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Roberto Lofaro (as of 2022-06-08)
change, with and without technology
<https://projectmanagement.com/profile/aleph123>

About me: since the 1980s, worked in multinational companies in Italy and abroad across various industries, working mainly in English, French, Italian, also as negotiator/PM/vendor coordination&audit

Main activities: data-driven decision support since the 1980s; cultural/organizational change since 1990

Citizenship: Italian / EU (born in Turin, Italy); to schedule a meeting: <https://robertolofaro.com/schedule>

Currently main target roles: PMO roles up to 2 years (negotiable) in multinational contexts

Open to: permanent roles in organizational development, but only for final customer companies

Main target industries: automotive, banking, logistics, outsourcing/BPO, retail; interested in start-ups

Personal related interest: social/political impacts digital/green transformation, UN SDGs, ESGs, related

Professional skills Controlling, PMO / Project / Vendor Management, Budgeting, BPR, HR plan

- Account / Negotiation / Consulting interacting at the CEO/CFO/CIO level and senior management
- Cultural and organizational change, designing and delivering training curricula / methodologies
- From 1990, business / marketing planning for start-ups, system integrators, software publishers
- Worked as freelance or owned company (all VAT-registered) in 1990, 1993-1998, 1998-2011, 2018

Current role: PMO / Senior Management Consultant 19 July 2021 – 18 July 2022

CNH Industrial/Ivecogroup o.b.o. Aubay – Turin Greater Metropolitan Area, 6mo rolling,

- Parts warehousing – FMI2Click Langenau project: PMO on post-BBP, to UAT, GoLive, post-GoLive
- From January 2022, following first phase of spin-off of Iveco from CNH, knowledge transfer to the new management team and support in preparing other projects; delivered training session on Jira

Sample past experiences on change, with and without technology

2015 – 2018 ICT Purchasing Global PMO Consultant, CNH Industrial o.b.o. Maneat/DGS

- **PMO and governance role on the portfolio** world-wide, from spring 2016 support to new team
- **System and organizational integration streams, e.g.:** Global Supplier Scorecard, integration of Spare parts/Aftersales Finance within Purchasing, SAP BPC onboarding of plants following the integration, purchasing systems side of new plant launch in Pune (India), Kaizen/WCM extension of the Supplier Quality Platform and BPR on related processes (e.g. SREA), master data alignment

1998 – 2001 Brio Technology SA / Sunnybit GmbH (business intelligence/EPM software)

- Hired to improve sales process / pipeline management for Brio EMEA, then negotiator and POC PM
- Sales % on Manpower / Carrefour licensing, Paris-based support EMEA, German Switzerland PM roles

1993 – 2006 Cedacrinord/Cedacri (banking outsourcing/BPO, reporting to the CEO)

- 1993-1996 with annual contract on cultural and organizational change (Program Manager role)
- 1997 o.b.o. MIP UK (risk management), negotiation on integration of Centrale dei Rischi with front-end
- 1998-2006 missions on organizational redesign at the company level first, then mainly on post-M&A organizational and governance integration of a group of companies recently purchased

1992 – 1997 Novogas/Liquigas (gas/logistics, reporting to the CFO/COO)

- Consultant to the CFO/COO on decision support systems/reporting, initially logistics optimization
- Expanded on Financial Controlling and multinational consolidated financial reporting activities
- Before a key acquisition, lead accounting team to review internal branch-level practices/postings

1990 – 1992 Compagnie Générale Informatique Milan, Head of Training and Methodologies (initially reporting to the Italian branch CEO and Marketing Director)

- Development of market in methodologies and associated change services

1988 – 1990 Andersen Software / Comshare (package-based DSS projects)

- Worked as pre-sales engineer and POC PM on Decision Support Systems, for Cxx-level customers
- Designed and delivered sales presentations, and models for Internal Andersen controlling

Sample customers/employers, by industry (main countries: CH, FR, IT, UK)

Automotive	CNH/Iveco 1999-2001/2012/2015-2018/2021-2022, SKF, FIAT 1986/2002, Magneti Marelli 1988
Banking	Arcafondi, Cedacri, Banco Santander Finconsumo, CSPB, Credit Suisse, CA du Var, UK-based risk/ALM software companies, FTCRA, Sanpaolo Invest, Sanpaolo
Software	Brio, MIP/RiskFactor, Applix, Retek, TM/1, Comshare/Arbor; support to other UK-based
Gas/Logistics	Sappi, DHL, Novogas/Liquigas, Intertransport, SAV; see also "Retail and related"
Government	Sviluppo Italia, Ministero dell'Interno, office work within the Italian Army
Retail	Filasport, EPA/Coop, Carrefour, Retek, Comshare, CEDIS Migliarini, GS, Autogrill
Start-ups	Watchbook/看书, TOHF, TheCruise, Teknedia; support mainly in B F IT UK USA
Consulting	Sys-Tek 2004-2007, Reply (various business units), Client Focus; CGI; Andersen/Coritel 1986-1990
Non-profit	Trees of Hope (USA/Rwanda) 2008-2010 and support to start-ups 1998-2011 in Italy, UK, USA

Languages

Main	English, French, Italian (mother tongue): used at the Cxx-level in business
Ongoing	German B1 (intensive course attended at Goethe Institut in Frankfurt summer 2017)
Other	Passive skills used in the past in business in Dutch (A2 in Brussels in 2009, last used in business 2015-2018 at CNH), Spanish, Brazilian Portuguese (last used 2012 at CNH); basics conversational Mandarin (Headstart2 in 2014) and Russian (weekly 2018/2019)

Education

2017	Goethe Institut Frankfurt-am-Main Intensiv B1 residential course
1995	Summer School on "The Politics of Global Finance" at London School of Economics,
1994	Summer Academy on "Intercultural Communication and Management" at Gothenburg
1994	Summer School on "States and Firms in the International Economy" at London School of Economics, International Political Economy
1984	Università degli Studi di Torino, Scienze dell'Informazione (dropped out in 1991)
1979/1984	Liceo Scientifico Statale "G. Ferraris" Torino (French, Latin, History, Philosophy, Science)

Full list of books on change published since 2013: <https://robertolofaro.com/published>
On digital transformation/cultural organizational change: <https://robertolofaro.com/>

Data-centric releases on cloud / web platforms:

- [dataset releases since 2019 \(current focus: NextGenerationEU, UN SDGs, related\)](#)
- [data oriented profile and portfolio: Kaggle.com](#)

Sample certifications/awareness learning in 2019-current (certificates on demand)

- Business design, intrapreneurship, process mining, ESGs, sustainability
- Impacts of AI and IoT/Industry 4.0 on business and society
- 2019-current: SAP digital transformation / digital supply chain, enterprise architecture, transition S/4
- 2020: Online courses Johns Hopkins sponsored by Bloomberg on COVID-19 Contact Tracing and Management, Imperial College on COVID-19 evolution, webinars on current/potential impacts
- 2019-2021: R/Python/MachineLearning/AI; 2021: Cybersecurity and Blockchain applications and impacts; Agile tools (Jira) and methods (Google Agile Project Management)
- 2022: following further training on Machine Learning, AI, Edge/IoT, Quantum computing

Currently routinely using the following software tools / environments

- End-user computing: Microsoft Office, Windows 10, Linux, Chromebook, Cloud-based tools
- Project management tools: Microsoft Project, Jira, limited Confluence and Sharepoint
- Data processing tools: Excel, Jupyter Notebook, R Studio, SQLite, related tools

Compulsory Army service in GSAD "Centaurus" (artillery specialist) May 1985 - May 1986

- Proposed, designed, and delivered training course on information technology, daily 16h00-20h00, for soldiers and NCOs+Officers (up to Lt. Colonel), with a total of 96 students; Reporting directly to the Head of the Divisional training unit (CAD OATIO, a Colonel), and coaching teachers
- Office management work (service organization, support to logistics planning for field exercises, etc)
- Volunteer designing, researching, drafting a computer software to replace ballistic tables (partial)
- Volunteer evening librarian after delivering each session of the information technology course