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### Currently looking for

\_ Interim/contract missions 6-24 months as PMO, change manager, or in project/programme controlling/facilitation roles

\_ Interested also in permanent/long-term roles for end customers in multinational environments

### Sample experiences by industry (1986-2018, most recent first within each industry)

<b>Automotive/Mobility</b>	CNH, SKF, FIAT, IVECO, Magneti Marelli, FIAT Auto; other hw/sw companies
<b>Banking</b>	Arcafondi, Cedacri, Banco Santander Finconsumo, CSPB, Credit Suisse, CA du Var, UK-based risk/ALM software companies, Cedacrinord, FTCRA, Sanpaolo Invest, Sanpaolo
<b>Gas and Logistics</b>	Sappi, DHL, Novogas/Liquigas, Intertransport, SAV
<b>Government</b>	Sviluppo Italia, Ministero dell'Interno
<b>Outsourcing</b>	Arcafondi, Cedacrinord/Cedacri
<b>Retail and related</b>	Filasport, EPA/Coop, Carrefour, Retek, Comshare, CEDIS Migliarini, GS, Autogrill
<b>B2B software</b>	Brio, MIP, Applix, Retek, TM/1, Comshare/Arbor; support to other UK-based
<b>Start-ups</b>	Watchbook/KanShu, TOHF, TheCruize, Teknimedia; support to others
<b>Consultancies</b>	Sys-Tek, Reply (various business units), ClientFocus; CGI; Andersen/Coritel

### Skills - business side

Used to work in multicultural/multinational environments at the senior management/Cxx level since the late 1980s in English, French, Italian (on some mission in other languages)

Cultural/organizational/process change, controlling facilitation coordination orchestration of activities

Capacity-building missions (organizational development, business process/relationship improvement), through programmes or projects, or within existing portfolios/accounts

Change-related skills: PMO, negotiation, business/culture sustainable development, multi-vendor environments, pre- and post-acquisition integration, sales and hiring/firing negotiations

### Skills - technical side

Main hands-on past expertise: use of technology to support decision making (management reporting, 1980s-1990s Decision Support Systems, 1990s-2000s data warehousing and business intelligence)

Worked in the 1980s also as mainframe programmer and analyst, and on mainframe UAT/go-live; latest UAT/go-live planning/coordination activities in a multinational environment: 2015-2018 (SAP environment)

Knowledge of Artificial Intelligence (1980s PROLOG, recently review of machine learning and Edge computing), data science (R and concepts), machine learning, IoT (see also "certifications" on LinkedIn)

Currently focusing on technologies supporting digital transformation, studying architectural elements of SAP since 2015 to assess the impacts of technology on end-to-end business processes; keeping up-to-date via IEEE and ISACA, [published books on change since 2013 \(see http://robertolofaro.com/books\)](http://robertolofaro.com/books)

**Languages:** English, French, Italian (MT) used at C-level in business; German B1; Spanish understood/read B2/C1; Dutch A2/B1; basic Russian; knowledge others

**I hereby consent to the processing of this CV as per GDPR EU regulation**

## Most recent activities: 2012; 2015-2018 at CNH Industrial

Key activities 2015-2018, o.b.o. Maneat (timeline available on demand), as ICT Purchasing Global PMO Consultant:

Support on the oversight of the ICT Purchasing budget vs. main supplier and Business customers; initially alone in Turin at the Business premises, reporting directly to Belgium and USA; from Summer 2016: support to the managerial team based at the ICT premises in Turin while staying at the Business offices

Until Summer 2016, fortnightly dashboard presentation to Business globally on the state and progress of ICT and related Business support activities within the Purchasing domain

Support to Business o.b.o. ICT during roll-out of application (from organization to UAT and Business training organization with Business process owners and main suppliers), for the extension of approval and vendor qualification processes and SAP-based tools across regions

Finance Purchasing:

- \_PMO/Change on both the ICT and Business side for the integration of Aftersales
- \_Coordinating/facilitating on business blueprint/BPR for ensuing systems&processes evolutions
- \_Supporting Business on the extension to APAC LATAM NAFTA of EMEA SAP-based Finance Purchasing processes and tools

Cross-domain:

- \_PMO/Change/Business Analysis support on completion and roll-out of the Global Supplier Scorecard, both the internal version and the one available to vendors via the Supplier Portal
- \_Prepared Business Blueprint and proposed roadmap for the next evolution

Supplier Quality

- \_PMO/Change/Business Analysis support on the WCM/Kaizen Supplier Quality Platform evolution
- \_Business Analysis and BPR support to Business for the evolution of the SREA (Supplier Request for Engineering Approval) process and its integration within the PPAP process and the tool on cost&quality suppliers' proposal management

Key technologies: SAP (SRM, FI/CO, MDM, BW, BPC- blueprints and interfacing with AMS teams), Sharepoint

**Key activities 2012, o.b.o. Blue Sof (now Aubay):** as Senior PMO/Demand Planning, Programme- and Business Unit-level (new unit Precision AG&CE, geolocalization-related); new business unit (Italy and worldwide remotely); new e-commerce service; management workshop in Brazil for the CIO on the new SAP-based roadmap for LATAM; ICT Finance (Italy, US, Switzerland) and review of the Hyperion-based reporting architecture proposed by consultants

## Longest-running customer: 1990-2006 Cedacrinord/Cedacri (banking outsourcing/BPO)

Cultural/organizational development programme, integrating multiple suppliers and developing/delivering a training curriculum, in three phases ([LINK](#)):

- 1990-1992 ASSESSMENT (o.b.o. CGI), to assess current maturity level and deliver initial training curriculum
- 1993-1997 TRANSFORMATION, to design and deliver training/change programme, and on-the-job coaching
- 1998-2006 BUSINESS CONTINUITY GOVERNANCE (organizational development o.b.o. CEO, mainly for post-acquisition merger and integration, governance also SOX-based, new initiatives, new services, organizational redesign, designing new organizational structures and positions)

Support to divisional managers on business alignment and coaching managers