

Curriculum Vitae – Monica Rossi, Ph.D.

Personal Information

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Short Bio

Since 2010, Dr. Monica Rossi has been engaged in research on lean product and process development, design and engineering. Monica is a Postdoctoral associate at Politecnico di Milano University, Department of Management, Economics and Industrial Engineering and faculty member of the School of Management at Politecnico di Milano (MIP). She got her PhD in Industrial Engineering at Politecnico di Milano in 2014 (with a thesis titled *From Best Practice to Archetype: drawing the path of Innovation*). She has held visiting researcher positions at Massachusetts Institute of Technology (MIT), USA; Tokyo Metropolitan University, Japan; Sorbonne, University of Technology of Compiègne, France; and Rutgers University, USA. She teaches at both MSc students and executives and she is actively engaged in European Projects, consultancies and professional training on lean product and process development, design and engineering. She is the research manager of the GeCo Observatory (http://www.osservatori.net/progettazione_plm) and the LeanPD Italian Community.

Education

Doctor of Philosophy (Ph.D.): PhD in Industrial Engineering, Department of Management, Economics and Industrial Engineering of Politecnico di Milano, December 2014, *Doctor with Merit Recognition*. Thesis title: *From best practice to archetype, drawing the path of innovation*.

Master of Science (MSc): Master in Management Engineering, Department of Management, Economics and Industrial Engineering of Politecnico di Milano, October 2010, *grade 103/110*. Thesis title: *Tools and Methodologies for Improving New Product Development Process*.

Bachelor of Science (BSc): Bachelor degree in Production Engineering, Department of Industrial Engineering of Università Politecnica delle Marche, December 2005, *grade 110 cum Laude*.

Work Experiences

Assistant Professor in Politecnico di Milano, Department of Management, Economics and Industrial Engineering of Politecnico di Milano. *From February 2017 till present.*

Main responsibilities:

- Scientific Research on Product Life Cycle, Product Development, Lean Product and Process Development (LPPD), Lean Startup.
- Teaching activities, owner of Product Lifecycle Management Lecture at 2nd year MSc degree; teaching assistant at Industrial Technologies class at 1st year MSc.
- MSc thesis supervision
- Collaboration with other scholars, both inside and outside Politecnico di Milano on conference paper, journal papers and books writing
- Contribution in both European research projects proposals co-writing and research activities (H2020)
- Industrial research and consultancy projects

Postdoctoral Associate in Politecnico di Milano, Department of Management, Economics and Industrial Engineering of Politecnico di Milano. *From January 2015 till January 2017.*

Main responsibilities:

- Scientific Research on Product Life Cycle, Product Development, Lean Product and Process Development (LPPD), Product Service Systems (PSS).
- Teaching activities
- MSc thesis supervision
- Collaboration with other scholars, both inside and outside Politecnico di Milano on conference paper, journal papers and books writing
- Contribution in both European research projects proposals co-writing and research activities (H2020)
- Industrial research and consultancy projects

Research Affiliate in Bergamo University, CELS - Research Group on Industrial Engineering, Logistics and Service Operations at the DIGIP - Department of Management, Information and Production Engineering. *From April 2015 till present*

Main responsibilities:

- Co-working in the Diversity European Project (H2020).

Research Director of the GeCo Observatory of the School of Management of Politecnico di Milano. *From 2012 till present.* GeCo is 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) and is financially supported by the major PLM market players (Dassault Systemès, EnginSoft, PLM Systems, PTC, Siemens).

Main responsibilities:

- Management and execution of research activities (content, methodology..)
- Co-management of relations with sponsor and partners
- Administrative tasks
- Co-organization and co-chairing of bi-yearly open events (more than 150 participants each event)

Research Director of the LeanPPD Italian Community. *From 2010 till present.* LeanPPD Italian Community is a working group made of volunteering affiliated companies interested in actively discussing Lean Product and Process Development.

Main responsibilities:

- Management and execution of research activities (content, methodology..)
- Hand-on activities within affiliated companies
- Organization of face-to-face meetings
- Managing contacts with members

Abroad Experiences

Visiting Scholar in Rutgers University, Department of Industrial and Systems Engineering, School of Engineering. *From July 2016 to August 2016 (1 month).*

Main responsibilities:

- Contribution to the Sustain-Owner programme (part of Horizon2020) on Sustainable Design and Management of Industrial Assets through Total Value and Cost of Ownership
- Setting up research basis on the theme of Design for Smart Manufacturing

Visiting Scholar in Université de Technologie de Compiègne (UTC), Department of Mechanical Systems Engineering. *From April 2016 to June 2016 (3 months).*

Main responsibilities:

- Research on assessment and improvement of Lean Management Method for application in the context of Product Development Process
- Collaboration with KL Management consulting company within an industrial survey study on the best practices on Lean Management in R&D

Visiting Scholar in Tokyo Metropolitan University (TMU), Department of System Design. *June 2015 (1 month).*

Main responsibilities:

- Research within the ProSSaLiC project (n. 269322), Product-Service System across Life Cycle, (FP7-PEOPLE-2010-IRSES), Funding scheme Marie Curie Actions—International Research Staff Exchange Scheme (IRSES) on Servitization Process of industrial companies in different context; methodologies, models, methods and ICT tools for the design and provision of PSS; Serious Games for the design and provision of PSS.
- Setting up of long lasting collaborations with TMU with publications purpose.

Visiting Ph.D. in Massachusetts Institute of Technology (MIT), Sociotechnical Systems Research Center, Consortium for Engineering Program Excellence (CEPE). *From May 2013 to October 2013 (6 months).*

Main responsibilities:

- Contribution to the joint MIT-PMI-INCOS Lean Program Management Project
- Collaboration with the team on Lean Performance Measurement in Product Development

European Projects

LeanPPD Lean Product and Process Development Project, FP7 Theme 4 (NMP-2007-214090), from *February 2009 to February 2013*. Project topic: development of lean product development model, in order to apply lean thinking to product development, with specific focus on value, knowledge management, set-based concurrent engineering, serious games for LPPD.

LinkedDesign Project (FoF-ICT-2011.7.4: Digital factories: Manufacturing design and product lifecycle management), from *2011 to 2015*. Project topic: Linked Engineering and Manufacturing Platform LEAP that enables the context-driven and collaborative access to data, information and knowledge from both the engineering and the manufacturing world.

Elicit Seventh Framework Program for Research (FP7-ENV-603885), Environmentally Low Impact Cooling Technology, from *January 2014, still on-going*. Project Topic: consider the magnetic cooling solution in its entirety, and to optimize the complete magnetic cooling solution as an integrated appliance through Life Cycle and System Optimization, and regulations' and standards' introduction.

Manutelligence European Union's Horizon 2020 research and innovation programme under grant agreement no° 636951, from *2015, still on-going*. Project topic: to merge the current design, manufacturing and PLM systems with IoT derived systems and enable designers to have a holistic view on product and product-items lifecycle, searching and managing data from heterogeneous data sources; To access these information through an intuitive 3D interface.

Diversity (Cloud Manufacturing and Social Software Based Context Sensitive Product-Service Engineering Environment for Globally Distributed Enterprise) European Union's Horizon 2020 research and innovation programme under grant agreement no° 636692, from *2015, still on-going*. Project topic: developing a new cloud-based engineering environment to support modern enterprises in managing multi-directional exchange of knowledge and dynamic and real time feedback loops, by providing a concurrent collaborative environment for PSS design.

Teaching Experiences

Assistant Lecturer in *Product Lifecycle Management (PLM)*, MSc in Management Engineering, Politecnico di Milano, since *Academic Year 2013*.

Main Topics:

- Product Development (introduction, models, tools, techniques such as concurrent engineering, virtual prototyping, augmented reality, TRIZ...)
- Product Development Mapping Methods (EPC, IDEF0, Value Stream Mapping, RAD)
- Product Development Best Practices (theory + cases from practice)
- Lean Product Development (principles, methodologies, techniques, etc)
- Set-Based Concurrent Engineering (SBCE)
- Knowledge Management and Visual Communication (introduction, tools, Obeya room, visual planning, etc)

Teaching Techniques:

- Frontal lessons
- Case Studies

- Exercises
- Serious Game
- Hands-on activities

Lecturer in *Executive Master in Lean Sigma for Manufacturing & Services*, Corporate Education Course, School of Management Politecnico di Milano (MIP), *since Academic Year 2013*.

Main Topics:

- Lean Product Development, introduction and principles
- waste-value in product development
- continuous improvement
- SBCE (set-based concurrent engineering)
- visual communication and problem solving

Teaching Techniques:

- Frontal lessons
- Case Studies
- Exercises
- Serious Game
- Hands-on activities

Assistant Lecturer in *Manufacturing Systems Planning*, MSc in Management Engineering, Politecnico di Milano, *in Academic Year 2015/2016*.

Main Topics:

- Process Mapping Models
- Monte Carlo Simulation
- Product Life Cycle
- Product Development
- Design for X Techniques

Teaching Techniques:

- Frontal lessons
- Case Studies
- Exercises
- Hands-on activities

Lecturer in *Integrated Approaches for product lifecycle management*, Master for graduate students, University of Salento, *Spring 2015*.

Main Topics:

- Lean Product Development, introduction and principles
- waste-value in product development
- continuous improvement
- SBCE (set-based concurrent engineering)
- visual communication and problem solving
- Product Development
- Design process
- Mapping Tools and techniques (IDEFO, RAD, EPC, Value Stream Mapping)
- PLM (product lifecycle management) economic convenience evaluation

Teaching Technique:

- Frontal lessons
- Case Studies

- Exercises
- Serious Game
- Hands-on activities Process Mapping Models

International Projects

LEANGO. Lean Thinking for Sustainable Development. *January 2016.* LEANGO brought together Politecnico di Milano, Building Market (NGO based in New York) and 19 SMEs operating in Myanmar. The objective of the project was to promote the Sustainable Development of companies located in Myanmar through the adoption of Lean philosophy to improve their efficiency (e.g. use of scarce resources), under the respect of the Principles 7, 8 and 9 of the UN Global Compact. The main purpose was to create awareness, share knowledge and foster collaboration on the theme of Sustainable Development within emerging countries under a continuous improvement approach, as promoted by lean thinking philosophy. The project mainly consists of training, assessment, Gemba walks, Kaizen events and reporting activities delivered locally to the companies.

Operational Excellence in Engineering to Order (ETO). In collaboration with Norwegian University of Science and Technology (NTNU) and University of California Berkeley, *from October 2013 to June 2014.* The project conducted an exploratory study that enabled the development of a concept for the integration and application of best practice techniques from two disciplinary areas – production management and project management – in order to increase the level of competitive advantage for companies operating in the high-tech ETO manufacturing industry. The particular focus was the manufacturing planning and control activities, and how the integration of project management best practice approaches can help generate value for engineer-to-order companies. The research has been conducted through 5 industrial case studies and results have been published and presented to the academic community (CIRP Manufacturing Systems 2014).

Other (License/Patent)

Monica Rossi is one of the 3 acknowledged authors of the Set-Based Concurrent Engineering Game (SBCE Game) <http://www.sbcegame.polimi.it> owned and licensed by Politecnico di Milano.

Award(s)

Finalist in the categories “Impact on Practice, Impact on the Academic Community” of Research Impact Prize Years 2013-2015, awarded by Politecnico di Milano School of Management in *April 2016* to *Sergio Terzi, Monica Rossi and Endris Temam Kerga* for *SBCE Game: managerial serious game to teach Set-Based Concurrent Engineering*.

Spoken Language(s)

		Understanding				Speaking				Writing	
		Listening		Reading		Spoken interaction		Spoken production			
<i>English</i>	C1	Proficient user		C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user
<i>French</i>	A2	Basic User		A2	Basic User	A2	Basic User	A2	Basic User	A2	Basic User

Publications

Journal Papers

1. Kerga, E., Rossi, M., Taisch, M., & Terzi, S. (2014). A serious game for introducing set-based concurrent engineering in industrial practices. *Concurrent Engineering*, 22(4), 333-346. ([ISI](#), [Scopus](#))
2. Kerga, E., Rossi, M., Terzi, S., Taisch, M., Bessega, W., & Rosso, A. (2014). Teaching set-based concurrent engineering to practitioners through gaming. *International Journal of Product Development*, 19(5-6), 348-365. ([Scopus](#))
3. Bandinelli R, Rinaldi R, Rossi M, Terzi S. New Product Development in the Fashion Industry: An Empirical Investigation of Italian Firms. *International Journal of Engineering Business Management*. August 2013. ([Scopus](#))

Journal Papers Under Review

1. Rossi M, Terzi S. CLIMB: Maturity Assessment Model for Product Development. *Int. J. of Product Lifecycle Management (IJPLM)*. Submitted in February 2016, accepted with minor revisions, re-submitted in June 2016. ([Scopus](#))
2. Pero M, Rossi M, Terzi S. Evolution of Global Product Development Networks: an Exploratory Study in the Electromechanical Industry. *IEEE Transactions on Engineering Management*. Submitted in November 2015, re-submitted in May 2016 after first round review. ([ISI](#), [Scopus](#))
3. Belvedere V., Carrone G., Cuttaia F, Rossi M, Stringhetti L. Mapping wastes in complex projects for lean new product development: evidence from the astrophysical sector. *International Journal of Production Economics*. Selected for the special issue after the 19th International Working Seminar on Production Economics. Submitted in April 2016, under review. ([ISI](#), [Scopus](#))

Chapters in Books

1. M. Rossi, M. Cocco, S.Terzi, K. Kristensen, S.Parrotta, J. Krogstie, D. Ahlers. LEAP Virtual Obeya in TAKING THE LEAP: The Methods and Tools of the Linked Engineering and Manufacturing Platform (LEAP). Edited by Edited by DIMITRIS KIRITSIS. Elsevier, June 2016. ISBN: 978-0-12-805263-1.
2. Rossi, M., Morgan, J.; Shook, J. Lean Product Development. In Netland, T.H. & Powell, D. (2016) *The Routledge Companion to Lean Management*. Routledge, New York, 2016. ISBN: 978-1138920590.
3. Rossi M., Terzi S. Il lean applicato allo sviluppo nuovo prodotto: principi, metodi e strumenti. Book Chapter of *Progettare i prodotti del futuro. Metodi, approcci e strumenti per competere*. Milano, Editore Este, Manuali Sistemi & Impresa, Seconda Edizione, previsto 2016.
4. Rossi M., Terzi S. Il lean applicato allo sviluppo nuovo prodotto: principi, metodi e strumenti. pp. 31-38. Book Chapter of *Progettare i prodotti del futuro. Metodi, approcci e strumenti per competere*. Milano, Editore Este, Manuali Sistemi & Impresa, 2012.

Conference Proceedings (Under publication)

1. Rossi, M., Cattaneo, L., Le Duigou, J., Fugier-Garrel, S., Terzi, S., Eynard, B. Lean Product Development and the role of PLM. To be presented during the next PLM 13th IFIP International Conference on Product Lifecycle Management (PLM16) July 11-13, 2016 Columbia, SC, USA. ([Scopus](#))

2. Stylidis, K., A. Burnap, M. Rossi, C. Wickman, R. Söderberg, and P. Y. Papalambros. "A PRELIMINARY STUDY OF TRENDS IN PERCEIVED QUALITY DESIGN ATTRIBUTES IN THE AUTOMOTIVE LUXURY MARKET SEGMENT." In DS 84: Proceedings of the DESIGN 2016 14th International Design Conference. 2016. ([ISI](#))
3. Rondini, A, Pezzotta, G., Pirola, F., Rossi, M., Pina, P. How to design and evaluate early PSS concepts: the Product Service Concept Tree. To be published in Procedia CIRP as proceedings of the 26th CIRP Design Conference, Stockholm, 14-16 june 2016. ([ISI](#), [Scopus](#))
4. Stylidis, K., Rossi, M., Wickman, C., Söderberg, R. The communication strategies and customer's requirements definition at the early design stages: an empirical study on Italian luxury automotive brands. To be published in Procedia CIRP as proceedings of the 26th CIRP Design Conference, Stockholm, 14-16 june 2016. ([ISI](#), [Scopus](#))

Conference Proceedings

1. Kimita, K., Sugino R., Rossi, M., Shimomura, Y. Framework for Analyzing Customer Involvement in Product-Service Systems. Procedia CIRP 2016, Vol. 47: 54-59. Product-Service Systems across Life Cycle. ([ISI](#), [Scopus](#))
2. Sassanelli, C., Pezzotta, G., Pirola F., Terzi, S., Rossi, M. Design for Product Service Supportability (DfPSS) approach: a state of the art to foster Product Service System (PSS) design. Procedia CIRP 2016, Vol. 47: 192-197. Product-Service Systems across Life Cycle. ([ISI](#), [Scopus](#))
3. Mourtzis, D., Fotia S., Gamito M., Neves-Silva, R., Correia A., Spindler P., Pezzotta, G., Rossi, M. PSS Design Considering Feedback from the Entire Product-Service Lifecycle and Social Media. Procedia CIRP 2016, Vol. 47: 151-161. Product-Service Systems across Life Cycle. ([ISI](#), [Scopus](#))
4. Rossi, M. and Terzi, S. CLIMB Model: Toward a Maturity Assessment Model for Product Development. Product Lifecycle Management in the Era of Internet of Things. 12th IFIP WG 5.1 International Conference, PLM 2015, Doha, Qatar, October 19-21, 2015, Revised Selected Papers. Volume 467 of the series IFIP Advances in Information and Communication Technology pp 103-111, 2016. ([Scopus](#))
5. Stenholm, D., Rossi, M., Bergsjoe, D., & Terzi, S. (2015). KNOWLEDGE MANAGEMENT TOOLS AND TECHNIQUES: EXTENT OF USE IN ORGANIZATIONS AND SUPPORT FOR MODULARIZATION. In DS 80-10 Proceedings of the 20th International Conference on Engineering Design (ICED 15) Vol 10: Design Information and Knowledge Management Milan, Italy, 27-30.07. 15. ([ISI](#))
6. C. Sassanelli, S. Terzi, G. Pezzotta, and M. Rossi, "How Lean Thinking affects Product Service Systems Development Process," in XX Summer School Francesco Turco 2015 - Operational Excellence Experiences, 2015. ([Scopus](#))
7. Sassanelli, C., Pezzotta, G., Rossi, M., Terzi, S., & Cavalieri, S. (2015). Towards a lean Product Service Systems (PSS) design: state of the art, opportunities and challenges. Procedia CIRP, 30, 191-196. ([ISI](#), [Scopus](#))
8. Arrichiello, V., Rossi, M., & Terzi, S. (2014, June). Is systems engineering a stifler or an enabler of innovation? A contribute to the ongoing debate. In Engineering, Technology and Innovation (ICE), 2014 International ICE Conference on (pp. 1-7). IEEE. ([ISI](#), [Scopus](#))
9. Bandinelli, R., d'Avolio, E., Rossi, M., Terzi, S., & Rinaldi, R. (2014). Assessing the Role of Knowledge Management in the New Product Development Process: An Empirical Study. In

Product Lifecycle Management for a Global Market (pp. 397-406). Springer Berlin Heidelberg. ([ISI](#), [Scopus](#))

10. Powell, D., Strandhagen, J. O., Tommelein, I., Ballard, G., & Rossi, M. (2014). A New Set of Principles for Pursuing the Lean Ideal in Engineer-to-order Manufacturers. *Procedia CIRP*, 17, 571-576. ([ISI](#), [Scopus](#))
11. Rossi, M., Kerga, E., Taisch, M., & Terzi, S. (2014). Engineering and Design Best Practices in New Product Development: an Empirical Research. *Procedia CIRP*, 21, 455-460. ([Scopus](#))
12. Costa, J. M., Rossi, M., Rebentisch, E., Terzi, S., Taisch, M., & Nightingale, D. What to Measure for Success in Lean System Engineering Programs?. *Procedia Computer Science*, 28, 789-798, 2014. ([ISI](#), [Scopus](#))
13. Conforto E., Rossi M., Rebentisch E. Improving integration of PROGRAM MANAGEMENT AND SYSTEMS ENGINEERING. PMI Global Congress 2013 North America. New Orleans, Louisiana, USA. 27-29 October 2013.
14. Faggioli F., Franzini R, Pero M., Rossi M., Terzi S. Global Product Development: Organization and Links with the Supply Chain. *Advances in Production Management Systems. Sustainable Production and Service Supply Chains IFIP Advances in Information and Communication Technology*. Springer. Volume 415, 2013, pp 568-575 "
15. Rossi M., Riboldi D., Cerri D., Terzi S., Garetti M. Product Lifecycle Management Adoption versus Lifecycle Orientation: Evidences from Italian Companies. *Product Lifecycle Management for Society IFIP Advances in Information and Communication Technology*. Springer. Volume 409, 2013, pp 346-355 ([ISI](#), [Scopus](#))
16. Soldani E., Rossi M., Bandinelli R., Terzi S. New Product Development Process in Fashion Industry: Empirical Investigation within Italian Companies. *Product Lifecycle Management for Society, IFIP Advances in Information and Communication Technology*. Springer, Volume 409, 2013, pp 481-490. ([ISI](#), [Scopus](#))
17. Kerga E., Taisch M., Terzi S., Rossi M. Set Based Concurrent Engineering: Serious Gaming and Implications for Practice. 19th International Conference on Engineering, Technology and Innovation (ICE), Responsible Innovation and Entrepreneurship . IEEE. The Netherlands June 24 – 26, 2013. ([Scopus](#))
18. Kerga, E., Akaberi, A., Tasich, M., Rossi, M., & Terzi, S. Lean product development: Serious game and evaluation of the learning outcomes. In *Advances in production management systems. Competitive manufacturing for innovative products and services* (pp. 590-597). Springer Berlin Heidelberg, 2012.
19. Rossi M., Terzi S., Garetti M. Proposal of an Assessment Model for New Product Development. *Advances in Production Management Systems. Competitive Manufacturing for Innovative Products and Services IFIP Advances in Information and Communication Technology*. Springer. Volume 397, 2013, pp 383-390. ([Scopus](#))
20. Kerga E., Akaberi A., Tasich M., Rossi M., Terzi S. Lean Product Development: Serious Game and Evaluation of the Learning Outcomes. *Advances in Production Management Systems. Competitive Manufacturing for Innovative Products and Services IFIP Advances in Information and Communication Technology*. Springer. Volume 397, 2013, pp 590-597. ([Scopus](#))
21. Rossi M., Garetti M., Terzi S. Management of new product development process: the explorative empirical research of the GeCo observatory. *Quaderni della XVII Summer*

- School ""Francesco Turco"" Impianti Industriali Meccanici BREAKING DOWN THE BARRIERS BETWEEN RESEARCH AND INDUSTRY, Venice (Italy). 12-14 September 2012.
22. Rossi M., Kerga E., Taisch M., Terzi S. Learning Methodologies to Diffuse Lean Product Development to Industries. Product Lifecycle Management. Towards Knowledge-Rich Enterprises. IFIP Advances in Information and Communication Technology. Springer. Volume 388, 2012, pp 287-298. ([ISI](#), [Scopus](#))
 23. Rossi M., Taisch M., Terzi S. Lean Product Development: a five-steps methodology for continuous improvement. 18th International ICE-Conference on Engineering, Technology and Innovation. IEEE. Munich, 18 - 20. June 2012. ([Scopus](#))
 24. Flores M., Flores K., Cabello A., Terzi S., Rossi M. Understanding the Approaches to Create a Process Architecture for Lean Thinking. 18th International ICE-Conference on Engineering, Technology and Innovation. IEEE. Munich, 18 - 20. June 2012. ([Scopus](#))
 25. Kerga E., Taisch M., Rossi M., Terzi S. A serious game approach for learning lean product development. Proceeding of GaLA + IFIP Workshop 2012: Innovation and Serious Games, Wuppertal (Germany), June 3rd-5th, 2012.
 26. Rossi M., Taisch M., Terzi S. From Academic Innovation to Practical Application: the LeanPD Italian Community. Proceeding of International Conference on Advances in Production Management Systems (APMS 2011):Value Networks: Innovation, Technologies and Management Stavanger (Norway), Sep. 26-28, 2011.
 27. Rossi M., Kerga E., Taisch M., Terzi S. Proposal of a reference method for identification of Wastes in New Product Development Process. Quaderni della XVI Summer School "Francesco Turco" Impianti Industriali Meccanici BREAKING DOWN THE BARRIERS BETWEEN RESEARCH AND INDUSTRY. Abano (PD) Italy. September 14-16, 2011.
 28. Rossi M., Kerga E., Taisch M., Terzi S. Proposal of a method to systematically identify wastes in New Product Development Process. Proceedings of the 17th International conference on Concurrent Enterprising ICE2011. IEEE. Aachen (Germany), June 20-22, 2011. ([Scopus](#))
 29. Rossi M., Kerga E., Taisch M., Terzi S. Lean Product and Process Development: a LEARNING KIT. Proceedings of the IFIP WG5.7 15th SIG Workshop on Experimental Learning on Sustainable Management, Economics and Industrial Engineering: Co-Designing Serious Games. Espoo (Finland), June 5-7, 2011.
 30. Rossi M., Kerga E., Taisch M., Terzi S. Lean Product Development: Fact Finding Research in Italy. Proceeding of International Conference on Industrial Engineering and systems Management IESM2011, ENIM-Metz (France)-May 25-27, 2011. Monte Carlo Simulation

National Publications

1. Gioia M., Rossi M., Terzi S. La condivisione della conoscenza nei processi di sviluppo e progettazione: un metodo di valutazione dei sistemi di supporto. Analisi e Calcolo, Anno XIV, n°58, pp. 50-53, Marzo 2013.
2. Rossi M, Terzi S. Gestione dei processi di progettazione: risultati dell'Osservatorio GeCo. Sistemi&Impresa. N.3 April 2013.
3. Rossi M., Terzi S. Il PLM tra teoria e realtà. Analisi e Calcolo, Year XIV, n°55, March 2012
4. Riboldi D, Rossi M, Terzi S. Product Lifecycle Management: dal concetto all'adozione dei sistemi IT. Sistemi&Impresa. N.2 March 2013
5. Rossi, M, Terzi, S. Gestione dei progetti di innovazione e sviluppo prodotto: primi risultati della ricerca dell'Osservatorio GeCo. Sistemi&Impresa, n.9. pp. 38- 42. December 2012

6. Rossi M., Terzi S. Gestione dei progetti PLM: Primi risultati della ricerca dell'Osservatorio GeCo. *Analisi e Calcolo*, Year XIII, n°53, November 2012.
7. Rossi M., Terzi S. Progettare senza sprechi. *Progettare*. Vol. 366 pp. 58- 61. October 2012.
8. Rossi M., Frigerio G., Terzi S. Benchmarking dei processi di progettazione. *Analisi e Calcolo*, Year XII, n°50, p.42-43. May 2012.
9. Rossi M., Frigerio G., Terzi S. Benchmarking dei Processi di Sviluppo Prodotto. *Sistemi&Impresa* N.3. March, 2012.
10. Rossi M., Terzi S. Verso una progettazione senza sprechi: il metodo MyWaste. *Analisi e Calcolo*, year XII n.46, September 2011
11. Rossi M., Terzi S. Il lean thinking nello sviluppo nuovo prodotto: una ricerca empirica in Italia. *Quaderni di management*, n° 51 May-June 2011
12. Rossi M., Terzi S. Oltre la Lean Production: il Lean Product Development. *Analisi e Calcolo*, year XII n.44, May 2011.
13. Rossi M., Terzi S. Oltre la Lean production: il Lean product development. *Sistemi & Impresa*, 57 (3), 24- 29, March 2011.

Others

1. Golob M, Flores M, Tucci C, Kerga E, Rossi M, Terzi S, Bianchi A, Scarabottolo D, Rosso A. Caryl Case Study. Lean Product Development Best Practice Discovery Project. Lean Analytics Association (LAA), Carona, Switzerland © 2015.
2. Conforto E, Rossi M, Rebentisch E, Oehmen J, Pacenza M. Survey Report: Improving Integration of Program Management and Systems Engineering. Results of a Joint Survey by PMI and INCOSE: Whitepaper presented at the 23rd INCOSE Annual International Symposium. Massachusetts Institute of Technology (MIT), 2013. 38 pp.