

PERSONAL INFORMATION

**Roberto Lofaro**

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 ⓘ <http://www.linkedin.com/in/robertolofaro>(contains links to other profiles on social networks, etc.)  
 Sex Male | Date of birth 31/03/1965 | Nationality Italian

CURRENTLY LOOKING FOR

**Opportunities in Organizational change/transformation/development**

MAIN INDUSTRIES

Automotive, banking/financial, consulting, outsourcing, retail  
 Since 1990 supported start-ups and small/medium companies on business/marketing planning, business/organizational development

BUSINESS DOMAINS

ICT, Business Intelligence, Finance and Controlling, Management reporting

COUNTRIES

Italy, Belgium, France, UK, German Switzerland;  
 also other countries onsite/remotely (e.g. USA, Brazil, Spain, Germany, Turkey)

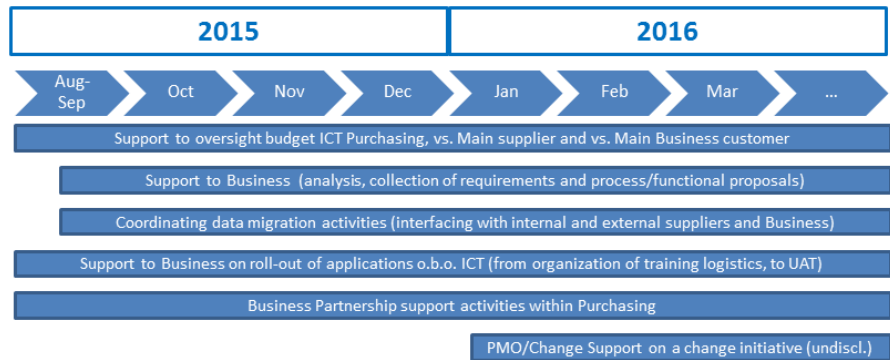
LANGUAGE SKILLS

English, French, Italian (including on negotiations up to Cxx-level); details on LinkedIn  
 More limited skills also in Spanish; currently recovering/improving German

CURRENT ACTIVITIES

2012; 2015-08 to current  
 Manufacturing/Automotive

PMO Consultant (Purchasing domain)  
 CNH Industrial o.b.o. Maneat, Turin (2012: o.b.o. Blue Sof Consulting, currently part of Aubay)  
**Current role:** P3O activities on the ICT Purchasing portfolio (global, with regional activities)



Due to confidentiality reasons, the update is up to 6 months ago

**2012 role:** Senior PMO/Demand Planning, Programme- and Business Unit-level, working mainly in Italy but also Brazil, USA, Switzerland and remotely ([click here for details](#))

LONGEST RUNNING CUSTOMER

1990 to 2006  
 Banking, Outsourcing  
 and BPO  
 Project:

Management Consultant on Cultural and Organizational Change,  
 Programme Management (Transformation)  
 Cedacrinord/Cedacri, reporting to the CEO ("Direttore Generale"), Collecchio  
 \_ Cultural, organizational, technological change in banking outsourcing/BPO; from 1998, change assignments for the CEO: organizational development and design, integration of a group of companies, governance (also SOX-based), new services/initiatives  
 Content:  
 \_ Cultural/organizational development program, integrating multiple suppliers and developing/delivering a training curriculum  
 \_ Support to divisional managers on business alignment and coaching managers  
 \_ Three phases  
 1990-1992 ASSESSMENT (o.b.o. CGI);  
 1993-1997 TRANSFORMATION ;  
 1998-2006 BUSINESS CONTINUITY GOVERNANCE (organizational development o.b.o. CEO)

ROLES COVERED

Since mid-1980s: business analysis, DSS and business intelligence, software and services pre-sales, negotiations, sales; design and delivery of ICT and non-ICT training programmes  
 Since 1990: project/change manager, budget/staff management, start-ups  
 Since mid-1990s: programme/account management, ERPs-related projects  
 Served in the Italian Army (compulsory service, 1985-1986), Artillery Specialist Group

MEMBERSHIPS

\_ Mensa since 1989 (currently Mensa International Chapter)  
 \_ IEEE 1997-2013, 2016-current  
 \_ ISACA since October 2015 (Estonia Chapter)  
 \_ e-residency within e-stonia (online country dematerialization initiative in Estonia) since October 2015

CURRENT SELF-DEVELOPMENT ACTIVITIES

Currently working on improving  
 - language skills (Mandarin in self-study and German self-study plus scheduled for residential August 2017 at Goethe Frankfurt)  
 - SAP knowledge (focus: SAP Hana)

**KEY LONG-TERM ACTIVITIES ON CHANGE AND BUSINESS DEVELOPMENT**

2013-04 TO CURRENT	Author on cultural/organizational/technological change, social media, BYOD/IoT Project: Publishing books on change (latest one: <a href="http://www.robetolofaro.com/change">http://www.robetolofaro.com/change</a> ) Content: _ see <a href="http://www.robetolofaro.com/books">http://www.robetolofaro.com/books</a> to read the books published so far the history-log of a fictional programme on compliance is on <a href="http://www.issuu.com/robetolofaro">http://www.issuu.com/robetolofaro</a> _ Advocacy/political marketing, business intelligence, knowledge management, IoT, new media
2008 to 2010 Educational, Retail (PRO-BONO) Project:	Advisor and activity coordinator; business development support Trees of Hope, Texas and Rwanda (non-profit)  Entrepreneurship development organization in USA and Africa, based on self-sustainable business activities, starting with fair trade coffee built around a village-based business model Content: _ Advisor on business strategy and marketing, business development, new media communication planning, recruitment _ Support to the CEO to define the business model, business and marketing planning, recruitment, fund-raising, planning and coaching of key staff in US/Africa remotely via Skype _ From defining the business and communication model to researching the potential market and defining the corporate culture, up to the communication plan, coaching staff remotely, helping the CEO on structuring the documentation for fund raising and to manage staff and online suppliers
2004 TO 2007 Outsourcing and BPO, System integration Project:	Partner (management consultant and business coach) Sys-Tek, Turin, Milan, other locations in Piedmont, occasionally others (e.g. Lugano)  Restructuring and repositioning the company and its accounts and suppliers, managing a portfolio of accounts, negotiating and managing projects and services with customers' CIOs Content: _ Organizational change and business development, account/vendor management (with CIOs) _ Helping the CEO to restructure and reposition the company, auditing existing projects/portfolios _ Crisis management and vendor replacement/recruitment, negotiation, setup, and management of both software and infrastructure projects, services, outsourced and managed services, software packages, coaching of managers (account, project, service)/staff, including on portfolio/budget management, service and team transition management following the ITIL framework
2001 to 2003 Fashion, Manufacturing, Retail, Sales management Project:	Project Manager and Business Analyst Filasport, Biella  Cash-flow forecasting and analysis, with integration with SAP and another ERP (data extraction and transactions posting to SAP FI) Content: _ Software and process development project for the CFO on cash-flow forecasting, integrating SAP (reading FI/CO and posting transactions via batch) and Oracle with USB-based data)
1998 to 2001 Sales management, Software publishing Project:	Management Consultant on Sales and Support Process Improvement Brio Technology (EMEA/France) and Sunnybit GmbH (German Switzerland)  Sales and post-sales process improvement in Paris, business development; from 1999: mainly in German Switzerland for their distributor Sunnybit GmbH; Industries: Banking, Financial, Marketing and communications, Retail, Sales management, Software publishing (business intelligence, enterprise reporting, vertical packages on EPM), Telco Content: Management consultant, negotiator, PM&BA on proof-of-concept projects, solution/information architect, recruiter: _ Optimization of sales processes and activities, recruitment, definition of after sales processes, Negotiations (from business blueprint to solution design and closing) with key customers, PM/BA on key pilot projects also in German Switzerland for Brio's agent
1992 to 1997 Logistics&transportation, Oil and gas Project:	Consultant to the CFO/Administrative Director (actually from 1991, with the authorization of the CEO of CGI, as a free-lance in my spare time) Novogas/Liquigas, Brescia and Milan Support to the CFO/Administrative Director and Financial Controlling Activities Content: _ Consultant to the CFO on DSS/EIS in logistics optimization (first: realizing model to optimize warehouses relocation options and routes) and financial reporting, budgeting _ Multinational consolidated financial reporting and management reporting _ Pre-acquisition due diligence (leading accounting team to review accounting practices, L/R)
1990-1992  Project: Content:	Head of Training and Methodologies CGI Italian branch, based in Milan, with activities mainly in Italy and limited abroad Develop market on methodologies and associated change activities _ Senior Project Manager/"Cadre" (reporting to CEO and Marketing Director in Italy): _ Sample customers: Autogrill, Cedis Migliarini, Cedacrinord, Cogefar Impresit, Elettronica SpA, Franco Tosi, FTCRA, GS Supermercati, La Rinascente, Lloyd Adriatico Triestino, Sammontana

**SAMPLE OTHER PREVIOUS PROJECTS AND ACTIVITIES FROM 2011 BACK TO 1985 – PAGE 1 OF 3**

<p>2010 to 2011 Educational, Publishing, Retail Project: Content:</p>	<p>Advisor and activity coordinator; business development support ProjectKS/Watchbook 看书 o.b.o. Zero100, Milan</p> <p>Book-centric online social network for publishers (start-up) _ Management consultant, TOM design, negotiator, business architect, business/marketing planning _ Designing and creating an educational social network built around books and classroom activities complementing material provided by publishers, authors, teachers</p>
<p>2008 to 2009 Manufacturing, Marketing and Communications Project: Content:</p>	<p>Researcher and writer on social networking Sappi, Brussels</p> <p>Book on the integration of online social networking within the corporate marketing mix for marketing directors _ The integration of online social networking and new media within a corporate marketing mix (extracting material from a research that I started in 2007) _ See also my book from 2013, <a href="http://www.robetolofaro.com/BSN2013">http://www.robetolofaro.com/BSN2013</a>, on business social networking (expanding and updating in 2013 on the 2007 research) and <a href="http://www.robetolofaro.com/STRUMENTI">http://www.robetolofaro.com/STRUMENTI</a> (on advocacy and political marketing, in Italian)</p>
<p>2008 Logistics Project: Content:</p>	<p>PSO Analyst DHL o.b.o. Progressive, Brussels (Diegem)</p> <p>Working on the PSO for a DHL unit in Brussels overseeing Europe _ PMO activities, SAP third-party invoices validation, interviewing project managers, designed process for a Clarity-based steering committee</p>
<p>2005 to 2007 Banking, Financial Project: Content:</p>	<p>Account and Portfolio Manager (Partner) Arcafondi o.b.o. Sys-Tek, Turin</p> <p>Management of a portfolio of projects and services Account manager, negotiator with CIO, management consultant, managed and outsourced services, third-party suppliers assessment, coaching of service, project, and account managers: _ Renegotiating the portfolio budget, structuring outsourcing agreements and new trial services _ Auditing and replacing supplying partners _ Coordinating projects in virtualization, security, network monitoring, application management _ Organizational development consulting to the CIO to introduce service-orientation (SOA) in ICT _ Feasibility on Clarity, and assess outsourcing and service management offers from suppliers</p>
<p>2004 TO 2006 Manufacturing Project: Content:</p>	<p>Account and Portfolio Manager (Partner) SKF o.b.o. Sys-Tek, Various locations in Piedmont, Northern Italy</p> <p>Management of a portfolio of accounts and projects within the group, crisis management to recover projects and replace suppliers _ Account manager, negotiator with CIO, PM and BA: _ Auditing/hiring/firing/replacing suppliers, crisis management, negotiating and managing budgets _ Designing and licensing the architecture and specification for floor-level scheduled preventive management, coaching account managers and development team, leading UAT</p>
<p>2004 to 2006 Banking, Financial Project: Content:</p>	<p>Account and Portfolio Manager (Partner) Banco Santander Finconsumo o.b.o. Sys-Tek</p> <p>Management of a portfolio of projects and services, and structuring of the new services Account manager, negotiator with CIO, managed and outsourced services designer and manager: _ Renegotiating the portfolio budget _ Structuring outsourcing agreement and new trial services _ Greenfield organization of an outsourced service, including coaching the team and its leader _ Introducing a portfolio management approach</p>
<p>2004 to 2006 Government, Security (PARTIALLY PRO-BONO) Project: Content:</p>	<p>Project Manager and Business Analyst Ministero dell'Interno o.b.o. Reply, Rome</p> <p>Create portal immigration logistics and expenditure management (Schengen-based) _ Workflow implementation and integration with the accounting backend, expenditure tracking _ Management process training design and delivery, including the creation of multimedia material that, after a "train-the-trainer" activity, was used by another resource to deliver training in Italy _ Due to budgetary constraints on the project management side, the activity was delivered partially pro-bono from Spring 2005, fully pro-bono from September 2005</p>

**SAMPLE OTHER PREVIOUS PROJECTS AND ACTIVITIES FROM 2011 BACK TO 1985 – PAGE 2 OF 3**

<p>2004 to 2006 Banking, Financial, Government, (PARTIALLY PRO-BONO) Project:</p>	<p>Project Manager and Business Analyst (Management consulting, Marketing and communications) Sviluppo Italia o.b.o. Reply, Rome</p>
<p>Content:</p>	<p>CRM, Oracle ERP and version consolidation, Oracle data warehousing and customer referential definition using Customer Data Hub, Warehouse Builder, OFA, risk management reporting _ CRM workstream/emerging programme, to introduce Oracle software components for CRM first, and customer referential purposes thereafter _ First: workshop-based solution&amp;information architecture and business requirements blueprint for Foreign Direct Investment Attraction; the activity included also the pro-bono delivery of a business positioning presentation in English _ End: database server consolidation and design of a customer referential to produce risk-related information for the Bank of Italy, using CDH, OWB, and other Oracle integration and data warehousing technologies</p>
<p>2002 Automotive Project:</p>	<p>Project Manager and Business Analyst FIAT Auto o.b.o. Reply, Turin</p>
<p>Content:</p>	<p>Project Manager and Business Analyst, consultant on knowledge management _ Managed team on audit project on the knowledge management and retention practices adopted by suppliers on the management reporting projects and services (budget &gt;10mln EUR) _ Process improvement activities and integration of quality, knowledge management, methodologies, service and project delivery _ PM and BA on an audit and process improvement project (resulting in headcount reduction), on knowledge management/retention practices adopted by consultants on management reporting</p>
<p>1999 to 2001 Automotive Project:</p>	<p>PORTFOLIO Facilitator, Project Manager, and Business Analyst IVECO o.b.o. Blue Sof and direct customer, Turin</p>
<p>Content:</p>	<p>_ Facilitation on data warehousing finance and European overheads reporting _ Facilitator to bring back on track projects within the data warehousing finance portfolio, and improve communication and cooperation between suppliers (2d/week in Turin, Italy) _ For the European Controller, PM/BA to design a new European-wide overhead reporting and monitoring system based on Cognos and Oracle, distributing in branches abroad datamarts</p>
<p>1990 Management consulting, System integration Project:</p>	<p>Consultant on organizational change and business development for SMEs Confidential, Italy</p>
<p>Content:</p>	<p>Support to CEO on organizational and business development _ Profiling the shareholders/managers to identify potential critical issues in company development _ Proposing career development paths for partners _ Support on proposal definition for software selections, feasibility studies on new managed services _ Designing and delivering training courses on “soft skills”</p>
<p>1988 to 1990 Sales management, Software publishing Project:</p>	<p>Consultant and focal point on Decision Support System PC tools Comshare o.b.o. Andersen, mainly in Italy and limited abroad</p>
<p>Content:</p>	<p>DSS and EIS Packages pre- and post-sales engineering; Industries: Automotive, Banking, Consumer Electronics, Financial, Government, Logistics&amp;transportation, Manufacturing, Management consulting, Marketing and communications, Retail, Sales management, Software publishing DSS and EIS Comshare packages Pre- and Post-Sales Engineer: _ Worked mainly as Single Point of Contact on PC-based modelling, to support projects/prospects _ Coached in Italy by Comshare/Andersen, and trained in solution sales&amp;marketing in London _ Main activity: Decision Support models for senior managers, in various industries (details online) _ Design and delivering of management workshops and training on data-based decision making _ Training design and train-the-trainer, pre-sales presentations and negotiation _ Sample customers: Alitalia, Autostrade SpA, Banco di Sicilia, Comshare, FIAT Auto, Fiocchi, Istituto Bancario San Paolo, Magneti Marelli, Sanpaolo Invest, SAV, Toro Assicurazioni</p>
<p>1987 to 1988 Banking Project:</p>	<p>Mainframe developer, Business Analyst, PMO/QA/QC, others Istituto Bancario Sanpaolo Torino o.b.o. Andersen, Torino and Verona</p>
<p>Content:</p>	<p>Contabilità Generale Bancaria (COGEBAN); banking general ledger (accounting)- customization and expansion of the package developed by Andersen's unit CORIBAN in Verona _ Mainframe Developer, Business Analyst, PMO/QA/QC, roll-out coordination, then 2<sup>nd</sup> level functional support; liaison with: ICT, organizational development, Chief accountant at San Paolo HQ</p>



**SAMPLE CUSTOMERS, BY COUNTRY, 1986-2017 (the links open a details page on <http://www.robetolofaro.com/cv>)**  
**VIA PARTNERS/CUSTOMERS**

BE	o.b.o. Progressive 2008	<a href="#"><u>DHL</u></a>
CH	o.b.o. <a href="#"><u>Sunnybit GmbH and Brio EMEA 1999-2001</u></a>	ABB, Credit Suisse (risk, ICT expenditure, management), Credit Suisse Private Banking (KPIs), EPA (retail/marketing), Roche (R&D expenditure control and tracking), SWX
FR	o.b.o. <a href="#"><u>Brio EMEA 1998-2000</u></a>	(main customers) Carrefour, Credit Agricole, HP, IBM, Manpower
IT	o.b.o. Andersen 1986-1990	(main customers) Alitalia, Autostrade SpA, Banco di Sicilia, <a href="#"><u>Comshare</u></a> , <a href="#"><u>FIAT Auto</u></a> , Fiocchi, <a href="#"><u>Istituto Bancario Sanpaolo</u></a> , Magneti Marelli, Sanpaolo Invest, SAV, Toro Assicurazioni
	o.b.o. Blue Sof 1999-2012	<a href="#"><u>CNH/FIAT Industrial</u></a> , Iveco
	o.b.o. <a href="#"><u>CGI 1990-1992</u></a>	(main customers) Autogrill, Cedis Migliarini, <a href="#"><u>Cedacrinord</u></a> , Cogefar Impresit, Elettronica SpA, Franco Tosi, FTCRA, GS Supermercati, La Rinascente, Lloyd Adriatico Triestino, Sammontana
	o.b.o. Maneat 2015-current	<a href="#"><u>CNH Industrial</u></a>
	o.b.o. Reply 1997-2006	<a href="#"><u>FIAT Auto</u></a> , <a href="#"><u>Ministero dell'Interno</u></a> , <a href="#"><u>Sviluppo Italia</u></a> , various companies (for lead qualification, proposals, first on a project for the internal cultural/organizational development of Reply, on methodology)
	o.b.o. Sys-Tek 2004-2007	(main accounts and portfolios of projects and services managed) <a href="#"><u>Arcafondi</u></a> , <a href="#"><u>Banco Santander Finconsumo</u></a> , Denso, FIAT Auto, Istituto Bancario Sanpaolo, <a href="#"><u>SKF</u></a> , various small/medium companies
UK	o.b.o. Clientfocus 1990s	(direct marketing, lead generation, negotiation and marketing support in Continental Europe) Applix TM/1, Comshare, MIP, ReTek, Xyratex

**MAIN DIRECT CUSTOMERS**

Blue Sof (Italy, System Integration)	<a href="#"><u>Iveco (Italy, Automotive)</u></a>
<a href="#"><u>BRIO (France/EMEA, Software Publisher BI)</u></a>	<a href="#"><u>Liquigas/Novogas (Italian operations, gas/logistics)</u></a>
<a href="#"><u>Cedacrinord/Cedacri (Italy, Banking Outsourcing/BPO)</u></a>	MIP (UK, Software Publisher Banking Risk Software)
ClientFocus (UK, Marketing)	Reply (Italy, System Integrator)
Comshare (Italian sales, Software Publisher DSS/BI)	<a href="#"><u>Sappi (Belgium, Paper Manufacturing)</u></a>
<a href="#"><u>Filasport (Italy, Fashion/Retail)</u></a>	<a href="#"><u>Sys-Tek (Italy, System Integrator)</u></a>

Supported also since 1990 start-ups and small/medium companies on business+marketing planning, business/organizational development

Compulsory service in the Italian Army from May 1985 to May 1986, [G.S.A.D. "Centauro"](#), Vercelli (Italy)