams

5 Phases of Team Development

The facts in a nutshell:

For which target group is the training suitable?	All employees
From which sectors should the participants come?	From all operational areas
What is the course language?	German, English or Portuguese, depending on customer requirements
In which language are the course materials?	According to the course language
In which formats can the training be conducted?	Presence only
How long is the course?	2 days
How many participants can / should take part?	1 to 12 participants
How much is the course fee[1]?	€ 1.600 / participant
What is special?	The training only takes place offsite in selected conference hotels with one overnight stay.

1)   Plus 19% VAT and travel and accommodation costs of the trainers as well as conference flat rates and accommodation costs of the participants.

About *xprts4xlnc*

Thurner & Suadicani Unternehmensberater Partnergesellschaft was founded in 2017 by merging the former *thurner consulting* and *Suadicani Consulting* into a new company with the label *xprts4xlnc* ("experts for excellence"). The founders possess complementary skills and knowledge and together bring more than 67 years of expertise.

Juergen Thurner has 33 years of experience in various senior management positions at companies such as Hewlett-Packard, Sanmina, M-Flex and Flextronics. He is a lecturer in International Operations Management at the European School of Business at Reutlingen University. His main topics are Supply Chain Design, Operational Excellence and the Smart Factory. Other areas of expertise are Industry 4.0, the Internet of Things and digital transformation.

Robert Suadicani comes from the automotive industry, where he worked for companies such as Mercedes-Benz, MAN and Knorr-Bremse SfS, to name but a few. He specialises in all aspects of quality and risk management. Robert Suadicani is a certified EOQ and VDA 6.3 auditor and an experienced coach for business process management and lean methods. He brings 34 years of professional experience.

xprts4xlnc

What if our employees become more and more attractive to the market through their qualifications?

In a state of conscious competence, they will decide to stay where they can further increase this attractiveness.