

RESUMÉ of Stefano Lazzari

Short description

I'm experiencing an interesting and effective long-term Consulting activity with Technoprobe, that is an ETO company manufacturing probe cards (test equipment) for chips makers; I met the Company in 2002 and since then I had the chance to contribute to develop it in different areas: technology and product innovation, process engineering; I developed and implemented an effective quality organization, finally, I'm assisting the company Owners and the business Managers in identifying the best organization that allows them to achieve the business objectives.

About my background: I have been working in the electronic high-tech and mass production field since 1988: I worked as R&D Engineering, I led different project teams, I experienced the responsibility of a Production Line, I participated to a start-up company building the process engineering team.

I always made the Company objectives my own objectives, always aiming for the goal without losing attention to making people grow, generate the ability to achieve the goal in those who were working with me.

Professional experience

since
Sep '02

Consultant at Technoprobe SpA in Cernusco Lombardone (LC).

Technoprobe is an international company having a turnover of about 400 M€ and 1500 employees in Italy and all around the world; the Company manufactures probe cards for wafer level test in IC companies with an ETO business model

The collaboration with the Company has been developed in various areas:

1. **Technology development and product innovation** projects with qualifications done both internally and at international Customer sites; this activity allowed to file many **patents** and to attend to international **Work Shops** presenting papers that strengthened the Company position and image into the market.
2. **Process Engineering** and **Product Industrialisation** to improve the process control, improve the quality, remove the stop&go events, increase the productivity and reduce the lead time.
 - In this area we implemented the tutoring of innovative products, done by engineers, to support the production in case of early released technology introduction on committed products; the industrialization is done in parallel with the manufacturing. This choice allows to reduce the time to market and increase the competitiveness of the Company.
 - Moreover, in this area, I directly managed a project about the setting-up and the start-up of a **Clean Room ISO 7 class**.
3. **Implementation of quality management systems according to the standard ISO 9001:2015**: I led a project whose target was the introduction of a more effective management of the company quality, strongly based on the creation of the Quality culture and the root cause identification.
This action was accomplished by hiring quality engineers to build an effective team.
4. I'm currently involved in **Organization Development projects** strictly working with the Top Management and function owners; the aim is to support the transformation and consolidation of the Company during the present fast-growing phase.
The focus of the activity is the process flow identification, responsibility perimeters definition, owner's empowerment and filling of gaps.
 - Specific results are in the **Operations Area**, we reorganized the production in independent units with engineering capability about process improvement and product industrialization, beside of the production management, and the review of the **planning team** and its process.
 - Working with HR, we developed the **performance management** process and the **training** process.
 - Typical tools are **organization and process analysis, change management projects and coaching**.
5. In all activities I'm working with proficient **Consultancy Companies** and **University Organizations** that support the Company by introducing best practices and know-how transfer: root cause analysis, SPC, 6sigma, DMAIC, lean manufacturing, project management, Agile for hardware, ..., are just example.

since
Jun '02
to Aug '02

Consultant in Advil in Villa d'Adda (BG): the target of the activity was the improvement of the capacitors production line reviewing both processes and organisation.

Advil was a production site of Icar having 130 employees; the turnover of the Icar group was about 50 M€.

since Jan '01 to Dec '01 Reporting to the Operation Head, **Start-up Team Leader** of the new Production Line of Pump Laser Chip Diodes in **Corning OTI** (today Avanex) in Milan: this activity was part of the project for the new plant in San Donato.
Corning OTI belonged to Corning Inc. and it produced optical components for telecom; it had 400 employees and a turnover of 20 M\$.

Since January to August, I pursued these main targets: I engaged 8 engineers in order to build a well close-knit and motivated team; I managed the start-up project evaluating processes, flow, equipment, facilities and logistic; I purchased equipment and materials.

Since September to December, I was involved in the start-up, operation and maintenance of the **Facilities** of the new plant in San Donato.

since '88 to Jan '01 I was in **Siemens I.C.N.** in Cassina de' Pecchi (Milan) where I worked in the **Technological Area** of the Industrial Engineering subjected to the Head of Operation.
Siemens I.C.N. was part of Siemens AG and acted in the telecom area; the section where I worked produced radio links. In the year 2000 it had 900 employees and it had a turnover of about 320 M€.

since 1999 to Jan '01 **Head of Thin Film Section** having Production and Engineering tasks; I managed a group of 7 engineers and 22 workers coordinated by the Production Line Head; I had a budget to manage of about 1 M€ for:

1. Production, prototyping, process engineering and maintenance of passive circuits by using Thin Film Technology; the throughput of the line was 120000 inch² and 250 prototypes of circuits per year.
 - Engineering main tasks were lead time reduction and yield enhancement, by training and motivating workers, and backlog reduction by shifts and overtime introduction.
 - During this time, I cooperated, as manufacturing expert, with the team aiming at the **ISO 14001** company qualification; I was **Project Leader** about the substitution of chromium based chemical solutions.
2. Product development by evaluating new base technologies in close cooperation with the Electrical designers; the target was the design-to-cost of new products by a **concurrent engineering approach**.
 - Among several activities, I evaluated the technological side of prototypes, made by external suppliers, having the RF circuits integrated on the standard PCB; this evaluation involved also producibility and cost analysis.

since 1999 to 2000 **Project Leader** about the merging between the Prototyping Line of the Technological Area and the Production Line; **total cost reduction achieved: -30%**.

- The resulting line was suitable for the company requirements in term of volume and lead-time; safety, organisation, process ownership, process and product quality and transparency of the activity of the line were also improved.

since 1995 to 1998 **Team Leader** having both technology development task, needed to design new products, and high-vacuum process engineering task, at the Thin Film circuits Production Line.

- Among several activities, I coordinated the development, engineering and release into production of Thin Film circuits made on high thermal conductivity substrates and Thick Film circuits made on ferromagnetic substrates.

since 1991 to 1995 **Project Leader** about the development of integrated capacitor into Thin Film circuits.

- The project included the evaluation of prototypes, reliability and technology impact due to integration; we patented the architecture and the process developed.

since 1988 to 1992 As **Process Engineer**, I purchased and started up four high-vacuum equipment from several suppliers; two of them were installed at the production line and the others were customised and equipped with on-line diagnostics for process development purpose.

Education

Laurea Degree (master) in **Physics** (Grade 110/110), Università degli Studi di Milano, 1986.

High School Diploma, Liceo Scientifico Casiraghi, Sesto S. Giovanni (Milan), 1979.

Professional knowledge of spoken and written **English**; intermediate knowledge of spoken and written **French**.

Personal

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