

Professional Profile

- Senior Management Consultant and Project/Program/Change Manager with over 35 years of experience on complex and multinational initiatives across digital transformation, organizational change, and decision support systems
- Since the 1980s, reassessed and repositioned the tools used in consulting and business support activities, with a focus to better coordinate and integrate specialists in managerial support missions and roles
- Worked as consultant to senior management in multinational companies from the late 1980s, first on DSS, then change
- Technologies: decision support systems in the 1980s, methodologies plus data analysis in 1990s and 2000s
- In 2012 returned in Italy; client missions in ERP/automation have run in parallel with ongoing independent research on change, data, and AI
- Since 2015, renewed focus on ERP and automation, currently AI and its organizational impacts (see under "Research, Data & Analysis" for ongoing research data and AI projects)
- Standards: PMI Standards Review volunteer: Program Management v5 (2024), Project Management v8 (2025), Portfolio Management (2024–25), AI in PPM (2025), IFRS Sustainability Standards: volunteer review

Core Expertise

- Cultural and organizational change and digital transformation
- Bridging C-level strategy with operational execution and technology
- Distressed project recovery/audit and complex multinational programs
- Key account management and contract negotiation, including multivendor, licensing, outsourcing
- Project management recruitment, training, and on-the-job coaching
- Knowledge management, organizational learning, emerging tech adoption
- Evidence-based consulting and feasibility studies (from 2012 also first on Edge computing, then AI and emerging tech)
- AI governance and ethics, e.g. since 2018, see under "AI/LLM projects": AI2AI, MorningNews/NewsAgent, Mermaid.js contributions for business visualizations such as waterfall, LLM deployment architecture, content-based Q&A models

Career Milestones

- 1980s: First product/service design & management training; early experimentation with AI and first DSS projects
- 1990: First Senior Project Manager role; began PM coaching and training
- 1993: First Program Manager appointment, in cultural and organizational change
- 1998: First multi-company organizational redesign and post-M&A Integration missions

Industry Experience

Automotive • Banking/Financial Services • Gas/Logistics • Retail • Public Sector (Italy) • B2B Software • System Integration • Start-ups

Publishing & Knowledge Dissemination

- **Mini-books on organizational change** (2012–present): practitioner-oriented writing on change management, organizational culture, and transformation (with and without technology)
- **Quarterly e-zine on cultural and organizational change** for senior management (2003–2005, 800 subscribers across over 500 companies in different countries)
- **Curated datasets on Kaggle** (2019–present) plus **models on HuggingFace** providing Q&A on my content

Professional Development & Contributions

- Non-profit business and marketing planning, organizational development 2008-2010 for a USA-Rwanda initiative
- Support on business and marketing planning to startups from 1990 until 2010
- European integration advocacy (1980s), workshops in Brussels (2008-2010): e-health, e-inclusion, e-participation
- [Index of online presence and key client/employer table](#) (by industry, since 1986):

Current availability (mainly in English, French, Italian; limited/passive German, Spanish)

- From 2025 VAT-registered in Italy as freelance Management Consultant (first freelance role: 1990).
- Contract Types: Freelance VAT, Fixed-Term, CDI, short-term missions (fixed-price milestone-based, feasibility studies)
- Location/Format: Remote CET-based, willing to relocate within EU/EEA
- In Italy: preference for Fixed-Term or mission-based (time and material or fixed-price by milestone)

Selected Client Engagements (1986–2024; full details on [LinkedIn](#))

Independent consulting, research and AI development | Jan 2025 - present

Project Manager / IT Manager | Stellantis (via Avvale) | Apr 2024 – Oct 2024

OneStream-based implementation and preparation for Go Live main phase on long-term initiative, being called to intervene on a long-running initiative to work on alignment and steering

PMO / Senior Management Consultant | CNH Industrial & Iveco (via Aubay) | Jul 2021 – Jul 2022

PMO for Parts warehousing- completing FMI2Click Go Live in Langenau (DE); Jira training to a worldwide team by adapting existing material with live cases; planning for next initiative phase (further warehouse automation projects in Europe), successful onboarding alongside existing management of new Iveco initiative management after spin-off

ICT Purchasing Global PMO Consultant | CNH Industrial (via Maneat) | Aug 2015 – Feb 2018

Worldwide organizational and IT Portfolio PMO, e.g. resurrecting and completing the Global Supplier Scorecard KPIs, coordinating integration of Kaizen in Supplier Quality Platform, coordinating integration of aftersales finance within purchasing finance on behalf of business, and supporting the launch preparation of the new Supplier Portal

Senior PMO / Demand Planning | CNH Industrial (via Blue Sof) | Feb 2012 – Aug 2012

Organization/delivery of workshops across USA, Brazil, Italy, and Switzerland; activity recovery; new services launch for e-commerce on LMS training for dealers, and support to Finance ICT on e.g. SAP dematerialization of invoices

Partner / Negotiator / Key Accounts Manager / Management advisor for CEO | Sys-Tek | Feb 2004 – Dec 2007

Key account and staff management; delivering restructuring/repositioning of activities, partnership, renegotiating contracts with CIOs, negotiating and closing outsourcing contract, recovery of and expansion of quality control applications previously delivered to customers within manufacturing

Project Manager / Business Analyst | Ministero dell'Interno (via Business Reply) | Nov 2004 – Mar 2006

Served as Project Manager/Business Analyst to develop a mission-critical immigration logistics management system.

Project Manager / Senior Business Analyst | Sviluppo Italia (via Business Reply) | Feb 2004 – Jul 2006

CRM database specifications for Foreign Direct Investment Attraction; new customer referential and data feed for the Bank of Italy's Centrale dei Rischi

Management Consultant and Project Manager | FIAT Auto (via Business Reply) | Jan 2002 – Apr 2002

Audit on end-to-end lifecycle product reporting, knowledge management, and retention practices by consultants, resulting in significant headcount optimization

Management Consultant – Sales and Negotiation | Brio FR / Sunnybit CH | Aug 1998 – Apr 2001

France: improved sales process; recovered and completed stalled negotiations; successful closing of a major contract; Switzerland (German-speaking): cross-industry project management on key customers

Management Consultant | Startups in Europe | Aug 1998 – Dec 2011

Business/marketing planning, product/solution architecture, and management coaching for founders; feasibility work including a blockchain-based pharmaceutical initiative, and other startups (e.g. e-services, education in pharma)

Management Consultant | Various B2B Software Publishers | Jan 1993 – Dec 2003

Market positioning for B2B software publishers (mainly UK-based) in Italy, France, and the UK

Management Consultant | Novogas/Liquigas | Jan 1992 – Apr 1997

For the CFO/COO: decision support system on logistics investments, financial controlling, multinational management reporting and financial reporting, and internal pre-acquisition/M&A audit on accounting practices by Italian branches

Management Consultant on Change and Post-M&A Integration | Cedacrinord/Cedacri | Oct 1990 – Apr 2006

Reporting to the CEO; from 1998, organizational redesign at company and group level; pre- and post-M&A organizational missions including assessments (e.g. SOX, intragroup financial flows, group-wide product portfolio)

Head of Training and Methodologies | Compagnie Générale Informatique Milan | Jul 1990 – Dec 1992

Market development for methodologies and associated change services; design and delivery of workshops and training; recruitment and coaching of project managers; cross-unit methodology adoption

Management Consultant on Cultural Change | Undisclosed System Integrator | Jan 1990 – Jun 1990

Design and delivery of a custom curriculum for managers on soft skills and project management

Product Specialist and Pre-Sales Consultant | Andersen Software and Comshare | Apr 1988 – Jan 1990

Design, delivery, audit of decision support system models; training curricula and train-the-trainer design and delivery

Mainframe Software Developer, BA, QA/QC, Release Management | CORITEL | Jul 1986 – Mar 1988

Automotive supplier invoices payment recommendation system; Banking General Ledger completion and release

Research, Data & Analysis (sample ongoing)

Emerging tech adoption:

- **350+ articles on change management:** (since 2012 on robertolofaro.com), with metadata on Kaggle, full content on GitHub in markdown-like format, and a Q&A model forthcoming on [Huggingface](https://huggingface.com)
- **mini-books on change:** available on Academia.edu (a [Q&A model on Huggingface](https://huggingface.com) covers 12 books 2012-2021)
- **Visualization tools:** custom Mermaid.js diagram extensions for consulting use cases, including waterfall/bridge charts, EVM charts, bubble/BCG matrix, heatmaps, and org charts
- **On technologies,** continuous learning via Kaggle (since 2020), DeepLearning, OpenHPI/SAP (since 2017), other sources, on emerging and leading technologies, both on premises and cloud-based (see LinkedIn certifications)

AI/LLM projects:

- **AI Ethics Primer:** (robertolofaro.com, 2023–present, monthly updates), on ethical impacts of technology adoption; a Q&A model on Huggingface, currently containing 959 manually selected papers from ArXiv, to be updated quarterly
- **AI agent-to-agent communication (AI2AI):** a formalized communication language for coordinating AI agents, developed with governance and human oversight as core design principles; includes a published grammar, term catalog, and a multi-year programme roadmap
- **MorningNews:** (GitHub, Patreon): a structured multi-agent daily briefing, designed around named analytical personas; published as a working example of AI-assisted knowledge management, delivered as Claude project
- **Qwen3.5-based fine tuning of content models:** (Huggingface): models trained using my own content (mini-books, articles) and the datasets I curated (e.g. the AI Ethics Primer), to complement search by tag cloud and limited semantic/thematic search already released on my website

Market research:

- **ECB media search engine:** (2019–present, weekly updates): tracking European Central Bank communication
- **Annual report analysis:** structured datasets drawn from companies listed on the Italian stock exchange; includes a comparative study of 2019 (pre-COVID) and 2021 (post-COVID) annual reports, surfacing shifts in organizational language, risk framing, and strategic priorities across industries, part of an ongoing initiative started in 2022
- **On business impacts,** continuous learning on technology and its role in business and society, with a specific focus on finance, governance, logistics/supply chain, security, systemic perspective

Currently used technologies

Project delivery:

- Microsoft Office and Microsoft Project, Windows 10, Windows 11, Linux (mainly Ubuntu 24.04 and 16.04)
- Jira and Confluence (delivered also training on-the-job during a mission 2021-2022)

AI/LLM stack:

- Claude (including Claude Projects but not Claude Code for now), ChatGPT, Gemini, Kimi, DeepSeek, Qwen
- LLM models also used both online and offline (via ollama and llama.cpp plus OpenWebUI)

Development:

- Python, Jupyter, HTML PHP for my research and publication activities; previously (2017-2019) also R
- Since 2023 all the software activities for my research and publication activities integrate AI
- Used an iterative and incremental approach mimicking a design thinking concept, based on Jake Knapp Sprint and SCRUM, tested and used from 2018 also on customer missions whenever recovery activities were required

Military Service

Artillery Specialist | Gruppo Specialisti Artiglieria Div. "Centauro" | May 1985 – May 1986

Office and logistics management; volunteer librarian; design and delivery of IT training and train-the-trainer on hands-on programming introduction to computers for conscripted soldiers, plus NCOs to Lt. Col.