Full name Roberto Lofaro
Citizenship Italian / European Union
Location Casteldelfino (CN), Piedmont, Italy
Mobile +39 320 9381327
Email roberto.lofaro@robertolofaro.com
Linkedin https://linkedin.com/in/robertolofaro

Online links
P3O https://projectmanagement.com/profile/aleph123
Articles on cultural change and digital transformation:
https://robertolofaro.com
Publications and data on Data-centric society and AI:
https://robertolofaro.com/ongoing

Summary: **_started working in 1986** as Mainframe Programmer, then also Business analyst (automotive and banking), first QC/QA/PMO/vendor control role in 1987 (banking), first Project Management activities in 1988, Senior Project Manager and Management Consultant since 1990, Negotiator and Account Manager since 1990, Program Manager since 1993 (cultural and organizational change)
_since 1990 two main lines: cultural/organizational change and data-related activities, working as Management Consultant, Partner, Account Manager, Negotiator, Project/Program Manager, PMO
_multinational/multicultural experience across industries mainly in English, French, Italian, working with CEOs, CFOs, CIOs since 1988, both for customers and service or product vendors
_used to work also remotely across timezones (as team member or manager/coordinator)
_mainly in Italy 1986-1997, based abroad from 1997, resumed full-time in Italy 2012
_interested in management and coordination roles on: Customer Accounts, PMO, Project, Program, Portfolio, Change, Vendor Management; willing to relocate in Europe, temporarily or permanently
_contract type preferences: FTC/Interim opportunities up to 2 years (or as requested by the lifecycle of the initiative), open also to permanent organizational development/coordination opportunities (negotiations and account management included)

Main competencies
_Business analysis, Controlling, PMO, Vendor Evaluation
_Cultural and Organizational Change, Business Planning, BPR
_Project Management, Account/Negotiation/Vendor management
_Data-related: Management Reporting, DSS/EIS, Business Intelligence, Data Privacy (pre- and post-GDPR), Data Warehousing, Master Data

Languages   _main: English, French, Italian (MT) used at Cxx-level in business
_German B1- aiming to C; varying degrees of passive/active skills in other languages (in business)

Education
_1994-1995 Summer School at London School of Economics in London on International Political Economy
_1994 Summer Academy at Gothenburg University on Intercultural Communication and Management
_1984 Università degli Studi di Torino, Science dell'Informazione (dropped out in 1991 due to business 1986-1991)
_1979-1984 Liceo Scientifico Statale "Galileo Ferraris" Torino (French, Latin, History, Philosophy, Natural Sciences)

Publications on change and data (links to contents pages and in some cases also free online version)
_2019-01-16 From #dataleaks to #consentdata ISBN 978-1794049963: on moving toward a data-centric society
_2018-07-15 Just another book on innovation (in Italy) ISBN 978-1723163937
_2018-06-03 The business side of GDPR: cultural and organizational impacts ISBN 978-1718910836: on privacy trends
_2016-12-20 Change ISBN 978-1541066069: a "change notepad" using the IChing to share ideas about change
_2015-08-22 25 years of lessons (and counting) on "relevant data" ISBN 978-1496073594: Business Intelligence and Big Data
_2015-03-23 #QuPlan - A Quantum of Planning ISBN 978-1508673422: with a fictional 230-pages case study on compliance
_2014-11-30 Strumenti per la comunicazione e promozione di idee - #DirittoDiVoto – 01" ISBN 978-1505281521
_2014-07-26 #SynSpec - XXI Century Expert Team Building and Management" ISBN 978-1499798074
_2014-01-30 The business side of BYOD: cultural and organizational impacts ISBN 978-1494844264
_2013-11-18 Business Social Networking part 1 - cultural and historical perspective ISBN 978-1493747498
_2013-10-26 #BFM2013 Knowledge-based Organizational Change ISBN 978-1493581078

Sample certifications/awareness learning in 2019-2020 (main since 2017: see Linkedin "certifications")
_Business Design: Intrapreneurship (certificate) Design-led (certificate) Digital Supply Chain (certificate)
_SAP: Digital transformation (certificate) Functional transition to S/4 (certificate) Enterprise architecture (certificate)
_Sustainability: Lessons learned and Integrated Reporting (certificate) Social enterprises in supply chain (certificate)
_Artificial Intelligence: Elements of AI, Helsinki (certificate) Trustworthy and Ethical AI (certificate) Kaggle courses on Python and ML (certifications directory) Shaping the future with Deep Learning (certificate)
_COVID-19: Johns Hopkins on Coursera- Contact Tracing (certificate) , Maximizing and Measuring Impact (certificate)

Hobbies: studying languages and cultures, social and technological change, using open data to seed analysis and writing

Sample projects 1986-2020, focus on cultural/organizational change & IT for management decision support

2019-current   **Research on Open Data use in business,** See https://robertolofaro.com/datademocracy

2018-2019   **In preparation of a book,** Released draft analyses on digital transformation impacts

2018   **Change di Roberto Lofaro,** Assessing viability of cultural change activities in Italy

2015-2018   **CNH Industrial o.b.o. Maneat,** ICT Purchasing Global PMO Consultant
- **CNH ICT Purchasing:** pmo and governance role on the portfolio world-wide, from spring 2016 in support to the new management team
- **Global Supplier Scorecard:** governance, UAT, coordination with business of completion and release - Italy
- **New CNH Supplier Portal:** support on harmonization of master data in preparation of launch of the new CNH Supplier Portal with various ERPs worldwide
- **Purchasing Finance (business):** support to business as pmo and change management on organizational plus system and process integration of Sparepart/Aftersales within Purchasing (Finance)
- **Supplier Quality Platform:** evolutions: support on release of Interim Recovery Worksheet, and whole project of WCM/Kaizen extension
- **Worldwide data harmonization support:** interfacing between local/global business and local/global ICT on other data transitions, e.g. SAP BPC, moving from non-SAP to SAP and others, new plant launch in Pune (India), master data alignment
- **Worldwide extension of EMEA Purchasing Finance systems and processes:** coordination between business and suppliers plus ICT for the onboarding of plants and financial controllers worldwide

2013-current   **Freelance publishing,** Authoring books on digital transformation socio-cultural impacts

2012   **CNH Industrial o.b.o. Blue Sof (now Aubay),** Senior PMO/Demand Planning
- **CNH business unit Precision AG&CE:** senior pmo and demand planning on a new business unit on geolocalization, program recovery - Italy
- **Enterprise Performance Management (EPM):** review the architecture prepared by consultants; business blueprints on Hyperion Essbase and Hyperion Planning on overheads, commercial controlling, margin analysis; on-site business analysis meetings in Brazil, Italy, Switzerland, USA
- **Support to the CIO on a management workshop on SAP-based roadmap for Latin America:** organize from Italy a management workshop in Curitiba to present and discuss the SAP-based roadmap for Latin America; attend the workshop, prepare the proceedings and presentation of the results; presentation in Brazil to Business Finance from USA HQ o.b.o. the CIO, of both the final presentation and reference to pilot initiative in Europe – Brazil

1998-2011   **Owned company,** Management consultant - France, Italy, German Switzerland, UK, others
Showing mainly Italian samples for confidentiality reasons, except the main customer 1998-2001
- **2010-2011 Project 看书,(KanShu)/Watchbook:** startup support, educational social network built around books and classroom activities; business and marketing planning, negotiation with potential partners, solution architecture for non-profit and commercial customers – Italy
- **2008-2010 Trees of Hope (pro-bono):** entrepreneurship development organization in USA and Africa; remote recruitment, business and marketing planning, marketing events design and staff coaching, social media coaching, vendor management - USA, Rwanda, remotely
- **2008-2009 Sappi Belgium:** researcher / co-author on online social networking corporate book
- **2008-2008 DHL Belgium:** PSO Analyst
- **2004-2007 Sys-Tek (4d/mo):** management consultant supporting the CEO to reposition and restructure the company, audit projects, negotiations for recruitment and firing of staff and partners - Italy
- **2004-2007 Arcafondi, Banco Santander Finconsumo o.b.o. Sys-Tek:** account manager and recovery, auditing projects and services, negotiations with CIOs and partners, outsourcing of services - Italy

(continued on next page)

Sample projects 1986-2020, focus on cultural/organizational change & IT for management decision support

1998-2011   **Owned company,** Management consultant   *(continued from previous page)*

- **2004-2006 Sviluppo Italia (government agency) o.b.o. Reply (part-time):** project manager and senior business analyst, CRM for Foreign Direct Investment Attraction and monthly risk reporting to Bank of Italy - Italy

- **2004-2006 SKF Italy, OMVP, Denso Italy o.b.o. Sys-Tek:** account manager and recovery, product on plant maintenance; also: project manager and business analyst on introducing preventive shop-floor maintenance - Italy

- **2003-2010 Various startups (partially pro-bono):** business and marketing planning, business development, founders coaching - Italy, UK

- **2003-2004 The Cruize:** management consultant to the CEO; business and marketing planning, negotiation, coaching, the business plan won a prize, and had few expressions of interest by potential industry partners (size: approx 1.4mln EUR initial budget); info on the concept - Italy

- **2003-2003 Cedacrinord/Cedacri (banking outsourcing and BPO):** proposed to the CEO the creation of a UK branch (creation to involve as CEO a UK banking partner), starting with a risk data bank à la Centrale dei Rischi, and extending to the full outsourcing and BPO; realized the business and marketing plan for both the Italian (Cedacri itself) "mother" company, and the UK branch; stopped by the Board (Parmalat crisis) - Italy

- **2002-2002 FIAT Auto Italy o.b.o. Business Reply (2d/wk):** project manager and business analyst on an audit project on product life cycle management reporting - Italy

- **2001-2003 Filasport:** project manager and business analyst on project on cashflow for the CFO, interfacing with SAP R/3 - Italy

- **1999-2001 Iveco Italy o.b.o. Blue Sof and direct (2d/wk):** facilitator on Data Warehousing Finance portfolio - Italy

- **1998-2006 Cedacrinord/Cedacri (banking outsourcing and BPO):** reporting to the CEO: post-M&A integration, organizational change at company and group level, new initiatives - Italy

- **1998-2001 Brio EMEA / Sunnybit GmbH:** Sales process improvement (Paris), negotiations, pre-sales / proof of concept projects, management consulting - France, Spain, German Switzerland, UK

- **1998-2001 ABB, Carrefour, Credit Suisse, Credit Suisse Private Banking, Credit Agricole du Var, EPA, Roche, SWX:** negotiations, training, projects o.b.o. Brio EMEA and Sunnybit GmbH - France, German Switzerland

1993-1997   **freelance,** Management consultant - Italy, limited UK

- **1993-1998 Various business intelligence and foreign corporate software companies:** Italian market development consulting and pre-sales/proof of concept projects - Italy, UK

- **1993-1998 SMEs companies support:** Marketing and organizational development support (recruitment, partnerships, negotiations, etc) - Italy, UK

- **1993-1996 Cedacrinord/Cedacri (banking outsourcing and BPO):** reporting to the CEO: cultural and organizational change programme manager, including involving internal and external resources to deliver part of the initiative - Italy

- **1992-1997 Novogas/Liquigas (first activities 1991):** consultant to CFO/COO (1992 also offered to become Financial Controller- decided not to sign December 1992) – Italy

1990-1992   **Compagnie Générale Informatique, Italian branch,** Head of Training and Methodologies - Italy, limited France and UK

- **1990-1992 Autogrill, CEDIS Migliarini, GS:** design and delivery Proof of Concept projects and methodology needs assessment training - Italy

- **1990-1992 Cedacrinord:** assess training needs and deliver training and change services - Italy

- **1990-1992 Internal market development and direct marketing project:** coordinate and develop marketing campaign and open door days - Italy

- **1990-1992 Internal recruitment, coaching, tutoring:** support in recruitment and selection of project managers, coaching and on-the-job training on service delivery (methodologies) - Italy

- **1990-1992 Internal service/product development project:** develop Italian localization of MERISE and Yourdon methodologies and training curricula - Italy

- **1990-1992 Various customers (e.g. Elettronica SPA, FTCRA, Sammontana):** consulting on methologies, CASE tools use for software development, CASE tools for organizational design – Italy

1990   **Undisclosed system integrator,** Management consultant on organizational change and business development, Italy

Sample projects 1986-2020, focus on cultural/organizational change & IT for management decision support

1988-1990   **AndersenSoftware/Comshare,** DSS pre-sales, consultant, trainer - Italy, limited UK
- **1988-1988 Magneti Marelli:** budget and group management reporting MIMESYS Decision Support System documentation development and training/coaching delivery to customer managers in pilot sites in Italy - Italy
- **1988-1990 SAV:** design and delivery of Decision Support System models for logistics and financial controlling - Italy
- **1988-1990 Various customers (e.g. Alitalia, Arthur Andersen, Banco di Sicilia, Intertransport, Vitrociset):** feasibility, design, delivery, audit of Decision Support System models (different roles, either for Comshare or Andersen) - Italy
- **1989-1990 Istituto Bancario San Paolo (now Intesa Sanpaolo) organizational development:** design and delivery of Decision Support System models for HR/new branch openings staffing decisions - Italy
- **1989-1990 San Paolo Invest (Private Banking and fund management):** design and delivery of Decision Support System models for agent network monitoring – Italy
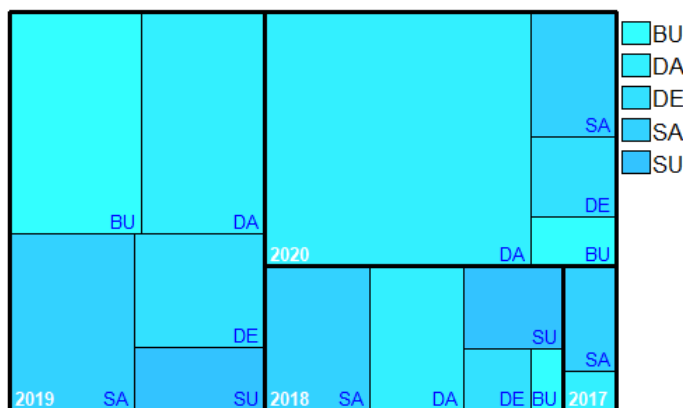
1986-1988   **Coritel/Andersen,** Mainframe programmer, Business Analyst, PMO/QC/QA – Italy
- **1986-1987 FIAT Auto:** budget man days definition, mainframe software development, business analysis, system test preparation - Italy
- **1987-1988 Istituto Bancario San Paolo (now Intesa Sanpaolo):** mainframe software development and business analysts, QC/QA/PMO, roll-out on-site coordination – Italy

1985-1986   **Gruppo Specialist Artiglieria Divisionale "Centauro",** Artillery Specialist - Italy
- **(volunteer) 4 hours a day late afternoon and early evening course leader;** designed, proposed, delivered, coached other teachers for an introductory course on programming for soldiers, NCOs, officers (up to Lt. Colonel)- 96 divided in classes - Italy
- **(volunteer) evening librarian** to keep open and administrative chores at the barracks library (1,200 people) - Italy
- **Furiere** (office organization: field and barracks training, daily services, interviewing and allocating to roles approx. 20 new recruits transferred monthly, staff scheduling, etc) – Italy

Courses with Certification (2017-2020)

	2017	2018	2019	2020	Legenda
BU	0	5%	29%	5%	Industry 4.0
DA	27%	32%	27%	76%	Data Science and Business Intelligence
DE	0	10%	15%	8%	Design Thinking and Organizational Innovation
SA	73%	35%	22%	12%	S/4 Hana
SU	0	19%	8%	0	Sustainability

Key sources	Open SAP, Coursera, Kaggle, other video/remote courses
Technology	**Online:** Kaggle, GIT, other Open/free online engines **Offline:** local server and conda/Python + RStudio

Social media profiles

Linkedin: https://linkedin.com/in/robertolofaro
Xing: https://xing.com/profile/robertolofaro
YouTube: https://robertolofaro.com/ctr-channel
Kaggle: https://kaggle.com/robertolofaro
GitHub: https://github.com/robertolofaro
Facebook: https://facebook.com/berlindiaries
Instagram: https://instagram.com/robertolofaro
Twitter: https://twitter.com/robertolofaro

Currently working on my machine learning skills (to release further projects on Kaggle and books).

See e.g. https://robertolofaro.com/ECBSpeech as an example of application (first released in October 2019, contents updated weekly with speeches and other communication from the European Central Bank website).