

MICHAEL WALLACE

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Inventor • Product Creator • All-Around Senior Engineer

Invented an LCD Repair System That Paved the Way for a Multi-Billion-Dollar Industry

A "3-in-1" Contributor Who Blends Electrical, Mechanical, and Software Engineering

**Recognized as a Subject Matter Expert by the World's Consumer Electronics Industry:
SME for Repair of all Types of Devices Including Smartphones, Tablets, and Notebook PCs**

SPECIAL RECOGNITION

Within 5 years of joining DPT, earned one of Scotland's highest honors: The National Scottish Engineering Award for Outstanding Achievement and Contribution to Scottish Industrial Competitiveness. Invited to a reception at Buckingham Palace – hosted by the Queen – that honored British Young Achievers.

PROFESSIONAL EXPERIENCE

DPT / JABIL / IQOR AMS, Various Locations Worldwide 1994–2014

Display Products Technology – founded in 1994 – reorganized and changed name 5 times.

Launched a 20-year engineering career with DPT – a startup company in Scotland – that steadily expanded from repair of LCD displays to repair of nearly all consumer electronics. Recognized as the technical "linchpin" and "indispensable employee" throughout ownership changes, 5 reorgs, and 20 years of worldwide expansion.

- **Inventor:** Pioneered a breakthrough repair process that led to instant success and explosive growth for DPT. As the business grew, invented strategically important sub-systems such as the Polarizer Delaminator, Universal Test System (UTS), and Universal Test Motherboard Framework (UMT).
- **Job Creator:** Played a key role in the creation of a booming new industry – LCD Repair – that helped pave the way for a global, multi-billion-dollar market that employs thousands of people.
- **Leader:** Built a major repair facility that earned kudos from top industry leaders: Designated "Best in Class" by Dell and a "Center of Excellence" by Jabil Corp (a global, \$17 billion manufacturing company).
- **Lean Champion:** Innovated, cut costs, improved quality, and fended off competitors for 20 years.

CAREER PROGRESSION (1994–PRESENT)

1994–2000: Process Development Engineer

DISPLAY PRODUCTS TECHNOLOGY (DPT), East Kilbride, Scotland

Hired as DPT's first employee soon after college. Starting from scratch, invented the company's original and highly lucrative LCD repair process. During five major M&A reorganizations, stabilized technical operations by reassuring key accounts, reinvigorating employee morale, and leading by example.

- **Lead Engineer:** Created DPT's core process by reverse engineering the hardware and software of actual LCD displays. Devised the first way to economically repair complex LCD assemblies without destroying them in the process. Devised testing procedures and automated data collection on shop floor.
- **Business Builder:** During 1994-2000, created systems that drove revenue from \$0 to \$18 million and increased employee headcount to 180. Established DPT as the "pride and joy" of Scottish engineering. In 1997, orchestrated all technical-and-operational aspects of DPT's new site in Austin, TX.
- **Innovator:** Slashed processing time for a critical repair step, from 4 minutes to seconds. Accelerated the process by inventing the "Polarizer Delaminator," a mechanical device that boosts throughput 40%.

**2000–2002: Senior Process Development Engineer,
DPT (USA), Austin, TX & Round Rock, TX**

Relocated from Scotland to USA and ran technical operations during DPT's rapid expansion into USA, Asia, and Europe. Standardized all repair processes and created an online documentation system. Devised process characterization that identified key operation windows for equipment and processes.

- **Introduced the "parts harvest" program**, which immediately increased yield in reassembly process.
- **Implemented ISO 9001** and achieved ISO recertification.

**2002–2006: Senior Test and Process Engineer,
INCLINE-GTS, Round Rock, TX**

Supported facilities in Europe, Asia, and USA. Improved testing regimes and equipment. Led four technicians for product testing. Drove root cause analyses of product defects. Improved processes and cut costs.

- **Major Innovations and Testing Breakthroughs:**
 - ✓ Invented the Universal Test System (UTS) – hardware and software – and achieved design goals: ease of use, integration, and lower operational costs.
 - ✓ As of 2014, UTS is still the company's flagship display tester.
 - ✓ Created networked-testing software for automatic selection of test profiles: used bar code data entry, which improved test reliability and cut tester updates from 5+ hours to under 15 minutes.
 - ✓ Devised a "minimum test set" (16 patterns) that could identify over 96% of LCDs. Increased test capability that paved the way for testing of TV & FPD displays.

**2006–2007: Senior Test Engineer,
JABIL, Round Rock, TX**

Created solutions for testing new technologies and market opportunities. Supervised maintenance of 50+ LCD testers that supported over 450 active products.

- **Key Innovation:** Integrated test software with new shop-floor-control software, which improved reliability and increased throughput by 10% for each tester.
- **New Revenue Stream:** Developed new testing capabilities for HUD and burn-in for TV displays.

**2007–2011: Engineering Manager,
JABIL, Round Rock, TX**

Managed over 150 employees using work cell and line approaches. Directed and supported notebook, LCD, and monitor repair operations. Built a cross-functional team of ten engineers and technicians. Delivered technical solutions for company's network of LCD repair facilities. Led training, employee development, and performance evaluations. Led creation of 4 high-volume LCD facilities for Jabil in Asia, EU, and NA.

- **Cost-Cutting Solutions:** Devised for display, test, and repair for new technologies, such as: Touchscreen, 3D, CCFL Burn-In & TV. Introduced new capabilities at all after-market LCD facilities.
- **Automation:** Co-developed Dell's automated LCD inspection system, which was adopted worldwide by Dell as standard test equipment by manufacturers of LCD displays.
- **QA Leadership:** Ran facility that was awarded Jabil's "Center of Excellence" for LCD related products and processes (2010). Awarded "Best in Class" by Dell (competed against all commodity vendors).

June 2011–April 2014, JABIL, St. Petersburg, FL: Technical Sector Lead & Global Acct Support Engineer
April 2014–Sept 2014, IQOR AMS, St. Pete, FL: Technical Sector Lead & Global Acct Support Engineer

Promoted to a dual role at top level of JABIL/IQOR and reported to both the head of technology and the head of major accounts. Resolved a chronic and serious problem, i.e., the lack of standardization & quality among worldwide repair centers.

- **STANDARDIZED OPERATIONS:** Because Jabil had grown to its large size via acquisitions, the worldwide repair centers lacked uniform processes, standards, and quality.

- ✓ Problem was particularly acute for key accounts such as Dell, with worldwide operations.
- ✓ Achieved the first every standardization and coordination of worldwide repair centers.
- **EXPANDED SCOPE:** As Technical Sector Lead (2011–2014), expanded personal scope:
 - ✓ **New Sales-Support Role:** Global Sales Support, primarily for the Dell Account (outside US): Drove process standardization, process improvements, and cost reduction. Collaborated with customer, provided technical support, and standardized processes and equipment. Developed testing solutions for new display technologies.
 - ✓ **Special Motherboard Projects:** Introduced Dell's motherboard testing process into multiple facilities. Standardized hardware and software for motherboard testing.
- **INNOVATION:** Universal Motherboard Test framework. Conceived UMT concept to cut costs, standardized components, and improved testing. Led development of hardware and software.
 - ✓ Persuaded customers to adopt UMT as standard test equipment, which cut NPI costs for the motherboard tester by more than 40%.
- **INTERNATIONAL EXPANSION:**
 - ✓ Implemented new display technology repair process for Dell in Brazil. Conducted site review. Identified process, equipment, and hardware requirements.
 - ✓ Consulted regarding clean room selection and installation. Introduced new repair process. Provided engineer training.
- **INTERNAL CONSULTING:** Contributed technical insights for possible M&A targets. Advised teams during product design, evaluation, and enhancement. Helped identify viable new business opportunities. Co-developed test-requirement documents and negotiated issues with vendors and customers.
- **APPLE (MACBOOK) ASSESSMENT:** Led repair assessment for MacBook Air display assemblies. Collaborated with Apple's engineering team to define project goals. Tested and developed concepts that resulted in successful disassembly methods. Devised cost analyses for disassembly process.

EDUCATION

B.Eng. (Honors), GLASGOW CALEDONIAN UNIVERSITY, Glasgow, Scotland, UK, 1992
Manufacturing Systems, Engineering with Electronics
Six Sigma Training

SOFTWARE

"As literate in computer languages as spoken languages"

- Programming: (VC, C#), C, C++, Delphi, PERL, PHP, Java, Javascript, HTML
- CAD: AutoCAD, Solidworks, OrCAD, Protel, Eagle
- Software: MS Office (Project, Outlook, Word, Excel, Access, PowerPoint, Visio), LibreOffice, OpenOffice
- O/S: MSDOS, Windows (3.1, 98, 2000, XP, Vista, 7, 8, 8.1), Linux, OSX, Android