



## Sergio Terzi

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## Introduction

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Born in Lecco on 7 May 1977, Sergio Terzi earned a high school degree in the school year 1995/96 at the Liceo Scientifico Statale "Arturo Tosi" of Busto Arsizio (Varese), with a score of 49/60. In December 1999 he received his Bachelor's degree in Logistics and Industrial production Management (Diploma Universitario in Logistica e Gestione della Produzione Industriale) at the Carlo Cattaneo University (LIUC) in Castellanza (Varese), presenting a diploma thesis entitled "Application of analytical and experimental tools for the re-design of a plant layout in the paper industry" (Applicazione di strumenti analitici e sperimentali per la ri-progettazione del layout di un'azienda cartotecnica), earning the 100/100 rating. The thesis was awarded by the Italian Association of Industrial Plant (ANIMP, Associazione Nazionale di Impiantistica) during the XXVII National Convention OICE-ANIMP-OHIM (Trieste, 12-13 October 2000).

During the years of the bachelor, he had some industrial experiences in the textile company owned by his family (today closed) and he claimed several internships at companies of the paper industry next to Milan area (i.e. Rotocalcografica di Sesto San Giovanni, Ricordi Arti Grafiche di Milano, Litografica Fornaroli di Boffalora Ticino).

In January 2000, Sergio Terzi started his collaboration as young research fellow (borsista) at the then Department of Economics and Production (now Department of Economics, Management and Industrial Engineering, Dipartimento di Ingegneria Gestionale, DIG) of the Politecnico di Milano, collaborating to several national research activities, as well as educational activities and technology transfer projects. At the same time, Sergio undertook his studies of Economics and Business Administration (Laurea in Economia ed Organizzazione Aziendale, Master of Science level) at the University Carlo Cattaneo in Castellanza, earning his degree in October 2001, with a thesis entitled "Simulation in support of business processes of customer – vendor integration" (Simulazione a supporto di processi operativi di integrazione cliente – fornitore) based on a two-years research project with Piaggio Aeroindustries. His final score was 107/110. Shortly after his Master dissertation, Sergio began to collaborate also with University of Bergamo in research and teaching activities, Department of Engineering, as research fellow (Curatore della Materia).

In January 2002, Sergio was admitted to the XVII Doctoral Program in Management Engineering at Politecnico di Milano. In April of the same year, he started the joint doctorate with the French University Henry Poincaré in Nancy (UHP), at the laboratories of CRAN (Centre de Recherche en Automatique de Nancy). During the Ph.D. program he also continued his collaboration with University of Bergamo. In May 2005, he concluded "with merit" his doctorate with a dissertation entitled "Elements of Product Lifecycle Model: Definitions, Open Issues and Reference Models" (text in English, introduction in English, French and Italian), achieving the double Ph.D. title (Doctorate in Management Engineering at Politecnico di Milano, Doctorat en Production Automatisées at UHP-CRAN).

From 1 February 2005 to 15 November 2014, Sergio was researcher (Ricercatore Universitario) of the Scientific Discipline Sector (SSD, Settore Scientifico Disciplinare) ING/IND 17, (Impianti Industriali Meccanici), at the Department of Engineering at the University of Bergamo. In March 2008, he got the full confirmation for his tenure as researcher (Ricercatore Universitario Confermato). On April 2014 he got his qualification for associate professorship in his original SSD ING/IND 17. Then, on November 2014 he got his position as Associate Professor at Politecnico di Milano, Department of Management, Economics and Industrial Engineering. He is still in this position. Married since 2003, catholic and democrat, he has two sons (Sofia, born in December 2010) and Alberto (born in November 2012). He lives in Castellanza (Varese) with his family.

# 1 Research activities and projects

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*The research career of Sergio Terzi could be described in three main periods: from 2000 to 2002 (young research fellow), from 2002 to 2005 (doctorate), from 2005 to the present (researcher at University of Bergamo). During these periods, Sergio Terzi has developed his skills, delving into various areas of industrial engineering, from modelling and simulation of manufacturing systems, to operations management, from enterprise information systems, to product lifecycle management and design process management. The following is a brief account of the research activities carried out in the different periods.*

1<sup>st</sup> period) The research activity of Sergio Terzi began in January 2000, as young research fellow (borsista) at the Department of Economics and Production (today Department of Economics, Management and Industrial Engineering) of Politecnico di Milano, with a fellowship sponsored by the **national research project WILD** (*Web Integrated Logistics Designer, Integrated management of Interacting Systems: advanced methods for Quick Response*, project No. 9909112115) funded by the Ministry of University and Scientific Research (MURST) and coordinated by the University of Genoa. The project concerned the development of a federal system of intelligent simulators and emulators for the management and planning of a distributed supply chain. The project, renewed by the Ministry till 2002, allowed Sergio to deep his competences on modelling, design and management of production and logistics systems, using advanced methods (e.g. discrete event simulation) and intelligent approaches (e.g. multi agent systems). From this project, Sergio Terzi elaborated one of the most cited papers<sup>1</sup> of the national SSD and of the hosting journal: Terzi S., Cavalieri S. (2004) *Simulation in the supply chain context: a survey*, Computers in Industry, Vol. 53, No. 1, pp. 3-16.

2<sup>nd</sup> period) In the years of the Ph.D. (2002-2005), Sergio Terzi performed his research activities along two main streams: (i) planning and management of production systems and (ii) the concept of Product Lifecycle Management (PLM). During those years, Sergio Terzi was especially involved in one of the first European networks of excellence supported by the European Commission (IMS-NoE, **Intelligent Manufacturing Systems-Network of Excellence**, FP6 IST-2001-65001), where he managed the two research areas mentioned above, playing the role of coordinator of two SIGs (Special Interest Groups): SIG 1 (*Engineering of the Globally Scaled Manufacturing*, which became later *Product Lifecycle Management*) and SIG 4 (*Benchmarking and Performance Measurement*, which became later *Benchmarking of online scheduling systems*).

The parallel study of these two research streams made it possible to Sergio to deepen his knowledge on the wider world of operations. In particular, the scope of PLM – typically considered a mere “product design” topic – has benefited from the point of view of production management. From this union – summarised in the doctoral thesis discussed in joint supervision with the University of Nancy (France) – Sergio Terzi elaborated his personal vision of the PLM concept, much broader and structured than that usually assigned by the market. In this vision, PLM is not a mere “piece of technology” for supporting design activities, but rather it is an integrated approach to the management of the whole enterprise knowledge, in which the product becomes the creator of value for the company, for the consumer and for all actors involved along its lifecycle (from design, to production, distribution, use, maintenance, recycling and dismissing). In this vision, the PLM concept relies on information technologies, design methodologies and collaborative tools to manage and coordinate product information. In the doctoral thesis was given particular prominence to the role of technologies for the identification and traceability of products (e.g. RFID, Radio Frequency Identification). This vision became one of the most quoted papers in the International Journal of Product Lifecycle Management<sup>2</sup> some years later (Terzi S., Bouras A., Dutta D., Garetti M., Kiritsis D. (2010) *Product Lifecycle Management – From its history to its new role*, Int. J. Product Lifecycle Management, Vol. 4, No. 4, pp. 360–389).

Moreover, during the Ph.D. period, Sergio collaborated to various research projects at national and international level:

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<sup>1</sup> 291 citations in 2014, according to Google Scholar.

<sup>2</sup> 45 citations in 2014, according to Google Scholar. Average citation of the journal is less than 10.

- **National research project ASAP** (*After Sales Advanced Planning*), funded by the Ministry of education, universities and research (COFIN2002). In this, Sergio Terzi was one of the authors of the original proposal. The project, coordinated by the University of Bergamo, covered the themes of product-services, in particular for the after-sale market. This project was the basis for the development of research group still active at the University of Bergamo (currently known as CELS), which today still Sergio belongs to.
- **European project VIMIMS** (*Virtual Institute for the Modelling of Industrial Manufacturing Systems*), funded by the European Commission within the framework of the Leonardo and Socrates programmes (88144-CP-1-1-2000-EN-MINERVA-ODL) concerning training and on distance education at issues of design of production and logistics systems. Sergio was one of the writers of the proposal and then he acted as teacher for some courses for undergraduate students.
- **European network of excellence INTEROP-NoE** (*Interoperability Research for Networked Enterprises Applications and Software – Network of Excellence*), funded by the European Commission (FP6-IST-508011) concerning interoperability of applications for enterprise management. The participation in this network of excellence has been particularly useful to Sergio for the formulation of the doctoral thesis in joint supervision with the French university.
- **European network of excellence HUCENS** (*Human-centred Modelling and Simulation, Sim-Serv Working Group*, FP6 G7RT-CT-2001-05044), on the theme of the simulation applied to industrial contexts. In such a network, Sergio brought his skills acquired in the first years of education.

*3rd and current period*) In 2005, next to end of the Ph.D, Sergio Terzi got a full position as researcher / assistant professor (Ricercatore Universitario, SSD ING/IND 17) at University of Bergamo. Since then, Sergio continued to deepen his main research area of PLM, consolidating a network of contacts with other national and international initiatives and researchers. In the last 9 years, PLM has become the reference topic for Sergio, even if he has studied a list of related sub-areas. Trying to make a reference scheme, it is possible to classify three main PLM research areas as follow:

1. **PLM ICT** (Information and Communication Technology) **and its application in enterprises in Italy and in Europe**. This activity, which began as empirical research in collaboration with the ICT Observatory of Politecnico di Milano ([www.osservatori.net](http://www.osservatori.net)) in 2006, gave to Sergio Terzi the possibility to develop his competences in empirical research and PLM ICT application. These competences were also useful in different industrial projects, in which Sergio was invited as PLM expert (e.g. Agusta Westland, SACMI IMOLA, Same Deutz Fahr, Selex Communications, Fabbrica D'Armi Beretta, Beghelli, Biffi). This area of research has been conducted within of a number of initiatives and projects, like the followings:
  - Between 2007 and 2008, Sergio collaborated with Inf-Os, a competence center originally jointly promoted by Universities of Bergamo and Brescia with the support of the local industrial associations. Within Inf-Os, Sergio worked on the project **IT Due Diligence of local SMEs** (Small and Medium Enterprises), financially supported by the Lombardy Region (Ingenio program, in which Sergio Terzi was tutor of several junior researchers). Inf-Os is still active, at the technology transfer centre of Brescia, CSMT ([www.inf-os.it](http://www.inf-os.it)), and the developed model is still used for due diligence check-ups.
  - Since 2009, Sergio led – often in collaboration with other universities – a series of in-depth studies in some niche industrial sectors, from fashion to luxury boat makers. From these studies, several research ideas came out. Among them, since 2011, Sergio Terzi is promoting – in collaboration with University of Florence – a national convention on ICT in the fashion industry. Such an event – today at its 4<sup>th</sup> edition – is called **IT4Fashion** ([www.it4fashion.org](http://www.it4fashion.org)) and it takes place in Florence, generally on the beginning of April.
  - Since 2009 to 2011, the role of PLM ICT technologies PLM is then served to the development of the technological roadmap conducted within the **European project IMS2020** (*Supporting Global Research for IMS 2020 Vision*, FP7-CSA-233469, [www.ims2020.net](http://www.ims2020.net)), in which Sergio was as representative member of the *Sustainable Manufacturing, Products and Services* group.

- Currently (2014), the application of PLM ICT in the market is still a research area for Sergio Terzi, with two running initiatives: the first Italian observatory on PLM solutions (**Osservatorio GeCo**, launched on 2011, described later, [www.osservatorio-geco.it](http://www.osservatorio-geco.it)) and the **European project Pathfinder** (*European research and innovation agenda for future simulation and forecasting technologies*, FP7-CSA-608777, 2013-2015, [www.pathfinderproject.eu](http://www.pathfinderproject.eu)) in which Sergio is coordinating part of the road-mapping activities for defining the future of PLM simulation-based solutions.

2. **Organizational PLM models supporting the design process** (from product development, to system engineering). At macro level, this activity has focused on the study of the numerous methodologies that support – in different ways – the development of the product along its lifecycle (i.e. from Design for X, to Lifecycle Assessment). Started as empirical research (e.g. diffusion of Concurrent Engineering in SMEs), Sergio has gradually opened several sub-fields of research, investigating methods of eco-design and sustainable development, to the techniques of agile and lean development.

These insights have often been driven by participation in proposals and projects at European level, like the aforementioned IMS2020 project, as well as the **European LeanPPD** and **Linked-Design projects**.

- In detail, LeanPPD (*Lean Product and Process Development*, FP7-NMP-214090, 2009-2013, [www.leanppd.eu](http://www.leanppd.eu)) was a project about the adoption of lean concepts and principles to the design and development process.
- Linked-Design (*Linked Knowledge in Manufacturing, Engineering and Design for Next-Generation Production*, FP7-ICT-284613, [www.linkeddesign.eu](http://www.linkeddesign.eu)) is a running project (2011-2015) dealing with the development of a new PLM lean-oriented collaborative platform.

At the end of 2011, the combination of these competences and experiences has allowed Sergio Terzi to launch a national research proposal, in the form of an Observatory (Observatory on Collaborative Design Process Management, Osservatorio sulla Gestione dei Processi Collaborativi di Progettazione, GeCo, mentioned above), officially promoted by the Observatories of the School of Management of Politecnico di Milano ([www.osservatori.net](http://www.osservatori.net)):

- The **GeCo Observatory** groups a network of Italian universities active in the PLM field (University of Bergamo, Inf-Os/University of Brescia, University of Florence, University of Rome "Tor Vergata", University of Salento, Technical University of Marche). GeCo is financially supported by the major PLM market players (Dassault Systemès, EnginSoft, JMAC, PLM Systems, PTC, Siemens). In GeCo, Sergio is officially the director of the Executive Board, managing the research activities of the whole group of researchers<sup>3</sup>.

Recently – since 2012 – Sergio has also opened another sub-topic, related to the so-called Lifecycle Optimization of products and systems. Lifecycle Optimization is the mutual adoption of lifecycle cost-oriented techniques and eco-design methods.

- This area is still under investigation, in particular within the mentioned Linked Design European project (in particular in collaboration with Comau) and also in the newest **ELICiT European project** (Environmentally Low Impact Cooling Technology, FP7-ENV-603885, started on January 2014, in collaboration with Whirpool).

3. **Systems for tracking and tracing the product lifecycle**. This activity, which is derived directly from the researches conducted in Sergio's Ph.D. thesis, has particularly focused on the study of technologies to support the traceability of products, particularly (but not exclusively) in terms of product-related services (e.g. logistics, after-sales services, etc.). The model originally proposed by Sergio in his doctoral thesis, became the founding model of the platform prototype developed in the **European project PROMISE** (*Product Lifecycle Management and Information Tracking using Smart Embedded systems*, FP6-507100, 2004-2008). Later, some other applied research projects followed, like the regional project **Taggie** (*Identification and*

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<sup>3</sup> On 16 April 2013 the GeCo Observatory did its first event in Politecnico di Milano, with more than 380 registered participants. This was one of the biggest PLM-related events in Italy of the last 10 years. Sergio Terzi was the chairman of the event. The next GeCo event is planned for end of 2014.

*traceability using RFID for the protection of Made in Italy*), funded by the Lombardy Region in 2007-2008 (Metadistretti).

The expertises gathered in this area are nowadays used in some industrial and research collaborations with **Holonix**, a spin-off company of Politecnico di Milano ([www.holonix.it](http://www.holonix.it)). Holonix – founded in 2010 by a couple of Sergio's colleagues, Jacopo Cassina and Marco Taisch – is selling in the market its **i-LiKe platform**, which is based on the model originally developed by Sergio in his doctoral thesis. In the last 4 years, Sergio has collaborated with Holonix, finalising the deployment of the i-LiKe platform and launching also the creation of some derived suites, namely **i-Captain** (an on line application for tracing leisure boats) and **i-LiKe Food** (a consumer-oriented application for tracking expensive food, like wine and oil bottles). With Holonix and Politecnico di Milano, Sergio is also collaborating in the mentioned Linked-Design project, which could be partly considered as a direct heir of the PROMISE project.

Today, all these “lifecycle” competences are some of the distinctive contributions that Sergio is providing to his research group in Bergamo (CELS, *Research Center on Industrial Engineering, Logistics and Service Operations*, [cels.unibg.it](http://cels.unibg.it)).

Moreover, in parallel to these PLM competences, in the last decade, Sergio Terzi has deepened his knowledge in other fields of industrial engineering and manufacturing management, carrying out different research and industrial projects, which could be grouped synthetically as follow:

- **Logistics, maintenance and industrial services.** Starting from the expertise gained in previous projects, Sergio Terzi has developed its expertise in the field of logistics, maintenance and other industrial services. These skills were particularly useful to support the development of training courses, such as the **Executive Master in Industrial Maintenance Management** (meGMI, [www.mip.polimi.it/megmi](http://www.mip.polimi.it/megmi), jointly promoted by the business schools of University of Bergamo and Politecnico di Milano), of which he served as vice-director for four years (two editions, till 2009).

In this context, Sergio collaborated to the preparation of the **successful InTime proposal** (*In time delivery in non-hierarchical manufacturing networks*, <http://data.fir.de/projektseiten/intime>, FP7-NMP-229132), a European research project in the area of logistics and distributed planning. In these fields, he also worked in some industrial projects (e.g. Aesys in 2011, Nearchimica in 2012), as well as in some small research projects (e.g. **Firma Elettrica**, a project founded by Lombardy Region till 2012, *Sviluppo e applicabilità meccatronica della firma elettrica per innovare la diagnostica predittiva a garanzia dell'efficienza e sicurezza delle macchine – Development and application of mechatronics signature power to innovate predictive diagnostics to ensure the efficiency and safety of machinery*).

- **Operations management in the service industry.** In this context, in addition to the collaborations in projects like PROMISE and ASAP oriented to services for manufacturing companies, Sergio Terzi has undertaken studies on the declination of operations management in the areas of intangible services, such as the tourism sector and the sector of industrial associations. In particular, in 2007-2008, he has managed a couple of projects for improving the operational processes of a bilateral body in the County of Bergamo (Edilcassa Artigiana di Bergamo), partly funded through a regional grant (**Progetto Impresa Domani**).
- **Advanced methods for learning and training of industrial users.** Starting from his first collaboration with the project VIMINS mentioned above, Sergio Terzi has developed a series of exclusive competences relating to methods for serious gaming and distance learning, particularly applied to design issues (of products and systems) and their management. He has worked with the research group of the e-SCM (*Supply Chain Management in Education*, 2004-2007) project, funded by the European Commission under the Leonardo program, providing some training activities. Then, since 2009 to 2013, Sergio has created a list of professional games for introducing lean practices in product design, in the context of the mentioned LeanPPD European project. Three of the LeanPPD games (MyWaste, LeanAirTronix and SBCE Business Game, [www.leanppd.eu](http://www.leanppd.eu)) are currently sold to the market of lean consultants as well as to some business schools, and a specific training kit has been developed.

In parallel to the PLM theme, over the years Sergio Terzi has also investigated other research issues, such as modelling and simulation of business processes, plant design and planning of logistic systems, production scheduling, and lean manufacturing. In most of these areas, Sergio has collaborated on some industrial projects with national and international companies: Aesys, Agriè, Beghelli, Biffi, Carel Industries, Castellanza Servizi, Comau, CMI, Cremona Fiere, Danieli, Pasticceria Deborah, Dell'Orto, Edilcassa Artigiana di Bergamo, Fabbrica D'Armi Pietro Beretta, Fidia Farmaceutica, Indesit, MOOG Italiana, Nearchimica, Proxima, Staufen Italia, Tenaris Dalmine, ST Microelectronics, Whirpool.

*Since 16 November 2014*, Sergio is Associate Professor at Politecnico di Milano, Department of Management, Economics and Industrial Engineering. He is continuing his researchers according to the experiences of his last period.

### **1.1 Participation and role in research projects**

Over the years, Sergio Terzi has collaborated – with increasing responsibilities – to the preparation and execution of research proposals and projects, at regional, national and European level. He has written proposals for regional projects, such as calls for Metadistretti. He has developed proposals for national calls, under different programs (e.g. COFIN, PRIN, FIRB, Industria2015). He has promoted more than 20 proposals for European calls, from FP6, to FP7 and to the newest Horizon framework, with different funding instruments (e.g. STREP, IP, CSA, SSA, Cospi, Interlink, Eureka, RIA, IA, etc.). He has formulated international projects for the IMS (Intelligent Manufacturing Systems) program, as well as for bilateral grants (e.g. Italy-France, Italy-USA). Some of the proposals that he has collaborated in became funded projects, including many of those mentioned above (e.g. IMS NoE, IMS2020, Linked-Design, ELICiT). Referring only to funded research initiatives (at regional, national, European level), the following table summarizes the role played by Sergio Terzi within the projects mentioned above (industrial and educational projects are not included).

<i>Project</i>	<i>Funding entity</i>	<i>Role</i>
WILD	60% MURST	Junior researcher and developer of the simulation platform
IMS-NoE	EU-FP6	Writer of the proposal, manager of SIG 1 and SIG4
ASAP	COFIN-MIUR	Writer of the proposal
VIMIMS	EU-FP6	Writer of the proposal, trainer
INTEROP-NoE	EU-FP6	Member of the network
HUCENS Sim-Serv	EU-FP6	Member of the network
PROMISE	EU-FP6	Junior researcher, in collaboration with Jacopo Cassina The developed model became the reference model of the project
Impresa Domani	Lombardy Region	Writer of the proposal, manager of the university team (budget 40.000 €).
IT Due Diligence	Lombardy Region	Writer of the proposal, senior researcher supporting junior resources
TAGGIE	Lombardy Region	Writer of the proposal, senior researcher supporting junior resources
IMS2020	EU-FP7	Writer of the proposal, member of the Advisory Board and researcher in KAT1.
Firma Elettrica	Lombardy Region	Senior researcher supporting junior resources
InTime	EU-FP7	Writer of the proposal
LeanPPD	EU-FP7	Dissemination and exploitation manager for the whole consortium, team leader (team budget: 833.403 €)
Linked-Design	EU-FP7	Writer of the proposal, WP4 manager, team leader

<i>Project</i>	<i>Funding entity</i>	<i>Role</i>
		(team budget: 836.000 €)
ELICiT	EU-FP7	Writer of the proposal, WP3 manager, team leader (team budget: 441.980 €)

## 1.2 International research networks

In his professional academic career, Sergio Terzi has developed maintained a network of national and international scientific and industrial contacts, most of them concerning his main PLM research area. With this motivation, Sergio has regularly organised international scientific conferences and workshops, like the following:

- 26-28 June 2006, 12th **International Conference on Concurrent Engineering and Enterprising** (ICE 2006), Palazzo delle Stelline, Milan, Italy (220 delegates from 27 countries, 68 scientific papers, 11, thematic workshops, [www.ice-conference.org](http://www.ice-conference.org)).
- 11-13 July 2007, 4th **International Conference on Product Lifecycle Management** (PLM07), Science and Technology Park KilometroRosso, Stezzano (Bergamo), Italy (180 delegates from 29 countries, 85 scientific papers, 1 industrial workshop, [www.plm-conference.org](http://www.plm-conference.org)). Again, Sergio is still actively involved in this conference, which has become the official conference of IFIP WG 5.1 (mentioned below). Since 2012, within the PLM international conference Sergio is in charge of the organization of the **PLM Doctoral Workshop**, a specific two-days session for Ph.D. candidates interested in PLM topic.
- 25-26 September 2007, **International Conference on Learning with Games** (LG 2007), Grand Hotel Mercure Sophia Country Club, Science and Technology Park Sophia Antipolis, France (120 delegates from 20 different countries, 80 scientific papers).
- Since 2008, he collaborates on the organization of the **Doctoral Workshop Product and Asset Lifecycle Management** (PALM, <http://iutcentral.univ-lyon2.fr/SIG-PLM>), cted under an international working group on PLM, today jointly promoted by IFIP (*International Federation of Information Processing*) Working Group 5.7 and IFAC (*International Federation of Automatic Control*) Technical Committee 5.1. In particular, Sergio actively supported the organization of the second edition of the workshop, (27-30 January 2009, Aprica, Sondrio, Italy) and the fourth edition (4-7 June, Giardini Naxos, Taormina, Italy).
- 11-13 October 2010, **International Conference on Advances in Production Management Systems** (APMS 2010), Grand Hotel di Como, Cernobbio, Italy (301 delegates from 26 countries, 216 scientific articles, 54 sessions, [www.apms-conference.org](http://www.apms-conference.org)) . Sergio is still a member of the scientific committee of this conference, being an official member of the scientific society IFIP WG5.7 (cited below).
- 23-25 June 2014, **International Conference on Engineering, Technology and Innovation** (ICE 2014), Bergamo I-Lab research centre, Italy (241 delegates from approx. 30 countries, 40 sessions planned, [www.ice-conference.org](http://www.ice-conference.org)). With 2014 edition, the ICE conference (already co-organized by Sergio in 2006) has increased its scope. Sergio was the Chairman of the full conference, as well as the Local Organiser of the **NITIM Doctoral Workshop**, which followed the conference (25-27 June 2014, Engineering Campus of University of Bergamo, in Dalmine, 50 phd students). ICE 2014 was officially sponsored IEEE TMC (Technology Management Council) chapter. By 2015, ICE will become the official international conference of this IEEE chapter.

Sergio is an active member of the scientific committees of some conferences of international standing, among which are the following:

- The cited series of international conferences in Product Lifecycle Management (PLM).
- The cited series of international conference on Advances in Production Management Systems (APMS).
- The cited series of ICE international conferences on Concurrent Engineering and Innovation Management (ICE).
- The series of international conferences in **Modern Information Technology in the Innovation Processes of the Industrial Enterprises** (MITIP).

- The series of international conferences on **Software, Knowledge, Information Management and Applications** (SKIMA).

Under the theme of PLM, Sergio has supported over the years several initiatives, like the first PLM Italian interest group (PLMentor), or the international research team PLM-IWG, as well as the special PLM interest group (SIG) in IMS. These efforts have allowed Sergio to create his personal visibility both nationally and internationally on the topic of PLM. In February 2008, Sergio Terzi was invited as **visiting professor** at the Université de Lyon II (France), LIESP laboratory (*Laboratoire d'Informatique pour l'Entreprise et les Systèmes de Production*).

In 2009, he was invited as a member of **IFIP WG 5.7** (*Advances in Production Management Systems*, [www.ifipwg57.polimi.it](http://www.ifipwg57.polimi.it)) active in IFIP (*International Federation on Information Processing*, [www.ifip.org](http://www.ifip.org)), at which contributed to the creation of the *Special Interest Group on PLM*. In 2010, he was also invited as a member in the group **IFIP WG 5.1** (*Global Product Development in the whole product lifecycle*, [www.ifip-wg51.org](http://www.ifip-wg51.org)), whose convenor is today. Since 2011, several researchers (from Finland, France, Germany and USA) have asked Sergio to spend a research period with him, in Italy. Recently, Sergio has been invited for being again **visiting professor in Lyon in 2015**.

Sergio also carries out regular activities as **reviewer for international journals**, including *Computers in Industry*, *International Journal of Intelligent Manufacturing*, *Production Planning and Control*, *International Journal on Simulation*, *International Journal on Product Development*.

Since 2010, he is member of the **editorial board of the International Journal on Product Lifecycle Management** (<http://www.inderscience.com/jhome.php?jcode=ijplm>). Moreover, he is currently working as Guest Editor on a **Special Issue on Lean Product Development** for the International Journal on Product Development, with a planned deadline of the issue for end of 2014 ("What makes a product development process lean?", <http://www.inderscience.com/info/ingeneral/cfp.php?id=1981>).

At national level, he is collaborating with several magazines, such as *Analisi & Calcolo*, *Automazione e Strumentazione*, *Quaderni di Management*, *Progettare*, *Il Progettista Industriale*, *Sistemi & Impresa*. He is officially member of the scientific committee of *Sistemi & Impresa*, as well as of *Il Progettista Industriale*. Since 2011 he is also responsible for a PLM heading in the *Analisi & Calcolo* magazine.

Sergio Terzi has kept the focus on the networking and the strengthening of community discussion not only at the scientific level, but also at industrial level. In addition to the aforementioned experience of PLMentor, Sergio Terzi has contributed to the creation of other industrial community, such as the Italian Community **LeanPD** (the first experiences in Italy in the field of lean techniques applied to product development), the **@megmi** initiative (Association of Industrial alumni of the Executive Master in Management of Industrial Maintenance, meGMI, [www.amegmi.org](http://www.amegmi.org), on which Sergio served as co-director for two years), and the industrial community that revolves around the initiative of the **European Concept** platform, a sub-platform of the well-know ManuFuture European initiative. In 2011, Sergio was one of the co-organisers of the first **World Manufacturing Forum**, a leading event in the manufacturing context ([www.worldmanufacturingforum.org](http://www.worldmanufacturingforum.org)).

Always looking for a strong industrial relationship, over the years Sergio supported the organization of more than 100 **workshops and industrial events** in the wider area of PLM. Sergio has been repeatedly invited as key-note in a number of events on the theme of PLM, organized by different agencies such as Business International, IRR (International Research Institute), Fiera Milano, ESTE, as well as by the main PLM vendors (e.g. Autodesk, Dassault Systemès, EnginSoft, Oracle, PLM Systems, Prime Team, PTC, Siemens, Solair, Spazio Systems, etc.). From 2009 to 2013, Sergio managed a road show of PLM, co-organized with SMAU Business fair ([www.smau.it](http://www.smau.it)) in different Italian locations (Milano, Bari, Bologna, Padova, Torino, Roma), titled *Workshop on CAD / PLM for Improvement and Innovation in Design*. Till 2012 a national award *ICT Innovation Award in Design* was also promoted in conjunction with the SMAU fair. Since 2013, Sergio is also collaborating with the national Fabbrica Futuro event ([www.fabbricafuturo.it](http://www.fabbricafuturo.it)), organized by ESTE in different national locations (Bologna, Verona, Torino).

The results of the researches conducted by Sergio are the subject of several scientific and popular publications, depending on the degree of maturity of the research. The complete list of publications can be found on the following pages.



## 2 Teaching activities

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Sergio Terzi has conducted **teaching activities since the beginning of his career**. Even in the first years in university (2000-2002), Sergio worked as a teaching assistant at Politecnico di Milano (campuses of Lecco, Milano-Leonardo and Milan-Bovisa) for several courses: Design of Industrial Plants, Automated Production Systems, Production Management, etc. In 2001, he also started some training activities at the University of Bergamo, doing seminars in several courses, from Production Management, to Industrial Plants. More or less in the same period, he began also his collaboration with MIP, the Business School of Politecnico di Milano, carrying out teaching activities in some post-graduated masters (e.g. in the MBA national program).

During the years of the Ph.D. (2002-2005), Sergio has played regular educational activities at Politecnico di Milano (campuses of Lecco and Milano-Leonardo) for different courses: Production Management, Logistics, Design and Management of Production Systems, Design of Industrial Systems, Automated Production Systems, Methods of Production and Logistics Systems Modelling, and Product Lifecycle Management, teaching mechanical, management and electronic engineers. At the same time, he played alongside regular educational activities in Bergamo: Industrial Plants, Production Management and Design of Industrial Plants, to mechanical, management, IT and textile engineering students. In parallel, he has continued his collaboration with MIP, in MBA and Executive MBA programs, as well as for some industrial training projects. In particular, in 2003-2004, he coordinated the **first Italian Master in Product Lifecycle Management (MPLM)**.

Since February 2005, as researcher and assistant professor at University of Bergamo, Sergio Terzi has held his own courses at the University of Bergamo. Since 2005 to 2009, he was in charge of the **Production Management** (5 ECTS, *Gestione della Produzione Industriale*) course for textile and mechanical engineers, as well as of the **Industrial Plants** (7 ECTS, *Impianti Meccanici*) course for mechanical engineers. Since 2010, he is in charge of the new Industrial Plants course (updated to 9 ECTS) for mechanical engineers. Since 2012, he is also in charge of the course on **Design of Production Systems** (6 ECTS, *Progettazione dei Sistemi Produttivi*), for management students.

With the permission of Bergamo university, Sergio has also continued his educational activities at Politecnico di Milano, chairing the course of **Manufacturing Systems** (5 ECTS, *Impiantistica Industriale*) since 2005 to 2007 for electronic engineers. Since 2007, he is chairing the of course of **Product Lifecycle Management** (10 ECTS) for management students. In 2012, Sergio his collaboration – with prior permission of his university – even at University of Castellanza (LIUC), in the course of **Production Systems** (*Sistemi di Produzione*, 5 ECTS) for management students. In average, during the year, Sergio teaches to more than 200 engineering students, between Bergamo and Milano.

At the same time, over the years, Sergio has played regular educational activities for post-graduate and industrial trainees, as part of several programs (e.g. MBA, Executive MBA, etc.). Since 2006 to 2009, he played also as deputy director of the **Executive Master in Industrial Maintenance Management** (meGMI, mentioned above). From 2006 to 2007 he was also deputy director of the **Advanced Training Course in Management of Maintenance of Vehicles and Industrial Plants**, sponsored jointly by MIP and Bosch-Tec, the training school of the Bosch group. In 2007-2009 he was also member of the Steering Committee of the **Center for Management of Enterprise and Innovation**, jointly promote by MIP and the University of Bergamo, with responsibility for coordination of training activities. He also performed various training activities and teaching at various institutions and companies, both public and private, such as the Consortium CETMA (Centre for Planning, Design and Technology of Materials, Brindisi), ISFOR 2000 (National Institute of Education of Brescia), Centro Cultural innovative Corporate University of Salento, a few companies of the Finmeccanica group (Agusta Westland, Selex Communications), some consulting firms (e.g. Staufen, Proxima, CSMT), etc. In recent years, he has also had several experiences of teaching in English, at the Como campus of Politecnico di Milano (**Master IMIM, International Master in Industrial Management**), as well as at the **Technical University of Warsaw** (Poland), at the **University of Lyon** (France), as well as for some international companies (e.g. CMI in Belgium, Craft in the Netherlands, ST Microelectronics in Italy, etc.).

For the academic year 2014-2015, Sergio was appointed for two courses in Bergamo (Industrial Plants and Design of Production Systems), as well as for one course in Milano (Product Lifecycle Management). Since his movement to Politecnico di Milano on November 2014, he was also appointed for the course of Production Plant Design and Management, for the bachelor degree on Automation at Politecnico di Milano. For 2015-2016, Sergio has been already appointed to two courses in Politecnico di Milano, for M.Sc. in Management Engineering (Product Lifecycle Management and Industrial Technologies, both of them during the second semester).

His teaching performance is regularly high, as it can be demonstrated for example by the public results available in Politecnico di Milano and in University of Bergamo, as well as partly showed in the following tables.

<i>Course</i>	<i>Academic year</i>	<i>Score</i>
Industrial Plants	2013-2014	n/a
Design of Production Systems	2013-2014	n/a
Industrial Plants	2012-2013	n/a
Industrial Plants	2011-2012	n/a
Industrial Plants	2010-2011	n/a <sup>4</sup>
Industrial Plants	2009-2010	Over the average of the faculty (7.4 / 10)
Industrial Plants	2008-2009	Over the average of the faculty (7.3 / 10)
Industrial Plants	2007-2008	Over the average of the faculty (7.1 / 10)
Production Management	2006-2007	Over the average of the faculty (7.9 / 10)
Production Management	2005-2006	Next to the average of the faculty (6.9 / 10)

*Teaching scores at University of Bergamo for Sergio Terzi*

<i>Course</i>	<i>Academic year</i>	<i>Score</i>
Product Lifecycle Management	2013-2014	n/a
Product Lifecycle Management	2012-2013	High
Product Lifecycle Management	2011-2012	High <sup>5</sup>
Product Lifecycle Management	2010-2011	Over the average of the faculty (3.33 / 4)
Product Lifecycle Management	2009-2010	Over the average of the faculty (3.23 / 4)
Product Lifecycle Management	2008-2009	Next to the average of the faculty (2.44 / 4)
Product Lifecycle Management	2007-2008	Over the average of the faculty (3.04 / 4)
Manufacturing Systems	2006-2007	Over the average of the faculty (3.23 / 4)
Manufacturing Systems	2005-2006	Over the average of the faculty (3.47 / 4)

*Teaching scores at Politecnico di Milano for Sergio Terzi*

<i>Course</i>	<i>Academic year</i>	<i>Score</i>
Lean Product Development, MIP Lean Six Sigma	2014	4,52 / 5
Discrete Event Simulation, Master IMIM	2012	4,03 / 5
Design and management of production systems, MIP eMEC	2011	3,87 / 5
Product Lifecycle Management, CSMT Brescia	2011	3,47 / 4

*Teaching scores for Sergio Terzi in several post-graduated courses and masters in the last years*

<sup>4</sup> Since 2010, University of Bergamo has decided to change the scoring system. This year (2014) this process will be activated again. Unfortunately data of the last years are missing.

<sup>5</sup> Since 2011-2012 Politecnico is publishing teaching scores in its portal, making them public to students. The evaluation scale is three layered (low, average, high).

### 3 Role in institutional initiatives

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Over the years, Sergio has always played different organizational activities in support of his institutions. Since 2005, as Assistant Professor of University of Bergamo, Sergio has taken several responsibilities, like the following:

- Since 2005 to 2014, he was member of the Board of Study (Consiglio Corso di Studi, CCS) in mechanical engineering.
- From 2005 to 2011 he was also member of CCS in textile engineering.
- Since 2006 to 2014, he was a member of the Erasmus committee of the Department of Engineering at University of Bergamo.
- From 2009 to 2012, he was member of the Scientific Committee of the UNESCO Chair (Human Rights and the Ethics of International Cooperation) of the University of Bergamo.
- From 2008 to 2011, on behalf of the University of Bergamo, he participated in the activities of the University Committee for Cooperation and Development (CUCS). The Committee brings together more than 20 Italian universities around the issues of international cooperation.
- From 2005 to 2007 he was a member of the state committee for the qualification to the profession of engineer.
- From 2006 to 2009 he was deputy director of the Executive Master in Industrial Maintenance Management, sponsored by the University of Bergamo and MIP-Politecnico di Milano, with special responsibility for relations with the companies and the selection of the candidates.
- From 2007 to 2008, on the recommendation of his university, he was one of the tutors selected by Regional program Ingenio, to provide methodological and organizational support to young researchers.
- From 2007 to 2009, he was member of the Steering Committee of the Center for Innovation and Business Management, jointly organized by the Faculty of Engineering of the University of Bergamo and MIP-Politecnico di Milano.
- From 2005 to 2012, he was member of the commission's guidance. He particularly looked after the interests of guidance for the program in textile engineering (2005-2010) and later for engineering management (2010-2012). For this, over the years he has organised a list of initiatives with local schools, as well as the traditional Open Day of the university.
- From 2013 to 2014, he was also member of the Ph.D. program in Management of Technology Innovation, promoted by University of Bergamo and University of Pavia.

With his movement to Politecnico di Milano on November 2014, Sergio was assigned of new institutional responsibilities, becoming the coordinator of the International Commission of his department, as well as member of the DIG faculty.

Moreover, Sergio Terzi was the rapporteur and co-rapporteur of over a hundred of M.Sc. dissertations, between Bergamo and Milano. He worked with a dozen students of master's and higher education courses in the preparation of their project works. Since 2009, he is also a tutor of doctoral students at the Graduate School of the Politecnico di Milano. In particular, he has supported / is supporting the following students: Natalia Duque Ciceri (Ph.D. awarded in 2010), Endris Teman Kerga (Ph.D. awarded in 2013), Monica Rossi (Ph.D. to be discussed in December 2014), Daniele Cerri (Ph.D. to be discussed in December 2015), Paolo Rosa and Claudio Sassanelli (Ph.D. to be discussed in 2017). In addition to doctoral students, Sergio Terzi has supervised several research fellows, among which are: Michela Benedetti, Matteo Cocco, Valerio Contaldo, Walter Ghislandi, Rossella Luglietti, Francesca Pozzi, Michele Santoro.

Sergio has been also invited to join several evaluation committees and jury for international schools. On December 2013, Sergio was the international member for the French Jury for a Associate position at University of Compiègne, in France. More recently, in September 2014, he was the external examiner of another French student, for the evaluation of her Ph.D. position at the University of Troyes, in France.

## 4 Publications

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### 4.1 Italian books

- Terzi S. (2012) *'Progettare i prodotti del futuro – Metodi, approcci e strumenti per competere'*, Editore Este, Manuali Sistemi & Impresa, ISBN: 978-88-98053-00-1.
- Macchi M, Terzi S. (2009) *'Modellazione dei sistemi produttivi. Vol. 2: Analisi. Simulazione. Miglioramento delle prestazioni'*, Editore Pitagora, ISBN: 8-83711-776-0, ISBN-13: 978-8-83711-776-4.

### 4.2 Chapters in Italian books

- Terzi S., Garetti M. (2010) 'Product Lifecycle Management: elementi costitutivi, contributi, esperienze, futuri sviluppi', Capitolo 8, pp.76-86, del Libro *"Creare Valore con il Supply Chain Management"*, A cura di: Pinto R., Editore Este, Manuali Sistemi & Impresa, ISBN: 8-89042-494-6, ISBN-13: 978-8-89042-494-6.
- Terzi S., Garetti M. (2006) 'I Sistemi CAD/PLM', Capitolo 6, pp.95-114, nel Libro *"Innovare e competere con le ICT - Il ruolo delle tecnologie dell'informazione e della comunicazione nella crescita delle PMI"*, Gestione d'Impresa e Innovazione, A cura di: Balocco R., Mainetti S., Rangone A., Editore: IISole24ore, ISBN: 88-8363-789-5.

### 4.3 International books and chapters

- Bandinelli R., Terzi S. (2011) 'An Exploratory Study on Product Lifecycle Management in the Fashion Chain: Evidences from the Italian Leather Luxury Industry', pp.270-285, Chapter 15 in Book *'Fashion supply chain management: industry and business analysis'*, Editor Tsan-Ming Choi, ISBN (hardcover): 978-1-60960-756-2, ISBN (ebook): 978-1-60960-757-9, ISBN (print & perpetual access): 978-1-60960-758-6, DOI: 10.4018/978-1-4666-1945-6.ch075, Editor: Business Science Reference, USA.
- Garetti M., Macchi M., Terzi S. (2007) 'Product Lifecycle Management: State-of-the-art, trends and challenges', pp.37-50, Chapter 1 Part I in Book *'Advanced Manufacturing: an ICT & Systems Perspective'*, Editors Taisch M., Thoben K.D., Montorio M., ISBN: 978-0-415-42912-2, Editor: Taylor & Francis Group, UK.

### 4.4 International proceedings and acts

- A.A.V.V. (2014) *ICE 2014, Proceedings of the 2014 International Conference on Engineering, Technology and Innovation*, Bergamo, 23-25 June 2014, Editors: Terzi S. Katzy B., Cunningham S., Published by: Institute of Electrical and Electronics Engineers (IEEE), available in IEEE Xplore, ISBN: 978-1-47991-674-0
- A.A.V.V. (2010) *APMS2010, Proceeding of the International Conference Advances in Production Management Systems: Competitive and Sustainable Manufacturing Products and Services*, Cernobbio (Como), 11-13 October 2010, Editors: Garetti M., Taisch M., Cavalieri S., Terzi S., Tucci M., Published by: Poliscrypt, Politecnico di Milano, ISBN: 978-8-86493-007-7.
- A.A.V.V. (2007) *PLM07, Proceedings of the International Conference on Product Lifecycle Management: Assessing the industrial relevance*, PLM-SP3, pp. 1-783, Stezzano (Bergamo), 11-13 July 2007, Editors: Garetti M., Terzi S., Ball P.D., Han S., Published by: Inderscience Enterprises Limited, ISBN (Print): 0-907776-32-9, ISBN (Online): 0-907776-33-7.
- A.A.V.V. (2006) *ICE 2006, Proceedings of the 12th International Conference on Concurrent Enterprising: Innovative Products and Services through Collaborative Networks*, Milan, Italy, 26-28 June 2006, Editors: Thoben K.D., Pawar K.S., Taisch M., Terzi S., Published by: Centre for Concurrent Enterprising, University of Nottingham, ISBN 0-85358-228-9, ISBN-13: 978-0-85358-228-1.

## 4.5 International journals

- Rosa P., Terzi S. (2014) 'Proposal of a Global Product Development Strategy Assessment Tool and its Application in the Italian Industrial Context', *Int. J. Product Lifecycle Management*, Accepted, 2014 Vol.7, No.4, pp. 266 – 291, DOI: 10.1504/IJPLM.2014.066810
- Kerga E., Rossi M., Taisch M., Terzi S. (2014) 'A serious game for introducing set-based concurrent engineering in industrial practices', *Concurrent Engineering: Research and Application*, Published online before print September 15, 2014, DOI: 10.1177/1063293X14550104
- Kerga E., Rossi M., Taisch M., Terzi S. (2014) 'Teaching Set Based Concurrent Engineering to Practitioners through Gaming', *Int. J. of Product Development*, Vol.19, No.5/6, pp. 348-365, ISSN (Online): 1741-8178, ISSN (Print): 1477-9056, DOI: 10.1504/IJPD.2014.064884, Editor: Inderscience Publishers, UK.
- Kerga E., Taisch M., Terzi S., Bessega W., Rosso A. (2014) 'Set-Based Concurrent Engineering Innovation Roadmap (SBCE IR): a case on Adiabatic Humidification System', *International Journal of Design Creativity and Innovation*, Vol. 2, No. 4, DOI:10.1080/21650349.2014.899164, Editor: Taylor & Francis Group, UK.
- Cerri D., Taisch M., Terzi S. (2013) 'Proposal of a multi-objective optimization of product life cycle costs and environmental impacts', *Int. J. Product Lifecycle Management*, Vol. 6, No. 4, pp. 381–401, ISSN (Online): 1743-5129, ISSN (Print): 1743-5110, DOI: 10.1504/IJPLM.2013.063213, Editor: Inderscience Publishers, UK.
- Bandinelli R., Rinaldi R., Rossi M., Terzi S. (2013) 'New Product Development in the Fashion Industry: An Empirical Investigation of Italian Firms', *International Journal of Engineering Business Management*, Vol. 5, pp. 1-9, Special Issue: 'Innovations in Fashion Industry', 31:2013, ISSN 1847-9790, DOI: 10.5772/56841, Editor: INTECH (Open Access).
- Garetti M., Rosa P., Terzi S. (2012) 'Life Cycle Simulation for the Design of Product-Service Systems', *Computers in Industry*, Vol. 63, No. 4, pp. 361–369, Special Issue: 'Product Service System Engineering: From Theory to Industrial Applications Product Service System Engineering: From Theory to Industrial Applications', ISSN: 0166-3615, DOI: <http://dx.doi.org/10.1016/j.compind.2012.02.007>, Editor: Elsevier, UK.
- Terzi S., Bouras A., Dutta D., Garetti M., Kiritsis D. (2010) 'Product lifecycle management – From its history to its new role', *Int. J. Product Lifecycle Management*, Vol. 4, No. 4, pp. 360–389, ISSN (Online): 1743-5129, ISSN (Print): 1743-5110, DOI: DOI: 10.1504/IJPLM.2010.036489, Editor: Inderscience Publishers, UK.
- Arena M., Duque Ciceri N., Terzi S., Bengo I., Azzone G., Garetti M. (2009) 'A state-of-the-art of industrial sustainability: definitions, tools and metrics', *Int. J. Product Lifecycle Management*, Vol. 4, No. 1/2/3, pp. 207–251, ISSN (Online): 1743-5129, ISSN (Print): 1743-5110, DOI: 10.1504/IJPLM.2009.031674, Editor: Inderscience Publishers, UK.
- Terzi S., Panetto H., Morel G., Garetti M. (2007) 'A holonic metamodel for product traceability in Product Lifecycle Management', *Int. J. Product Lifecycle Management*, Vol. 2, No. 3, pp.253–289, ISSN (Online): 1743-5129, ISSN (Print): 1743-5110, DOI: 10.1504/IJPLM.2009.031674, Editor: Inderscience Publishers, UK.
- Cavalieri S., Terzi S., Macchi. M. (2007) 'A Benchmarking Service for the Evaluation and Comparison of Scheduling Techniques', *Computers in Industry*, Vol. 58, No. 7, pp. 656-666, ISSN: 0166-3615, DOI: <http://dx.doi.org/10.1016/j.compind.2007.05.004>, Editor: Elsevier, UK.
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- Cavalieri S., Terzi S. (2006) 'Proposal of a performance measurement system for the evaluation of scheduling solutions', *International Journal of Manufacturing Technology and Management*, Vol. 8, No. 1/2/3, pp. 248-263, ISSN (Online): 1741-5195, ISSN (Print): 1368-2148, DOI: 10.1504/IJMTM.2006.008803, Editor: Inderscience Publishers, UK.

- Garetti M., Terzi S., Bertacci N., Brianza M. (2005) 'Organisational change and knowledge management in PLM implementation', *Int. J. Product Lifecycle Management*, Vol. 1, No. 1, pp. 43-51, ISSN (Online): 1743-5129, ISSN (Print): 1743-5110, Editor: Inderscience Publishers, UK
- Terzi S., Cavalieri S. (2004) 'Simulation in the supply chain context: a survey', *Computers in Industry*, Vol. 53, No. 1, pp. 3-16, ISSN: 0166-3615, DOI: [http://dx.doi.org/10.1016/S0166-3615\(03\)00104-0](http://dx.doi.org/10.1016/S0166-3615(03)00104-0), Editor: Elsevier, UK.

#### 4.6 International conferences

- Bandinelli R., D'avolio E., Rinaldi R., Rossi M., Terzi S. (2014) 'Assessing the role of knowledge management in the new product development process: An empirical study', In: *Proceedings of the International Conference on Product Lifecycle Management*, Yokohama, Japan, July 7-9, published in 'Product Lifecycle Management for a Global Market' IFIP Advances in Information and Communication Technology, Vol. 442, pp 397-406, DOI: 10.1007/978-3-662-45937-9\_39
- Terenghi F., Kristensen K., Cassina J., Terzi S. (2014) 'Virtual obeya: A new collaborative web application for running lean management workshops', In: *Proceedings of the 2014 International Conference on Engineering, Technology and Innovation*, Bergamo, 23-25 June 2014, Institute of Electrical and Electronics Engineers (IEEE), ISBN: 978-1-47991-674-0, DOI: 10.1109/ICE.2014.6871554
- Pedrazzoli P., Corti D., Dal Lago M., Cocco M., Cerri D., Taisch M., Terzi S. (2014) 'Simulation and forecasting technologies (S&FT): Gaps and challenges for their future role in manufacturing', In: *Proceedings of the 2014 International Conference on Engineering, Technology and Innovation*, Bergamo, 23-25 June 2014, Institute of Electrical and Electronics Engineers (IEEE), ISBN: 978-1-47991-674-0, DOI: 10.1109/ICE.2014.6871566
- Arrichiello V., Rossi M., Terzi S. (2014) 'Is systems engineering a stifler or an enabler of innovation? A contribute to the ongoing debate'. In: *Proceedings of the 2014 International Conference on Engineering, Technology and Innovation*, Bergamo, 23-25 June 2014, Institute of Electrical and Electronics Engineers (IEEE), ISBN: 978-1-47991-674-0, DOI: 10.1109/ICE.2014.6871568
- Cocco M., Cerri D., Taisch M., Terzi S. (2014) 'Development and implementation of a Product Life Cycle Optimization model', In: *Proceedings of the 2014 International Conference on Engineering, Technology and Innovation*, Bergamo, 23-25 June 2014, Institute of Electrical and Electronics Engineers (IEEE), ISBN: 978-1-47991-674-0, DOI: 10.1109/ICE.2014.6871581
- Contaldo V., Cerri D., Garetti M., Terzi S. (2014) 'Proposal of a model for life cycle simulation and optimization of industrial equipment', In: *Proceedings of the 2014 International Conference on Engineering, Technology and Innovation*, Bergamo, 23-25 June 2014, Institute of Electrical and Electronics Engineers (IEEE), ISBN: 978-1-47991-674-0, DOI: 10.1109/ICE.2014.6871582
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- Costa J.M.H, Rossi M, Rebentisch E., Terzi S., Taisch M., Nightingale D. (2014) 'What to Measure for Success in Lean System Engineering Programs?' In: *Procedia Computer Science Conference on Systems Engineering Research (CSER 2014)*, Redondo Beach, CA (USA), March 21-22, 2014, DOI: 10.1016/j.procs.2014.03.094
- Faggioli F., Franzini R, Pero M., Rossi M., Terzi S. (2013) 'Global Product Development: Organization and Links with the Supply Chain', In: *Proceedings of Advances in Production Management Systems Conference*, APMS 2013, PennState University (USA), published in 'Sustainable Production and Service Supply Chains'. IFIP Advances in Information and Communication Technology, Vol. 414, pp. 568-575, ISBN (Print) 978-3-642-41262-2, ISBN (Online) 978-3-642-41263-9, DOI: 10.1007/978-3-642-41263-9\_70.
- Cerri D., Taisch M., Terzi S., Parrotta S. (2013) 'Towards a Fast Evaluation of Environmental Impacts', In: *Proceedings of Advances in Production Management Systems Conference*,

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Sincerely

A handwritten signature in black ink, appearing to read 'Sergio Terzi', with a stylized flourish at the end.