

PERSONAL INFORMATION

Federica Costa



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Sex F | Date of birth 28/07/1990 | Nationality Italian | Fiscal Code CSTFRC90L68I577R

CURRENT POSITION

2022/2023

Adjunct Professor (Docente a contratto) of Gestione dei Sistemi Logistici e Produttivi (5 cfu)

Politecnico di Milano – Lecco Campus

Teaching Area: Operations Management and Production Planning and Control

January 2022 – present

Assistant Professor – Ricercatore a tempo determinato Junior

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Sector Industrial Systems Engineering (Scientific Disciplinary Sector ING-IND/17 – IMPIANTI INDUSTRIALI MECCANICI)

From 2020 – present

Core Faculty Member – Polimi GSOM (Graduate School of Business)

Lecturer in the executive course Digital Lean Six Sigma and in different graduate programs: the International Master in Industrial Management, the Global Master in Industrial Management, the International Master in Smart Operations and Industry 4.0 and in Topwin master in General Management for the core module Operations Management and Logistics

Teaching Area: Operations Management, Quality Management, Production Planning and Control

March 2020 – December 2021

Post-doc Research Fellow

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Sector Industrial Systems Engineering (Scientific Disciplinary Sector ING-IND/17 – IMPIANTI INDUSTRIALI MECCANICI)

June 2016 – To Date

Research Fellow at Lean Excellence Centre – Politecnico di Milano

Observatory on Operations and Industrial Management Excellence

(www.lean.polimi.it) Politecnico di Milano

SHORT SUMMARY

Federica Costa has been collaborating with the Department of Management, Economics and Industrial Engineering at the Politecnico di Milano since 2016. She is an Industrial Engineer and she completed her Ph.D at Politecnico di Milano in 2020, specializing on Labour Flexibility and Production Planning and Control in non - repetitive companies. From that year, she has been working as post-doc research fellow (assegnista di ricerca) at the Department of Management, Economics and Industrial Engineering at the Politecnico di Milano, working on different research topics in the field of Operations Management, with specific concern on Operational

Excellence and Sustainable Continuous Improvement, Production Planning and Control, Lean and Industry 4.0 and Lean and Green Management. During and after the Ph.D period, Federica Costa has been lecturer and teaching assistant in courses at the Bachelor and Master of Science of Politecnico di Milano and in graduate, post graduate and executive courses at MIP – Politecnico di Milano. Moreover, she has been involved in several industrial projects, participating in defining the research problems and as the main investigator.

Since 2020 she is a Post-doc research fellow and her main activities are:

- Researching on the abovementioned topics in collaboration with the Lean Excellence – Politecnico di Milano
- Lecturer and Teaching Assistant in Operations Management (10 ects) and Industrial Management Toolbox (5 ects) at the Master of Science of Management Engineering at Politecnico di Milano

EDUCATION AND TRAINING

November 2016 – February 2020

Ph. D in Management Engineering – 05/02/2020

Politecnico di Milano – Management, Economics and Industrial Engineering Department, Milan, Italy

- Subject: Industrial Engineering
- Thesis Title: Labour Flexibility contribution to Workload Control in to-order flow shop companies
- Supervisor and Advisor: Professor Alberto Portioli Staudacher

October 2012 –December 2014

M. Sc in Management Engineering (Laurea Magistrale Ing. Gestionale)

Politecnico di Milano – Milan, Italy

- Specialization: Finance
- Thesis Title:
- Supervisor: Professor Marco Giorgino
- Evaluation: 106/110

October 2009 – September 2012

Bachelor in Management Engineering (Laurea Triennale Ing. Gestionale)

Politecnico di Milano – Milan, Italy

RESEARCH AREAS OF INTEREST

The main area of research is **Operations Management** and Federica Costa's research interests are the following:

Lean Management and Sustainable Continuous Improvement:

It is the central topic of Federica's research activity since her first research fellow position in 2016.

- **Lean and Green Manufacturing:** With the increase need for environmental sustainability, Lean Management principles that aim at waste reduction embrace **Green manufacturing practices** such as reduction of wastes, of GHG emissions, of energy consumption and carbon footprint (...). The Lean Management within companies can act as catalyst to green manufacturing to improve both dimensions of companies' performances, business and environmental related. In the context of **Lean Management and Sustainability**, Industry 4.0 technologies must not be overlooked and play a fundamental role in favour of greener management.

In this field of research, She conducted several research project related to the Hydrogen production for a greener and more sustainable logistics from a strategic and operational point of view. Moreover, She conducted an industrial project for an Italian company entitled “Feasibility analysis of an intermodal logistics transportation”. The study investigated from a strategic point of view the feasibility and the sustainability (environmental, economic and social) of a greener logistics transportation system involving railway transportation. The industrial project involved more than 10 companies.

- **Sustainable Continuous Improvement:** She investigated the implementation of more than 200 operations improvement projects in both manufacturing and service companies, collaborating with the Lean Excellence Centre in the two research projects: i) Opex 2016-2019 and ii) Opex 2019-2021. The aim in this field of research is to identify a unifying framework that could lead to the success of an improvement project with benefits lasting in the long-term period. She has been in charge in the scouting and selection of new operations improvement projects and She supervised methodologically 20 projects/year since 2017 contributing as one of the main investigator in the problem and research definition and methodological supervision. Results of the two research projects have been published in articles on international peer reviewed journals and disseminated at national workshops and international conferences.
- **Lean Management and Industry 4.0:** During her doctoral researches She started to deepen the relationship between the two most applied manufacturing paradigms nowadays: lean management and Industry 4.0 that lead to the so called Lean 4.0 stream of research. She contributed to several research studies as research leader that aimed at analysing the impact that the two paradigms have on each other, using different research methodologies such as surveys and case studies. She has been involved in a worldwide research collaboration with abroad universities that ended with several publications on international peer reviewed journals and at international conferences.

Production Planning and Control in the Industry 4.0 era:

- My doctoral research and dissertation focused on Production Planning and Control (PPC) in non-repetitive companies and specifically Workload Control, that is one of the most performing PPC methods for non-repetitive companies. The focus of my doctoral studies aimed at integrating, in a simulation model, the Output Control principle through means of Labor Flexibility – multi-skilled workforce – in the major unifying principle of Input/Output Control that underlies workload control theory. Labor flexibility is recognised a key pillar not only according to the Lean Management but also to the Industry 4.0 paradigm that poses the human at the centre of the digital transformation, since by far humans still remain the most flexible production factor. During her doctoral studies She spent 6 months as visiting Ph. D student at Jinan University in China under the supervision of Professor Matthias Thürer who is one of the researcher that most contributed worldwide in this field of research. She started an ongoing fruitful research collaboration that brought to the publication of papers on international peer reviewed journals. More recently, She started to deepen more sophisticated and innovative approaches for the parameter prediction in the PPC field such as machine learning and artificial neural networks with the aim to improve output performances.

RESEARCH Positions and Projects

January 2022 - present

Assistant Professor – Ricercatore a tempo determinato Junior

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Sector Industrial Systems Engineering (Scientific Disciplinary Sector ING-IND/17 – IMPIANTI INDUSTRIALI MECCANICI)

March 2021 – December 2021

March 2020 – March 2021

Post-Doc Research Fellow (contract according to the Article 22, L. 240/2010 - assegno di ricerca)

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Sector Industrial Systems Engineering (Scientific sector: ING-IND/17 – IMPIANTI INDUSTRIALI MECCANICI)

Research Title Operations Improvement: The impact of multi-skilled workers

2019 – present

Project Operational Excellence and Industrial Management – OPEX 2019 – 2021

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Research Title Operations and Industrial Management Excellence

OPEX is a triennial research project investigating operational excellence best practices and methodologies in Italian and foreign service and manufacturing companies. The research developed successful case studies at companies on operational improvement, sustainability and Industry 4.0.

The project is funded by companies, Federica is one of the main investigator and she is also involved also in the fundraising activity.

2016 – 2019

Project Operational Excellence and Industrial Management – OPEX 2016 – 2019

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Research Title Operations and Industrial Management Excellence

OPEX is a triennial research project investigating operational excellence best practices and methodologies in Italian and foreign service and manufacturing companies. The research developed successful case studies at companies on operational improvement, sustainability and Industry 4.0.

The project is funded by companies, Federica is one of the main investigator and she is also involved also in the fundraising activity.

November 2016 – February 2020

Ph. D Student in Management Engineering (XXXII Cycle)

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Sector Industrial Engineering (National Scientific Sector: ING-IND/17 – IMPIANTI INDUSTRIALI MECCANICI)

Thesis work “Labour Flexibility contribution to Workload Control in to-order flow shop companies”. Federica’s major findings and contribution are related to the development of a PPC framework that considers labor flexibility and it shows, through simulation, to what extent performances are improved when combining the lever of labor flexibility together with workload control theory. Findings concerns the reason why labor flexibility improves performances when combined with a controlled order release. Moreover, it shows and assess quantitatively different labor flexibility and efficiency matrices and how to use them at best when having different flow shop characteristics, suggesting different possible cross-training approaches.

June 2019 – October 2019
June 2018 – October 2018

Visiting Ph. D Student

Jinan University – Zhuhai Campus - Department of Intelligent Systems Science and Engineering – Guandong (China)

- Research period under the supervision of Professor Matthias Thürer on Workload Control, Industry 4.0 and Lean Management ending with the publication of the research paper entitled “Worker assignment in dual resource constrained assembly job shops with worker heterogeneity: an assessment by simulation” on International Journal of Production Research.

2016 – December 2017

Project Title “INNOVAZIONI TECNICHE, ORGANIZZATIVE E GESTIONALI PER AUMENTARE LA COMPETITIVITÀ AZIENDALE NELL’AMBITO DEI PROCESSI PRODUTTIVI”

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

FICEP Spa, Gazzada-Schianno (VA), Italy

Two-years research project on the introduction of technological and technical innovations in the production processes, besides management and organizational innovations in order to increase the flexibility and efficiency of the production system. The research focused also on the implementation and running of a sustainable continuous improvement system that enables to reduce times and costs and increase customer’s service level and quality.

September 2016 – October 2016

Research Fellow (contract according to the Article 22, L. 240/2010 - assegno di ricerca)

Politecnico di Milano – Department of Management, Economics and Industrial Engineering

Project Title “ANALISI DEI LEGAMI FRA GLI ELEMENTI TEORICI E LE APPLICAZIONI PRATICHE NELL’AMBITO DEL PROGETTO DI RICERCA SULLE INIZIATIVE DI MIGLIORAMENTO DELLE OPERATIONS”

FELLOWSHIPS AND STUDIES AT FOREIGN UNIVERSITIES

June 2019 – October 2019
June 2018 – October 2018

Visiting Ph. D Student

Jinan University – Zhuhai Campus - Department of Intelligent Systems Science and Engineering – Guandong (China)

- Research period under the supervision of Professor Matthias Thürer on Workload Control, Industry 4.0 and Lean Management.
- Federica Costa also collaborated giving teaching support and classes at the Jinan University

12th – 22nd March 2014

Athens Programme, Intensive Course Abroad

MINES ParisTech, Paris, France

- “Project Management and European Union” Course. Attendance of lectures and continuous evaluation by project activities, practical exercises and in-class participation. Visit to the European Parliament in Brussels, Belgium.

January 2013 – June 2013

Erasmus Program M.Sc. Student

NEOMA Business School, Reims, France

- Six months (30 ects given – 10 courses)

PROFESSIONAL EXPERIENCE

September 2014 – August 2016

Associate Consultant

PriceWaterhouseCoopers, Milano

Consultant in advisory projects in operations and supply chain for international companies of different industries (Oil&Gas, Bank, Food&Beverage ...)

PUBLICATIONS**INTERNATIONAL INDEXED
JOURNALS**
[Scopus and/or WoS]

1. Costa F., Frecassetti S., Rossini M. and Portioli-Staudacher A. (2023). Industry 4.0 digital technologies enhancing sustainability: applications and barriers from the agriculture industry in an emerging economy. Journal of Cleaner Production doi.org/10.1016/j.jclepro.2023.137208 **Scopus-Q1 and WoS]**
2. Costa F., Thürer M. and Portioli-Staudacher A. (2023). Performance Impact of Heterogeneous Labor Flexibility and Efficiency Matrices in Dual Resource Constrained Manufacturing Lines: An Assessment by Simulation. Operations Management Research doi.org/10.1007/s12063-023-00371-2 [**Scopus-Q1 and WoS]**
3. Costa, F., Kundu, K., Rossini, M., and Portioli-Staudacher, A. (2023). Comparative study of bottleneck-based release models and load-based ones in a hybrid MTO-MTS flow shop: an assessment by simulation. Operations Management Research, 16(1), 33-48 doi.org/10.1007/s12063-022-00276-6 [**Scopus-Q1 and WoS]**
4. Kundu, K., Rossini, M., and Costa, F. (2022). Implementing workload control through lean-based project in MTO-MTS environment. Journal of Manufacturing Technology Management doi.org/10.1108/JMTM-05-2021-0183 [**Scopus-Q1 and WoS]**
5. Rossini M., Costa F., Tortorella G., Valvo A. and Portioli-Staudacher A. (2021). Lean Production and Industry 4.0 integration: how Lean Automation is emerging in manufacturing industry. International Journal of Production Research doi.org/10.1080/00207543.2021.1992031 [**Scopus-Q1 and WoS]**
6. Costa F. and Portioli-Staudacher A. (2021). Labor Flexibility integration in Workload Control in Industry 4.0 era. Operations Management Research doi.org/10.1007/s12063-021-00210-2 [**Scopus-Q1 and WoS]**
7. Rossini M., Cifone F.D., Kassem B., Costa F. and Portioli-Staudacher A.

- (2021). Being lean: how to shape digital transformation in the manufacturing sector. *Journal of Manufacturing Technology Management*, 2021, 32(9), pp. 239-259 <https://doi.org/10.1108/JMTM-12-2020-0467> **[Scopus-Q1 and WoS]**
8. Tortorella G.L., Rossini M., Costa F., Portioli Staudacher A. and Sawhney R. (2021). A comparison on Industry 4.0 and Lean Production between manufacturers from emerging and developed economies. *Total Quality Management and Business Excellence*, 2021, 32(11-12), pp. 1249-1270 <https://doi.org/10.1080/14783363.2019.1696184> **[Scopus-Q1 and WoS]**
 9. Thürrer M., Zhang H., Stevenson M., Costa F. and Ma L. (2020). Worker assignment in dual resource constrained assembly job shops with worker heterogeneity: an assessment by simulation. *International Journal of Production Research* 2020, 58(20), pp. 6336-6349 <https://doi.org/10.1080/00207543.2019.1677963> **[Scopus-Q1 and WoS]**
 10. Tan B.Q., Wang F., Liu J., Kang K. and Costa F. (2020). A blockchain-based framework for green logistics in supply chains. *Sustainability (Switzerland)* 2020, 12(11), 4656 <https://doi.org/10.3390/su12114656> **[Scopus-Q1 and WoS]**
 11. Kundu K., Cifone F., Costa F., Portioli-Staudacher A. and Rossini M. (2020). An evaluation of preventive maintenance framework in an Italian manufacturing company. *Journal of Quality in Maintenance Engineering* 2020 DOI 10.1108/JQME-02-2020-0007 **[Scopus-Q1 and WoS]**
 12. Portioli-Staudacher A., Costa F. and Thürrer M. (2019). The Use of Labour Flexibility for Output Control in Workload Controlled Flow Shops: A Simulation Analysis. *International Journal of Industrial Engineering Computations* 2019, 104(5-8), pp. 429-442 DOI: 10.5267/j.ijiec.2019.11.004 **[Scopus-Q1 and WoS]**
 13. Rossini M., Audino F., Costa F., Cifone F. D., Kundu K. and Portioli-Staudacher A. (2019). Extending Lean frontiers: a kaizen case study in an Italian MTO manufacturing company. *International Journal of Advanced Manufacturing Technology*, 2019, 104(5-8), pp. 1869-1888 doi: 10.1007/s00170-019-03990-x **[Scopus-Q1 and WoS]**
 14. Rossini M., Costa F., Tortorella G. L. and Portioli-Staudacher A. (2019). The interrelation between industry 4.0 and lean production: An empirical study on European manufacturers. *International Journal of Advanced Manufacturing Technology*, 2019, 102(9-12), pp. 3963-3976 doi:10.1007/s00170-019-03441-7 **[Scopus-Q1 and WoS]**
 15. Costa F., Granja A.D., Fregola A., Picchi F. and Portioli-Staudacher A. (2019). Understanding the relative importance of barriers to improving the customer–supplier relationship within construction supply chains using the DEMATEL technique. *Journal of Management in Engineering*, 2019, 35(3), 04019002 DOI: 10.1061/(ASCE)ME.1943-5479.0000680 **[Scopus-Q1 and WoS]**
 16. Costa F., Lispi L., Portioli-Staudacher A., Rossini M., Kundu K. and Cifone F.D. (2018). How to foster Sustainable Continuous Improvement: a cause-effect relations map of Lean Soft Practices. *Operations Research*

Perspectives, Volume 6, 2019, Article Number 100091
doi.org/10.1016/j.orp.2018.100091 **[Scopus-Q1 and WoS]**

International Indexed Conferences [Scopus]

1. Rossini, M., Costa, F., Portioli-Staudacher, A. and Tortorella, G. L. (2023). The Impact of Lean on Introduction of Industry 4.0 Technologies: A Longitudinal Study. In Lean, Green and Sustainability: 8th IFIP WG 5.7 European Lean Educator Conference, ELEC 2022, Galway, Ireland, November 22–24, 2022, Proceedings (pp. 143-147). Cham: Springer International Publishing.
2. Costa F., Kundu K., Portioli-Staudacher A. (2021). An Assessment of Order Release Models in Hybrid MTO-MTS Flow Shop with Bottleneck. IFIP Advances in Information and Communication Technology, 2021, 634 IFIP, pp. 277-287
3. Rossini M., Portioli-Staudacher A., Cifone F.D., Costa F., Esposito F., Kassem B. (2020). Lean and Sustainable Continuous Improvement: Assessment of People Potential Contribution. Lectures Notes in Networks and Systems, 2020, 122, pp. 283-290
4. Kassem B., Costa F., Portioli-Staudacher A. (2020). JIT Implementation in Manufacturing: The Case of Giacomini SPA. Lectures Notes in Networks and Systems, 2020, 122, pp. 273-281
5. Costa F., Portioli-Staudacher A. (2020). On the Way of a Factory 4.0: The Lean Role in a Real Company project. Lectures Notes in Networks and Systems, 2020, 122, pp. 251-259
6. Rossini M., Costa F., Portioli-Staudacher A., Tortorella G. (2019). Industry 4.0 and lean production: An empirical study, IFAC-PapersOnLine, 2019, 52(13), pp. 42-47
7. Costa F., Nisi D., Portioli-Staudacher A., Rossini M. (2019). Integration of Order Release and Output Control with Worker's allocation in a pure flow shop. IFAC-PapersOnLine, 2019, 52(13), pp. 2632-2637
8. Costa F. and Portioli-Staudacher A. (2017). An improvement's project model to foster sustainable continuous improvement. Proceedings of the Summer School Francesco Turco, 2017, 2017-September, pp. 184-189

Research presentations at International Conferences

1. Costa F., Kassem B., Rossini M. and Portioli-Staudacher, A. The winning combination: leadership and a sound methodology sustain improvement projects and make employees happier. International Working Seminar on Production Economics, February 2022, Innsbruck
2. Costa F., Merletti M., Nespoli R., Portioli-Staudacher, A. The Baton Zone Balancing (Bumping) model: A simulation assessment. Euroma Conference, June 2019, Helsinki
3. Cifone D.F., Portioli-Staudacher A., Costa F., Rossini M. Organizational culture and Lean practices: analysis through a real case study. EurOMA Conference, Helsinki, June 2019
4. Cifone D.F., Costa F., Portioli-Staudacher A. Exploiting employees' potentialities for Continuous Improvement Programs. The Twentyfirst International Working Seminar on Production Economics, Innsbruck, 2018

5. Costa F. and Portioli-Staudacher A. (2018). Impact of output control mechanism realized through labour flexibility within Workload Control Theory. The Twentyfirst International Working Seminar on Production Economics, Innsbruck, 2018

International Conferences Presentation and Participation

- IWSPE 2022, Innsbruck. International Working Seminar on Production Economics, 24th February 2022, Invited speaker for the second workshop on Workload Control: Quo Vadis?
- ELEC 2021, Milan (Italy).
7th European Lean Educator Conference
25th – 27th October 2021
- Summer School Francesco Turco 2021, Bergamo (Italy).
XXVI Summer School Francesco Turco - Industrial Systems Engineering
September 2021
- APMS 2021, Nantes (France).
Advances in Production Management Systems 2021
5th – 9th September 2021
- POMS 31st Annual Conference, Minneapolis (USA)
Sustainable Innovation and Responsible Analytics as a Force Good
23rd – 27th April 2020
- ELEC 2019, Milan (Italy).
6th European Lean Educator Conference
11th – 13th November 2019
- IFAC-MIM 2019, Berlin (Germany).
Manufacturing Modelling, Management and Control.
28 - 30 August 2019
- EUROMA 2019, Helsinki (Finland).
European Operations Management Association International Conference.
17th – 19th June 2019
- APMS 2018, Seoul (South Korea).
Advances in Production Management Systems 2018
26th – 30th August 2018
- IWSPE 2018, Innsbruck (Austria).
International Working Seminar on Production Economics.
19th – 23rd February 2018
- Summer School Francesco Turco 2017, Palermo (Italy).
XXII Summer School Francesco Turco - Industrial Systems Engineering
September 2017

TEACHING ACTIVITIES

Federica Costa – 370 Total Hours as Frontal Lecturer

- 2022/2023 Lecturer in the International Master in **Smart Operations and Industry 4.0** for the two modules at Polimi GSOM (Graduate School of Management):
- Smart Operations Analytics (10 hours)
 - Smart Production Planning (24 hours)
- 2022/2023 Lecturer in TOPWIN Master in General Management in the Core Module **Operations Management and Logistics** (24 hours) at Polimi GSOM (Graduate School of Management)
- 2022/2023 Lecturer at Percorso **Executive Digital Lean Six Sigma** at Polimi GSOM (Graduate School of Management):
- Lean Six Sigma e Digitalizzazione (8 hours)
 - Tecniche Lean Six Sigma e Six Sigma negli uffici (4 hours)
 - Il value Stream Mapping (8 hours)
- 2019/2020 Lecturer of Practical Classes in: **Operations Management (10 ects)**, M. Sc
2020/2021 course for Management Engineering – Politecnico di Milano, Bovisa Campus,
2021/2022 Prof. Alberto Portioli-Staudacher, Teaching Language: English – 20
2022/2023 hours/semester
- 2019/2020 Lecturer in: **Global Master in Industrial Management 4.0** – MIP, Politecnico di
2020/2021 Milano, Graduate School of Business, Prof. Matteo Rossini, Teaching Language: English
- Module: **Service Management 4.0** – 20 hours/semester
- 2019/2020 Lecturer in: **Global Master in Industrial Management 4.0** – MIP, Politecnico di
2020/2021 Milano, Graduate School of Business Prof. Alberto Portioli-Staudacher, Teaching Language: English
- Module: **Industrial Management Consulting** – 15 hours/semester
- 2018/2019 Lecturer of Practical Classes in: **Operations Management (10 ects)**, M. Sc
2019/2020 course for Management Engineering – Politecnico di Milano, Bovisa Campus, Prof. Matteo Rossini, Teaching Language: English - 20 hours/semester
- 2018/2019 Lecturer of Practical Classes in: **Operations Management (10 ects)**, M. Sc
course for Management Engineering – Politecnico di Milano, Bovisa Campus, Prof. Marco Taisch, Teaching Language: English – 17 hours
- 2016/2017 Lecturer in: **Laboratorio Qualità e Sicurezza (6 ects)**, B. Sc course for
2017/2018 Ingegneria della Produzione Industriale – Politecnico di Milano, Lecco Campus, Prof. Ottavio Grande, Teaching Language: Italian – 17 hours/semester

TUTORING AND SUPERVISOR ACTIVITY

- 2021/2022 **Industrial Management Lab Methodological Tutor** in the M. Sc course “Industrial
2020/2021 Management Lab and Toolbox (10 ects)” for Management Engineering –
2019/2020 Politecnico di Milano, Bovisa Campus, Prof. Alberto Portioli-Staudacher
2018/2019 Teaching Language: English
2017/2018
2016/2017
- 2021/2022 **Master Thesis Supervisor**
2020/2021 Politecnico di Milano – Department of Management, Economics and Industrial
2019/2020

2018/2019	Engineering
2017/2018	Methodological Supervision of M. Sc students for their thesis project (with
2016/2017	discussant and without) in different topics of Operations Management: Lean and Green Management, Sustainability, Production Planning and Control, Industry 4.0 and Digitalisation, Lean Management, Operational Excellence. On average from 7-10 thesis project's supervision/year.
2017/2018	Business Game Tutor for the B.Sc students of Management Engineering
2018/2019	Teaching Language: Italian
2019/2020	

CERTIFICATIONS

Professional Certification – February 2019	National professional qualification in Industrial Engineering – LIUC di Castellanza
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PERSONAL SKILLS

Mother tongue Italian

Other languages

	COMPREHENSION		SPEAKING		WRITING
	Listening	reading	Interaction	Oral	
English	C2	C2	C2	C2	C2
TOEFL Certification					
French	B2	B2	B2	B2	A1

Levels: A1/A2: Basic User – B1/B2: Independent User – C1/C2: Proficient User
Common European Framework of Reference for Languages

Informatic competences

- MS Office Suite
- Simulation Software (Python – Simio – Simulink)
- Minitab
- R Studio
- SPSS