2027 EDITION — 35 COURSES

makeitalia
supply chain
academy



MAKEITALIA
SUPPLY CHAIN ACADEMY

COURSE CATALOGUE 2027

Training by people who run Supply Chain every day.

PURCHASING · PLANNING · LOGISTICS · QUALITY · SOFT SKILL

makeitalia.com/supply-chain-academy

OUR ACADEMY

We teach what we do in companies every day.

Makeitalia is a **Supply Chain Management** company founded in 2008 in **Modena**, supporting business on their journey toward operational excellence.
For over 10 years, **Supply Chain Academy** has brought real-world expertise into the classroom through dedicated training programs covering the key areas of Supply Chain Management. Our **trainers and consultants**, who work actively in the field, share **methods, tools, and real-world case studies** to develop skills that can be applied immediately. Practical, **results-oriented** training designed to improve performance and create tangible value for both professionals and businesses.

2015
Year Supply Chain Academy was founded

35
Courses scheduled in 2027

19
Makeitalia trainers

5
Specializations: purchasing, planning, logistics, quality and soft skill

Trainers from the field

Partners and Senior Consultants who turn everyday experience into practical training.

Learning by doing

From theory to practice: real cases, simulations and hands-on exercises.

Immediately applicable

Skills, methods and tools you can apply straight away in your daily work.

Demand Driven Institute affiliate

Fundable via Inter-professional Funds

Our consultants train here. We bring our clients the same learning journey that helps our team grow.



HOW WE TRAIN

In class, online or at your company.

01	**Catalogue courses**	Annual calendar, in person at the Makeitalia Training Centre or online.
02	**Dedicated training**	A programme tailored to the client's specific needs, with practical examples, business cases and discussions directly linked to your company, In-house training available.
03	**One-to-one**	Individual coaching and mentoring for people who hold, or are preparing for, a position of responsibility.
04	**Labs**	Bridging training and consulting: tailored programs that foster peer-to-peer exchange among professionals and apply methodologies to participants' real-world case studies.
05	**Workshop**	Hands-on days on supply chain topics, using simulations and serious games.

HOW TO ATTEND

IN PERSON Via Jan Palach, 55, 41122 Modena MO

ONLINE Microsoft Teams

DURATION

8 hours, from 9:00 to 18:00

4 hours, from 9:00 to 13:00

2027 CALENDAR

A year of courses, from February to December.

FEBRUARY

05	Purchasing Fundamentals	PURCHASING
12	Vendor Rating	QUALITY
19	Team and Meeting Management	SOFT SKILL
26	Logistics Check-up	LOGISTICS

MARCH

05	Negotiation Techniques	PURCHASING
12	Logistics Network	LOGISTICS
19	Production Capacity Management	PLANNING

APRIL

16	Supplier Audit	QUALITY
23	Lean Thinking	LOGISTICS
30	Continuous Improvement	SOFT SKILL

MAY

07	Negotiation – Collaborative Bargaining	PURCHASING
21	Internal Logistics	LOGISTICS
28	Expediting and Prevention Techniques	PLANNING

JUNE

04	Leadership and Change Management	SOFT SKILL
08	Financial Statement Analysis and Supplier Investments	PURCHASING
11	Process Quality	QUALITY
18	Stock Optimisation Techniques	PLANNING
23–24	Negotiation Techniques **(part time)**	PURCHASING
25	Project Management	SOFT SKILL

JULY

02	Purchasing Manager	PURCHASING
09	Problem Solving	SOFT SKILL
16	Product Quality	QUALITY
23	Materials Management	PLANNING

SEPTEMBER

10	Strategic Sourcing	PURCHASING
17	Supply Quality	QUALITY
21	Production Planning	PLANNING
24	Value Stream Mapping	LOGISTICS
27–28	Demand Driven Planner (DDP™)	PLANNING

OCTOBER

01	Supply Chain Contracting	PURCHASING
08	Effective Presentations	SOFT SKILL
15	Designing Efficient Warehouses	LOGISTICS
29	Road Freight Transport	LOGISTICS

NOVEMBER

04–05	Breakdown Analysis	PURCHASING
11–12	Production Planning **(part time)**	PLANNING
19	Intermediate Excel	SOFT SKILL
26	Technical Drawing for Procurement	PURCHASING

DECEMBER

03	Risk Management	QUALITY

Registration up to 2 weeks before the course · supplychainacademy@makeitalia.com

AREA

Quality

6
COURSES

Component, process, and finished product quality, and risk management across the supply chain.

12 FEBRUARY	**Vendor Rating** Defining and managing a supplier evaluation system, starting from best practice.	**9:00–18:00 · 8 hours**
16 APRIL	**Supplier Audit** Structuring a supplier audit process: stages, methods and concrete benefits.	**9:00–18:00 · 8 hours**
11 JUNE	**Process Quality** Ensuring quality in production: tools, workplace organisation, control techniques.	**9:00–18:00 · 8 hours**
16 JULY	**Product Quality** The elements that ensure finished product quality and customer satisfaction.	**9:00–18:00 · 8 hours**
17 SEPTEMBER	**Supply Quality** Methods and techniques to ensure purchased components meet specifications.	**9:00–18:00 · 8 hours**
03 DECEMBER	**Risk Management** From risk mapping to the monitoring plan, with preventive and corrective actions.	**9:00–18:00 · 8 hours**



QUALITY

Vendor Rating

12 February 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Many companies have a vendor rating, but it is based on incomplete data or ends up as a report nobody uses. The course shows how to build a reliable one and turn it into an improvement tool for their own supply chain.

- **Define evaluation criteria and indicators**
- **Collect and weight supplier data**
- **Turn it into a practical tool**
- **Use the rating to improve supplies**

PROGRAMME

01	Commodity management
02	Introduction to vendor rating systems
03	Structure of the vendor rating system
04	Evaluation: metrics and assessment criteria
05	Reporting: monitoring and communication
06	Escalation: managing supplier performance
07	Maintaining the vendor rating system
08	Implementing vendor rating

LEARNING OUTCOMES

- A vendor rating model to adapt to your company
- Clear indicators to compare suppliers
- An objective basis for improvement plans

WHO IT IS FOR

Buyers, purchasing managers, supply chain managers, quality managers, supplier quality managers and supplier quality engineers.

THE TRAINER

Makeitalia Senior Consultant with extensive experience in Cost Reduction and Strategic Sourcing projects.

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QUALITY

Supplier Audit

16 April 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Audits are often carried out only after a problem or follow checklists that miss the real risks. The course teaches how to plan and conduct them to prevent issues, not just record them.

- **Plan a supplier audit**
- **Prepare checklists and evaluation criteria**
- **Conduct the supplier visit**
- **Turn findings into actions**

PROGRAMME

01	Defining the monitoring target
02	Structure of the audit project
03	Developing assessment questionnaires
04	Data collection and results reporting
05	Action plan and scheduling of interventions
06	AS-IS analysis and gap analysis
07	Defining the TO-BE model and setting priorities
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A complete audit process, from planning to follow-up
- A starter checklist to adapt to your company
- Clear criteria to assess and develop suppliers

WHO IT IS FOR

Auditors, supplier quality engineers, buyers, purchasing managers, procurement managers and supply chain managers.

THE TRAINER

Makeitalia senior consultant with experience in supplier quality, risk management and project management.

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QUALITY

Process Quality

11 June 2027 · **9:00–18:00 · 8 hours** · **In person or online**

When quality relies on final inspection, defects are found late and cost more. The course shows how to build quality into the process, with tools and controls the shop floor can manage.

- **Know the process quality tools**
- **Organise the workplace**
- **Set up in-process controls**
- **Prevent defects and non-conformities**

PROGRAMME

01	Quality ownership in the production process
02	Process quality control tools
03	Workplace organisation
04	Process under control and operating methods
05	Assessing results and managing non-conformities
06	Process audits and planning
07	KPIs and performance monitoring
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- An overview of process quality tools
- Criteria for organising effective controls
- Practical ideas to apply on the shop floor

WHO IT IS FOR

Quality managers, process quality staff, maintenance managers, production technicians and supply chain managers.

THE TRAINER

Makeitalia senior consultant with experience in process and product quality projects.

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QUALITY

Product Quality

16 July 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Repeated complaints and recurring non-conformities show that customer requirements are not reaching the product. The course helps translate them into effective specifications, controls and actions.

- **Translate customer expectations into requirements**
- **Set up finished product inspections**
- **Handle complaints and non-conformities**
- **Measure perceived quality**

PROGRAMME

01	Final product control: testing and verification
02	Final product audit
03	Product packaging and storage
04	Quality monitoring KPIs
05	Customer complaint management
06	Customer returns
07	Customer satisfaction and perceived quality
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A complete view of product quality tools
- Criteria for setting up inspections and tests
- A structured approach to complaints

WHO IT IS FOR

Product quality control staff, quality managers, customer care staff, supplier quality engineers, production managers and supply chain managers.

THE TRAINER

Makeitalia senior consultant with experience in process and product quality projects.

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QUALITY

Supply Quality

17 September 2027 · **9:00–18:00 · 8 hours** · **In person or online**

A non-conforming component found on the line stops production and generates costs that are hard to recover. The course provides methods and tools to ensure supplier quality before materials enter the production process.

- **Define quality requirements for suppliers**
- **Set up incoming inspection**
- **Manage supply non-conformities**
- **Improve supplier quality**

PROGRAMME

01	Identifying customer requirements
02	Initial quality and definition of requirements
03	Manufacturer–supplier relationship
04	Managing specifications and technical documentation
05	Supplier monitoring procedures and KPIs
06	Incoming material acceptance process
07	Quality control and non-conformity management
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- Methods to ensure incoming components comply
- Tools to manage non-conformities with suppliers
- Indicators to monitor supply quality

WHO IT IS FOR

Product quality control staff, quality managers, supplier monitoring staff, supplier quality engineers, procurement managers, buyers and supply chain managers.

THE TRAINER

Senior consultant with experience in supply quality and supplier development projects.

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QUALITY

Risk Management

3 December 2027 · **9:00–18:00 · 8 hours** · **In person or online**

A supplier disruption or a missing component can disrupt the entire supply chain. This course provides the tools to identify, assess, and mitigate supply chain risks before they become critical issues.

- **Recognise the types of risk**
- **Assess probability and impact**
- **Build the monitoring document**
- **Define preventive and corrective actions**

PROGRAMME

01	Introduction to risk management
02	Risk identification
03	Risk analysis and risk assessment
04	Preventive and corrective measures
05	Risk monitoring
06	Players and process organisation
07	Risk management tools
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A risk management process, from mapping to monitoring
- A monitoring document template
- Clear roles and responsibilities in the process

WHO IT IS FOR

Risk managers, quality managers, quality staff, buyers, purchasing managers, project managers and business owners.

THE TRAINER

Makeitalia senior consultant with experience in supplier quality, risk management and project management.

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AREA

Purchasing

10 COURSES

The purchasing process: strategy, cost analysis, negotiation and contracts.

05 FEBRUARY	**Purchasing Fundamentals** The buyer's role and the key competencies for effective purchasing management.	**9:00–18:00 · 8 hours**
05 MARCH	**Negotiation Techniques** Negotiation structure, positions and zone of agreement. Negotiation techniques. Full-day edition.	**9:00–18:00 · 8 hours**
07 MAY	**Negotiation – Collaborative Bargaining** Negotiating to create value for both parties.	**9:00–18:00 · 8 hours**
08 JUNE	**Financial Statement Analysis and Supplier Investments** Supplier financial statements to support purchasing decisions.	**9:00–18:00 · 8 hours**
23–24 JUNE	**Negotiation Techniques** Negotiation structure, positions and zone of agreement. Negotiation techniques. **Half-day edition.**	**9:00–13:00 · 4 hours**
02 JULY	**Purchasing Manager** The organisational and strategic role of the purchasing manager.	**9:00–18:00 · 8 hours**
10 SEPTEMBER	**Strategic Sourcing** Cutting costs by rationalising the supplier base.	**9:00–18:00 · 8 hours**
01 OCTOBER	**Supply Chain Contracting** Purchase contracts, from negotiation to execution.	**9:00–18:00 · 8 hours**
04–05 NOVEMBER	**Breakdown Analysis** Breaking down the cost of a component and finding the right price. **Two days.**	**9:00–18:00 · 16 hours**
26 NOVEMBER	**Technical Drawing for Procurement** Reading a technical drawing even without a technical background.	**9:00–18:00 · 8 hours**



PURCHASING

Purchasing Fundamentals

5 February 2027 · **9:00–18:00 · 8 hours** · **In person or online**

People starting out in purchasing have to deal with suppliers, quotes, orders and colleagues from other functions, often without a shared method. The course gives a complete view of the process and of the buyer's role.

- **Understand the buyer's role**
- **Understand the end-to-end purchasing process**
- **Work with other functions**
- **Lay the foundations of negotiation and analysis**

PROGRAMME

01	Purchasing and Supply Chain
02	The purchasing process
03	Contract management in procurement
04	Operational management
05	Learning by doing - Practical exercises

LEARNING OUTCOMES

- A complete overview of the buyer's skills
- A clear, structured purchasing process
- The foundations for the next courses in the Cost area

WHO IT IS FOR

Buyers, purchasing department staff, procurement specialists, junior buyers and supplier base management staff.

THE TRAINER

Makeitalia senior consultant with experience in purchasing and supplier management projects.

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PURCHASING

Negotiation Techniques

5 March 2027
23 – 24 June 2027

9:00–18:00 · 8 hours
9:00–13:00 · 4 hours

In person or online

Many negotiations are fought on price alone and end with unplanned concessions. The course teaches how to prepare them methodically, knowing objectives, margins and alternatives in advance.

- **Recognise the structure of a negotiation**
- **Define objectives and room for manoeuvre**
- **Identify the zone of possible agreement**
- **Prepare methodically for the discussion**

PROGRAMME

01	Negotiation context and process
02	Origins and objectives of negotiation
03	Setting your negotiation style
04	Preparing and opening the negotiation
05	Communication, listening and observation
06	Conflict management
07	Negotiation strategies and techniques
08	Wrap-up and practical exercises

LEARNING OUTCOMES

- A method for preparing every negotiation
- More confidence at the table with suppliers
- More effective agreements and stronger relationships with suppliers and business partners

WHO IT IS FOR

Supply Chain Managers, Procurement Managers, Procurement Directors, Buyers, Sales Managers, and Sales Directors.

THE TRAINER

Makeitalia Senior Consultant with extensive experience in Cost Reduction and Strategic Sourcing projects.

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PURCHASING

Negotiation – Collaborative Bargaining

7 May 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Focusing negotiations solely on cost can often be a double-edged sword. This course shows how to negotiate agreements that create value for both parties and strengthen long-term business relationships.

- **Prepare negotiations in a structured way**
- **Read the parties' interests, goals and constraints**
- **Handle complex negotiations**
- **Build strong relationships with customers and suppliers**

PROGRAMME

01	Introduction to the negotiation process
02	Principles of collaborative bargaining
03	Preparing the negotiation
04	The stages of the negotiation process
05	Applying principled negotiation
06	Tools to support negotiation
07	Building the negotiation framework
08	Negotiation game and hands-on simulations

LEARNING OUTCOMES

- Negotiations prepared with structured tools and methods
- Negotiations focused on value for both parties
- Enhanced ability to recognize and manage negotiation dynamics

WHO IT IS FOR

Supply chain managers, purchasing directors, buyers, cost analysts, sales managers, purchasing managers and sales directors.

THE TRAINER

Makeitalia Senior Consultant with extensive experience in Cost Reduction and Strategic Sourcing projects.

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PURCHASING

Financial Statement Analysis and Supplier Investments

8 June 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Choosing the right supplier means understanding its financial strength as well as its operational capabilities. This course provides the tools to analyze financial statements and assess supplier financial stability before awarding business or making investments.

- **Read the balance sheet and income statement**
- **Calculate the key ratios**
- **Assess a supplier's solidity**
- **Support investment decisions**

PROGRAMME

01	Introduction to financial accounting
02	Annual financial statements and reporting documents
03	Economic and financial analysis
04	Cash flow statement and reclassification
05	Impact of inventory on financial performance
06	Budgeting and financial control
07	Investment analysis and costing methods
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- Tools to read a supplier's financial statements
- Key ratios for competitive analysis
- Sounder choices between alternatives

WHO IT IS FOR

Supply chain managers, purchasing directors, buyers, cost analysts and procurement managers.

THE TRAINER

Makeitalia senior consultant with experience in supplier quality, risk management and project management.

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PURCHASING

Purchasing Manager

2 July 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Leading purchasing takes more than operational experience: it needs strategy, organisation and the ability to measure results. The course supports those who hold, or are about to take on, the role of purchasing manager.

- **Define the purchasing strategy**
- **Organise the purchasing function**
- **Measure performance**
- **Lead the purchasing team**

PROGRAMME

01	Purchasing as supply chain management
02	Sourcing, procurement and the role of purchasing
03	Total cost of ownership
04	Vendor rating and risk management
05	KPIs and performance of the purchasing function
06	Supplier qualification and commodity management
07	Organising the purchasing department
08	Purchasing department check-up and exercises

LEARNING OUTCOMES

- A concrete picture of the purchasing manager's role
- Tools to organise and measure the function
- Ideas for building the purchasing strategy

WHO IT IS FOR

Purchasing managers, procurement managers, senior buyers and supply chain managers.

THE TRAINER

Makeitalia Senior Consultant with extensive experience in Cost Reduction and Strategic Sourcing projects.

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PURCHASING

Strategic Sourcing

10 September 2027 · **9:00–18:00 · 8 hours** · **In person or online**

A supplier base that has grown over the years without a strategy fragments spend and weakens negotiating power. The course shows how to analyse and rationalise it to reduce supply costs.

- **Analyse spend and the supplier base**
- **Segment purchasing categories**
- **Define category strategies**
- **Reduce supply costs**

PROGRAMME

01	Lean procurement
02	Applying lean thinking to purchasing
03	Purchasing classification
04	Selecting product categories
05	Analysing the current supply base
06	Analysing market opportunities
07	Defining the purchasing strategy and managing the target panel
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A method for rationalising the supplier base
- Category purchasing strategies
- Concrete levers to reduce costs

WHO IT IS FOR

Buyers, purchasing directors and purchasing managers.

THE TRAINER

Makeitalia senior consultant with experience in strategic sourcing and category management projects.

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PURCHASING

Supply Chain Contracting

1 October 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Many supplier disputes originate from unclear contracts or overlooked contractual risks. This course provides the knowledge and tools to select, negotiate, and manage the most suitable contract types and clauses for different procurement scenarios.

- **Know the most common contract models**
- **Manage the pre-contract phase**
- **Identify critical clauses**
- **Manage contract execution**

PROGRAMME

01	Purposes and functions of business contracts
02	Types of purchasing contracts
03	Negotiations and validity of agreements
04	Pre-contractual agreements and confidentiality
05	Drafting the contract
06	Essential elements of the contract
07	Self-protection tools and handling breach of contract
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A method for managing the most common purchase contracts
- Focused attention on critical clauses
- More confidence from negotiation to execution

WHO IT IS FOR

Buyers, purchasing department managers, supplier base management staff, cost analysts and procurement specialists.

THE TRAINER

External lawyer, specialising in business and supply contracts.

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PURCHASING

Breakdown Analysis

4 – 5 November 2027 · **9:00–18:00 · 16 hours** · **In person or online**

Without knowing a component's cost structure, every price negotiation starts from the supplier's quote. The course teaches how to break down costs and set an objective reference price.

- **Analyse direct and indirect costs**
- **Understand cost drivers**
- **Find margins and areas for improvement**
- **Negotiate with objective data**

PROGRAMME

01	Breakdown Analysis: method and objectives
02	A structured, scalable approach
03	Selecting components to analyse
04	Choosing reference classes
05	Cost structure analysis
06	Calculation methods and mark-up application
07	Overheads and allocation drivers
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A Breakdown Analysis model you can apply straight away in your context
- Practical tools to identify savings and support negotiation
- An approach already applied in many manufacturing companies

WHO IT IS FOR

Supply chain managers, purchasing directors, buyers and cost analysts.

THE TRAINER

Makeitalia Senior Consultant with extensive experience in Cost Reduction and Strategic Sourcing projects.

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PURCHASING

Technical Drawing for Procurement

26 November 2027 | **9:00–18:00 · 8 hours** | **In person or online**

Technical drawings can be challenging for buyers without an engineering background. This course provides the skills to interpret drawings and understand how dimensions, tolerances, and materials affect supplier selection and procurement decisions.

- **Read views and dimensions**
- **Interpret tolerances and surface finishes**
- **Recognise materials and treatments**
- **Understand how the part is made**

PROGRAMME

01	Introduction to technical drawing
02	Structure of a technical drawing
03	Axes, views and component representation
04	Dimensions and technical notes
05	Tolerances, surface roughness and welds
06	From drawing to manufacturing process
07	Tools for analysing the production cycle
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- The ability to read and interpret a technical drawing
- More effective dialogue with engineers and suppliers
- Ideas for assessing costs and manufacturing processes

WHO IT IS FOR

Buyers, purchasing directors, cost analysts, procurement managers and supply chain managers.

THE TRAINER

Makeitalia senior consultant with technical experience in products and manufacturing processes.

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AREA

Planning

7
COURSES

Planning production and materials to meet demand and prevent shortages.

19 MARCH	**Production Capacity Management** Sizing and monitoring capacity in line with demand.	**9:00–18:00 · 8 hours**
28 MAY	**Expediting and Prevention Techniques** Criteria and tools to expedite suppliers and prevent shortages.	**9:00–18:00 · 8 hours**
18 JUNE	**Stock Optimisation Techniques** Reducing inventory value without affecting the service level.	**9:00–18:00 · 8 hours**
23 JULY	**Materials Management** Choose between demand-driven and stock-based planning for production and purchasing, defining the appropriate parameters for each approach.	**9:00–18:00 · 8 hours**
21 SEPTEMBER	**Production Planning** Setting priorities for resource use to best meet demand. Full-day edition.	**9:00–18:00 · 8 hours**
27–28 SEPTEMBER	**Demand Driven Planner (DDP™)** The DDMRP methodology, from theory to application. **Two days.**	**9:00–18:00 · 16 hours**
11–12 NOVEMBER	**Production Planning** Setting priorities for resource use to best meet demand. **Half-day edition.**	**9:00–13:00 · 4 hours**



PLANNING

Production Capacity Management

19 March 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Some departments overloaded while others stand idle, or delivery dates production cannot meet: the problem is often poorly sized capacity. The course teaches how to measure it and align it with demand.

- **Measure available capacity**
- **Compare capacity and load**
- **Size resources**
- **Monitor and adjust over time**

PROGRAMME

01	Production capacity
02	Production capacity in multi-product environments
03	Sizing principles
04	Assessing demand and calculating resources
05	Tools to support sizing
06	Capacity planning and monitoring
07	Supplier monitoring and production flexibility
08	Case studies and hands-on exercises

LEARNING OUTCOMES

- Methods for sizing production capacity
- Tools to balance capacity and load
- Monitoring indicators

WHO IT IS FOR

Production managers, planning managers, supply chain managers and planners.

THE TRAINER

Makeitalia senior consultant with experience in production capacity planning and management projects.

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PLANNING

Expediting and Prevention Techniques

28 May 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Chasing suppliers at the last minute is exhausting and often not enough to avoid shortages. The course teaches how to organise expediting with clear priorities and prevent delays before they happen.

- **Organise expediting**
- **Define priorities and critical items**
- **Prevent delays and shortages**
- **Measure delivery performance**

PROGRAMME

01	Introduction to procurement
02	Supplier expediting
03	Reactive expediting
04	Methods and tools for managing critical issues
05	Preventive expediting
06	Service levels and types of intervention
07	Proactive action and relationship development
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- Criteria and tools to structure supplier expediting
- A preventive approach to shortages
- Indicators to measure on-time delivery

WHO IT IS FOR

Planning and logistics staff, purchasing department staff, buyers and supply chain managers.

THE TRAINER

Makeitalia senior consultant with experience in production and materials planning projects.

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PLANNING

Stock Optimisation Techniques

18 June 2027 | **9:00–18:00 · 8 hours** | **In person or online**

Excess inventory and material shortages often occur at the same time, locking up capital without improving operational performance. This course teaches participants how to reduce inventory, optimize stock management, and maintain high service levels.

- **Analyse inventory values**
- **Classify item codes**
- **Identify inefficiencies**
- **Reduce stock while maintaining service**

PROGRAMME

01	Introduction to inventory value analysis
02	Preliminary stock analysis
03	Calculating technical stock
04	Impact of lot sizes and subcontracting
05	Planning policies and delivery frequency
06	Reviewing management parameters
07	Defining the action plan
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A structured methodology for analysing stock
- Concrete levers to reduce inventory value
- Criteria to protect the service level

WHO IT IS FOR

Planning staff, planning managers, logistics and warehouse managers.

THE TRAINER

Makeitalia senior consultant with experience in production and materials planning projects.

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PLANNING

Materials Management

23 July 2027 | **9:00–18:00 · 8 hours** | **In person or online**

Managing all item codes with the same inventory policy often leads to excess stock or shortages. This course helps participants define the right inventory strategy and planning parameters for each material.

- **Understand management parameters**
- **Choose between requirement-based and stock-based**
- **Set reorder policies**
- **Plan production and procurement**

PROGRAMME

01	Introduction to planning
02	Planning parameters
03	Stock-based and requirement-based management
04	Choosing the management policy
05	Calculating management parameters
06	Lead times and safety stock
07	Reorder policies and operational issues
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- Criteria for choosing the right policy for each item
- Clear parameters for planning procurement
- A solid foundation for optimizing inventory levels

WHO IT IS FOR

Supply chain managers and planners.

THE TRAINER

Makeitalia senior consultant with experience in production and materials planning projects.

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PLANNING

Production Planning

21 September 2027
11 – 12 November 2027

9:00–18:00 · 8 hours
9:00–13:00 · 4 hours

In person or online

Constant rush orders, plans revised every day and resources swinging between overload and idle time are signs that planning needs rethinking. The course offers a structured method to set priorities and scheduling.

Link demand and production capacity

Set production priorities

Build the plan and schedule

React to disruptions and changes

PROGRAMME

01	Introduction and objectives
02	Sales & Operations Planning
03	S&OP players, techniques and common mistakes
04	Performance monitoring and moving from S&OP to MRP
05	Master Production Schedule
06	Material Requirements Planning
07	Production activity control and scheduling
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A structured planning methodology
- Clear criteria for setting priorities
- KPIs to measure plan effectiveness

WHO IT IS FOR

Supply chain managers, planning managers and planning staff.

THE TRAINER

Makeitalia senior consultant with experience in production and materials planning projects.

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PLANNING

Demand Driven Planner (DDP™)

27 – 28 September 2027 · **9:00–18:00 · 16 hours** · **In person or online**

When demand is variable, traditional planning produces excess stock and shortages at the same time. The course introduces DDMRP, which uses decoupling buffers to make the supply chain more stable and responsive.

- **Understand the principles of DDMRP**
- **Position the buffers**
- **Size and manage them**
- **Plan and execute the demand-driven way**

PROGRAMME

01	Planning in the Modern World
02	The Importance of Flow
03	Unlocking a Solution: Decoupling
04	Becoming Demand Driven
05	Strategic Inventory Positioning and Distribution Network Positioning
06	Buffer Profiles, Levels and Dynamic Adjustments
07	Demand Driven Planning and Execution
08	DDMRP, S&OP and hands-on exercises

LEARNING OUTCOMES

- The theoretical and practical foundations of DDMRP
- Tools to position and manage buffers
- The course prepares participants for the Demand Driven Planner Professional™ certification exam

WHO IT IS FOR

Supply chain managers and planning managers.

THE TRAINER

Master Instructor certificates by the Demand Driven Institute.

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AREA

Logistics

7
COURSES

Internal and external logistics, warehousing, supplier integration and freight transport.

26 FEBRUARY	**Logistics Check-up** Measuring supply chain performance and taking a snapshot of the logistics system.	**9:00–18:00 · 8 hours**
12 MARCH	**Logistics Network** Integrating suppliers into a lean flow, up to electronic kanban.	**9:00–18:00 · 8 hours**
23 APRIL	**Lean Thinking** Recognising and eliminating waste, from the company to the whole supply chain.	**9:00–18:00 · 8 hours**
21 MAY	**Internal Logistics** Feeding the lines from the warehouse the lean way: takt time, JIT and JIS.	**9:00–18:00 · 8 hours**
24 SEPTEMBER	**Value Stream Mapping** Mapping the value stream and redesigning it to eliminate waste.	**9:00–18:00 · 8 hours**
15 OCTOBER	**Designing Efficient Warehouses** A lean warehouse, from receiving materials to picking for the lines.	**9:00–18:00 · 8 hours**
29 OCTOBER	**Road Freight Transport** Managing transport and choosing the carrier while cutting costs.	**9:00–18:00 · 8 hours**



LOGISTICS

Logistics Check-up

26 February 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Without reliable indicators it is hard to see where the supply chain loses efficiency and where to start improving it. The course provides a method to take a snapshot of the logistics system and measure its performance.

- **Get an overall view of the supply chain**
- **Analyse the logistics system**
- **Choose the right indicators**
- **Identify priorities for action**

PROGRAMME

01	Overview of the logistics flow
02	Logistics fundamentals
03	Logistics costs
04	Inbound Logistics
05	Intralogistics
06	Outbound Logistics
07	Makeitalia Rapid Assessment
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A method for measuring supply chain performance
- A ready-to-use set of indicators
- A map of priorities for action

WHO IT IS FOR

Production managers, production directors, plant directors and logistics directors.

THE TRAINER

Makeitalia senior consultant with experience in analysing and redesigning logistics systems.

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LOGISTICS

Logistics Network

12 March 2027 · **9:00–18:00 · 8 hours** · **In person or online**

The logistics network connecting a company with its suppliers is the foundation of an integrated and efficient supply chain. This course shows how to optimize these flows and strengthen supplier integration to improve overall supply chain performance.

- **Integrate suppliers into the flow**
- **Manage stock across the network**
- **Organise milk runs**
- **Introduce electronic kanban**

PROGRAMME

01	Supplier management: from company to system
02	Logistics requirements and contractual aspects
03	KPIs, vendor rating and performance measurement
04	Technical issues and applied cases
05	Supply chain collaboration and information sharing
06	Integrating stock, procurement and transport
07	10 steps to a lean supply chain
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- Methods for a lean supply flow
- Practical tools to optimize and improve the supplier logistics network
- Performance indicators to monitor results and identify improvement opportunities

WHO IT IS FOR

Production managers, production directors, plant managers, logistics managers and logistics staff.

THE TRAINER

Makeitalia senior consultant with experience in external logistics and supplier integration projects.

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LOGISTICS

Lean Thinking

23 April 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Waiting, handling and unnecessary stock are forms of waste that often go unnoticed because they are part of the routine. The course teaches how to spot and eliminate them, starting from customer value.

- **Understand the lean philosophy**
- **Recognise waste (muda)**
- **Apply lean production principles**
- **Extend them to the whole supply chain**

PROGRAMME

01	Lean thinking, kaizen and continuous improvement
02	Value, waste and the 8 muda
03	Lean thinking applied to the supply chain
04	Designing a lean logistics system
05	From push to pull
06	The Just-in-Time house
07	Visual management
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- A solid grounding in lean thinking
- The ability to recognise waste
- Ideas for starting change in your company

WHO IT IS FOR

Production managers, production directors, plant managers, logistics managers and logistics staff.

THE TRAINER

Makeitalia senior consultant with experience in lean and process improvement projects.

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LOGISTICS

Internal Logistics

21 May 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Production lines waiting for materials and inefficient internal transport are symptoms of poorly designed logistics flows. This course provides the tools to optimize internal logistics resources and create efficient material flows across operations.

- **Analyse the material flow**
- **Balance lines with takt time**
- **Design lean workstations**
- **Choose between JIT and JIS at the line**

PROGRAMME

01	Introduction to intralogistics
02	Lean production basics
03	Lean supply chain and logistics system design
04	The lean workstation
05	The assembly line
06	Continuous flow and line-feeding systems
07	From company to system
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- Criteria for designing a lean material replenishment flow
- Tools to identify and optimize different flow types
- Applied examples from Makeitalia projects

WHO IT IS FOR

Logistics managers, logistics directors, plant directors, warehouse managers, logistics staff and supply chain managers.

THE TRAINER

Makeitalia senior consultant with experience in intralogistics and lean manufacturing projects.

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LOGISTICS

Value Stream Mapping

24 September 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Organizations often optimize individual activities without understanding the overall flow. Value Stream Mapping provides visibility into lead times, inventory, and waste from supplier to customer, helping identify where improvements will have the greatest impact.

- **Map the current state**
- **Identify waste**
- **Design the future state**
- **Run a mapping workshop**

PROGRAMME

01	Introduction to lean
02	Lean thinking, kaizen and waste
03	Introduction to Value Stream Mapping
04	The current state map
05	Data collection and VSM development
06	The future state map
07	VSM in non-manufacturing environments
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- VSM as an everyday working tool
- A repeatable workshop format
- A practical tool to identify improvement opportunities

WHO IT IS FOR

Production managers, plant managers and logistics managers.

THE TRAINER

Makeitalia senior consultant with experience in continuous improvement and Value Stream Mapping projects.

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LOGISTICS

Designing Efficient Warehouses

15 October 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Full spaces, illogical locations and slow picking turn the warehouse into a bottleneck. The course teaches how to design and organise it the lean way, from receiving to picking.

- **Organise receiving and inspections**
- **Size containers and locations**
- **Choose the level of automation**
- **Optimise picking**

PROGRAMME

01	Designing a lean logistics system
02	Inbound logistics and receiving
03	System booking, quality control and repackaging
04	Sizing containers and locations
05	Handling systems and automation
06	Picking
07	Sizing the logistics supermarket
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- Methods for designing a lean warehouse
- Criteria for layout, containers and automation
- Ideas for optimising picking

WHO IT IS FOR

Warehouse, logistics and operations managers.

THE TRAINER

Makeitalia senior consultant with experience in warehouse design and management.

REGISTER FOR THE COURSE →

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LOGISTICS

Road Freight Transport

29 October 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Transportation costs are often hidden or poorly understood, and carrier selection is frequently driven by operational needs. The course provides a structured approach to managing road transportation and reducing transportation costs.

- **Know the components of transport cost**
- **Choose the carrier**
- **Optimise loads and routes**
- **Monitor the service**

PROGRAMME

01	Introduction to freight transport
02	Logistics and transport costs
03	Incoterms and delivery terms
04	Transport modes and single-mode transport
05	Road transport and load units
06	Transport documents and regulations
07	Vehicle ownership, contracts and rates
08	Hands-on exercises and simulations

LEARNING OUTCOMES

- Criteria for choosing the carrier
- Concrete levers to reduce transport costs
- Indicators to monitor the service

WHO IT IS FOR

Supply chain managers, logistics managers, traffic managers and import/export managers.

THE TRAINER

Makeitalia senior consultant with experience in transport management and distribution logistics.

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AREA

Soft Skill

7
COURSES

Managing people, projects and change, and working better with everyday tools.

19 FEBRUARY	**Team and Meeting Management** Leading teams and meetings while keeping track of progress towards objectives.	**9:00–18:00 · 8 hours**
30 APRIL	**Continuous Improvement** Redefining standards and fostering a culture of excellence.	**9:00–18:00 · 8 hours**
04 JUNE	**Leadership and Change Management** Leading change and helping people adapt to a new environment.	**9:00–18:00 · 8 hours**
25 JUNE	**Project Management** Principles, tools and the project manager's role, from resources to control projects.	**9:00–18:00 · 8 hours**
09 JULY	**Problem Solving** Copilot said:Structured methods for problem solving, supported by techniques and tools to identify root causes and implement effective solutions.	**9:00–18:00 · 8 hours**
08 OCTOBER	**Effective Presentations** Clear and professional presentations, along with practical public speaking techniques.	**9:00–18:00 · 8 hours**
19 NOVEMBER	**Intermediate Excel** Essential Excel tools and features for everyday work, with real-world exercises.	**9:00–18:00 · 8 hours**



SOFT SKILL

Team and Meeting Management

19 February 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Long meetings that end without decisions and tasks that get lost between one meeting and the next are a hidden cost. This course provides simple, practical methods for leading teams and meetings toward achieving results.

- **Set team objectives and roles**
- **Prepare and run effective meetings**
- **Track progress on objectives**
- **Manage priorities and follow-up**

PROGRAMME

01	Introduction to teamwork
02	Building and managing a team
03	Roles and management tools
04	Problems and critical situations
05	Introduction to meetings
06	Organising and running meetings
07	Virtual meetings and participant engagement
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- A meeting format ready to use with your team
- Simple tools to track actions and objectives
- Shorter meetings and clearer decisions

WHO IT IS FOR

All staff.

THE TRAINER

Makeitalia senior consultant with experience in team management and organisational change projects.

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SOFT SKILL

Continuous Improvement

30 April 2027 · **9:00–18:00 · 8 hours** · **In person or online**

After an improvement project it is easy to slip back into old habits. The course teaches how to make improvement a daily activity, with clear standards and the involvement of people.

- **Define and update standards**
- **Use the PDCA cycle**
- **Engage people**
- **Measure improvements**

PROGRAMME

01	Introduction to continuous improvement
02	Benefits of continuous improvement
03	Implementing continuous improvement
04	The stages of continuous improvement
05	Continuous improvement philosophies
06	Case histories
07	Change management
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- A method for continuous improvement
- Simple tools to engage the team
- Measurable results on quality and service

WHO IT IS FOR

Staff who need to develop and strengthen skills in continuous improvement and idea generation.

THE TRAINER

Makeitalia senior consultant with experience in continuous improvement and Value Stream Mapping projects.

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SOFT SKILL

Leadership and Change Management

4 June 2027 · **9:00–18:00 · 8 hours** · **In person or online**

New processes, systems, and organizational changes often fail due to resistance to change. This course provides the tools to communicate change effectively and foster acceptance across the organization.

- **Recognise your own leadership style**
- **Communicate the change**
- **Manage resistance**
- **Support people through it**

PROGRAMME

01	Introduction to leadership
02	Soft skills and emotional intelligence
03	Leadership styles and the 5 levels of leadership
04	Introduction to change management
05	Resistance to change
06	Leadership traits and Kotter's model
07	Promoting and managing change
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- Strategies for leading an effective transformation
- Tools to manage resistance
- Greater awareness of your leadership style

WHO IT IS FOR

All staff.

THE TRAINER

Makeitalia senior consultant with experience in team management and organisational change projects.

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SOFT SKILL

Project Management

25 June 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Projects that run over time and budget often share unclear objectives and weak progress control. The course provides principles and tools to manage them from start to finish.

- **Define objectives and scope**
- **Plan activities and timing**
- **Manage resources and risks**
- **Track progress**

PROGRAMME

01	Introduction to project management
02	Managing the project team
03	Project life cycle – Planning phase 1
04	Project life cycle – Planning phase 2
05	Managing the project team
06	Project life cycle – Execution, monitoring, control and closure
07	Critical success and failure factors
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- A solid grounding in project management
- Practical tools to plan and control
- Greater clarity on the project manager's role

WHO IT IS FOR

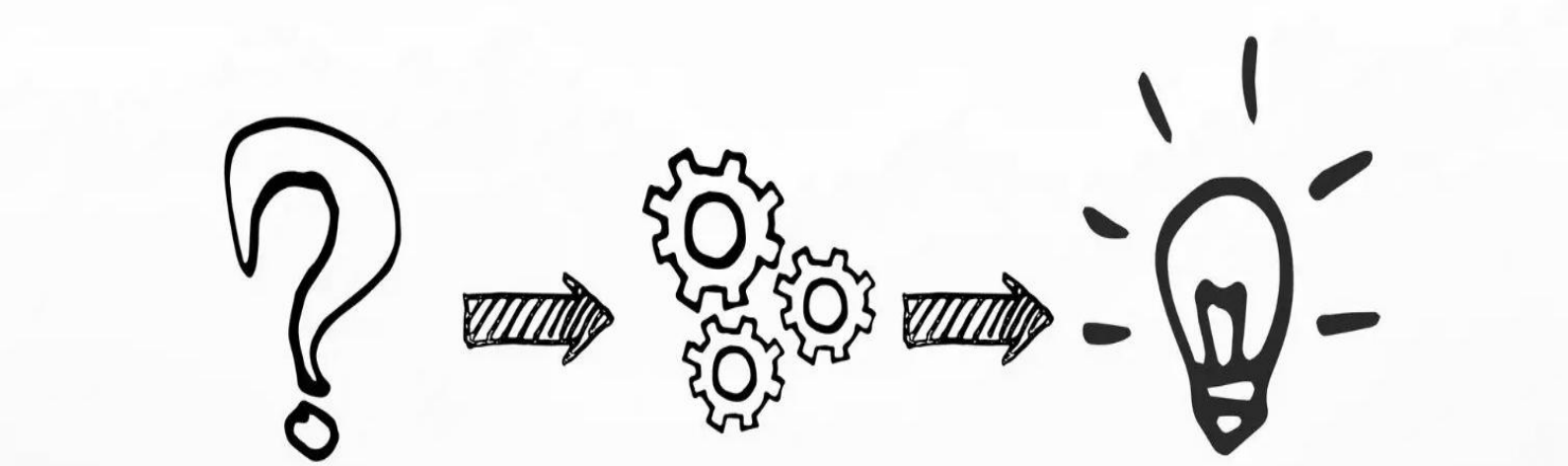
Staff who need to consolidate techniques for organising and managing projects effectively.

THE TRAINER

Makeitalia senior consultant with experience in supplier quality, risk management and project management.

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SOFT SKILL

Problem Solving

9 July 2027 · **9:00–18:00 · 8 hours** · **In person or online**

When the same problems keep coming back after being fixed, it means the symptom was treated, not the cause. The course offers a structured method to get to the root and to lasting solutions.

- **Define the problem clearly**
- **Find the root causes**
- **Choose and implement the solution**
- **Check the results**

PROGRAMME

01	Why problem solving?
02	Definition and types of problems
03	Urgency and a structured approach
04	Problem solving fundamentals
05	Problem finding and problem setting
06	Problem analysis and solving
07	Decision making, decision taking and controlling
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- A structured method to apply to real problems
- Ready-to-use root cause analysis tools
- More effective teamwork on problems

WHO IT IS FOR

All staff.

THE TRAINER

Makeitalia senior consultant with experience in lean and process improvement projects.

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SOFT SKILL

Effective Presentations

8 October 2027 · **9:00–18:00 · 8 hours** · **In person or online**

A confusing presentation can cost you an approval, even when the content is sound. The course teaches how to build clear messages and present them confidently to colleagues, management and clients.

- **Structure your message**
- **Design clear slides**
- **Speak in public with confidence**
- **Handle questions and objections**

PROGRAMME

01	Introduction to effective communication
02	Structuring an effective presentation
03	Slide design
04	Storytelling and audience engagement
05	Public speaking fundamentals
06	Managing your delivery
07	Handling questions and interaction
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- A framework for building effective presentations
- Clearer, more professional slides
- More confidence when speaking in public

WHO IT IS FOR

All professionals.

THE TRAINER

Makeitalia senior consultant with experience in team management and organisational change projects.

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SOFT SKILL

Intermediate Excel

19 November 2027 · **9:00–18:00 · 8 hours** · **In person or online**

Many working hours are lost on manual operations that Excel could handle in a few steps. The course teaches the most useful functions for purchasing, planning and logistics.

- **Use the most useful functions**
- **Analyse data with pivot tables**
- **Build clear reports**
- **Work faster**

PROGRAMME

01	Processing ERP data extracts
02	Data cleaning and organisation
03	Reporting with pivot tables
04	Charts and data visualisation
05	Using advanced filters
06	Introduction to macros and VBA
07	Creating macros with practical examples
08	Learning by doing: exercises and simulations

LEARNING OUTCOMES

- The most useful Excel functions for everyday work
- Faster reports and analysis
- Files ready to reuse

WHO IT IS FOR

All professionals.

THE TRAINER

Makeitalia senior consultant with experience in data analysis and reporting with Excel.

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BEYOND THE CATALOGUE

Training tailored to your company

When you need a programme built around your processes, your cases and your timing, the Academy designs it with you.

02

Dedicated training

A programme tailored to the client's specific needs, with practical examples, business cases and discussions directly linked to your company, In-house training available.

03

One-to-one

Individual coaching and mentoring for people who hold, or are preparing for, a position of responsibility.

04

Labs

Bridging training and consulting: tailored programs that foster peer-to-peer exchange among professionals and apply methodologies to participants' real-world case studies.

05

Workshop

Hands-on days on supply chain topics, using simulations and serious games.

TELL US WHAT YOU NEED

Let's build the training programme that best fits your team's needs.

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2027 REGISTRATION

Ready to start?

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