

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

INTERESTED IN OPPORTUNITIES

**Organizational change, digital and business transformation, business and organizational development**

MAIN INDUSTRIES

Automotive, banking, consulting, financial, logistics, outsourcing, retail

Since 1990 also supported start-ups and small/medium companies on business/marketing planning, business/organizational development

BUSINESS DOMAINS

ICT, Finance and Controlling, Management reporting, Organizational Development

COUNTRIES

Italy, Belgium, France, UK, German Switzerland;

also other countries onsite/remotely (e.g. USA, Brazil, Spain, Germany, Turkey); since 2015: worldwide

LANGUAGE SKILLS

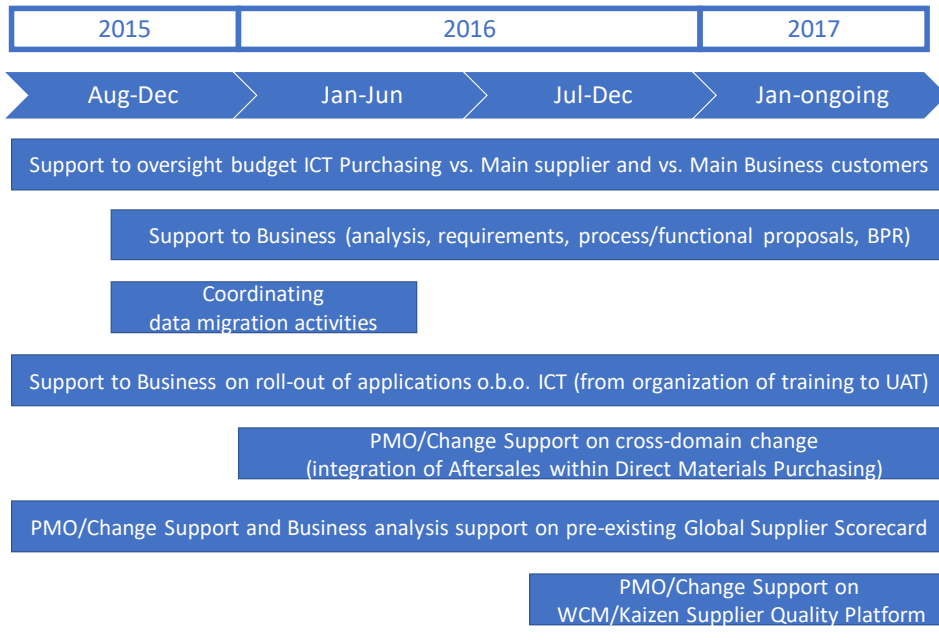
English, French, Italian (including on negotiations up to Cxx-level); Business skills also in Spanish; currently recovering/improving German (did B1 course August 2017); have also other language skills

CURRENT ACTIVITIES

2012; 2015-08 to current  
Manufacturing/Automotive

**CNH Industrial** o.b.o. Maneat, Turin (2012: o.b.o. Blue Sof Consulting, currently part of Aubay): PMO Consultant (Purchasing domain)

**Current role:** P3O activities on the ICT Purchasing portfolio (global, with regional activities)



**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:

**Cedacrinord/Cedacri**, Collecchio: Management Consultant on Cultural and Organizational Change, Programme Management (Transformation), reporting to the CEO ([LINK](#))

\_ 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

**KEY SKILLS AND EXPERIENCE**



- \_ Quick learner and used to work (and manage) in multicultural/multinational environments
- \_ From operative and software development to managerial and negotiation roles
- \_ Working and communicating at the Cxx-level since mid-1980s

**Organizational / managerial skills**

- \_ Leadership of management teams and virtual teams, both in ICT and non-ICT
- \_ Coordination of vendors and suppliers (software and services)
- \_ Coordination of audit and assessment teams
- \_ Sales/marketing/business development coordination activities, from presentations to negotiations
- \_ Project/portfolio/budget/programme/staff/vendor management, recruitment, audit HR
- \_ Organizational/cultural change within multicultural and multi-company environments
- \_ Business/organizational analysis, auditing projects and activities, crisis management
- \_ Governance: organizational design and SOX, quality and ISO9000
- \_ Experience on risk management (banking and non-banking)
- \_ Banking retail and organizational design, knowledge and limited experience of non-retail
- \_ Management and technical workshops organization and delivery
- \_ Multi-vendor brainstorming/facilitation activities (including crises management and contracts review)

**JOB-RELATED SKILLS**

- \_ Business and Marketing planning, event and campaign planning and coordination
- \_ Experience on logistics and supply chain (controlling), limited knowledge on WCM
- \_ Web-based technologies and new media, e-commerce
- \_ Numeracy (e.g. quantitative and forensic data analysis in accounting, risk, PMO, etc.)
- \_ Data-related: data privacy, ICT security and 27001, compliance (details on request)

**OTHER SKILLS**

- \_ Continued professional education through self-learning, industry websites or webinars and IEEE seminars/materials (e.g. on cloud, e-commerce, Six Sigma Lean, Information Architecture)
- \_ Knowledge/skills on MSP and ITIL (to the 2011 editions), as well as other business methods (e.g. courses on HR, security, architecture, concepts TOGAF/FEAC); COBIT 5 knowledge
- \_ Continuous updating on non-technical skills (e.g. business ethics, methodologies such as Lean Six Sigma) and business+technical skills (e.g. SAP GRC)

**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, German B1 intensiv in August 2017 at Goethe Frankfurt)
  - SAP knowledge (focus: SAP Hana)

**COMPULSORY SERVICE IN THE ITALIAN ARMY MAY 1985 – MAY 1986**

Rank: Artigliere

Gruppo Specialisti Artiglieria Divisionale Centauro  
artillery specialist (weather forecast, and radio/topography training)

- \_ Proposed, designed, and delivered introductory training course on information technology, daily 16h00-20h00, for soldiers and NCOs+Officers (up to Lt. Colonel), with a total of 96 students, divided in separate classes by status; Reporting directly to the Head of the Divisional training unit (CAD OATIO, a Colonel), and coaching teachers
- \_ Office management work and staff/training/field exercise logistics planning for Gruppo Specialisti
- \_ Volunteer designing, researching, drafting a computer software to replace ballistic tables (hold)
- \_ Volunteer librarian (i.e. opening the barracks' library after delivering the NCO+Officers class)

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

2013-04 TO CURRENT Project: Content:	Author on cultural/organizational/technological change, social media, BYOD/IoT Publishing books on change (latest one: <a href="http://www.robetolofaro.com/change">http://www.robetolofaro.com/change</a> ) _ 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: Content:	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 _ 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: Content:	<b>Sys-Tek</b> , Turin, Milan, other locations in Piedmont, occasionally others (e.g. Lugano): Partner (management consultant and business coach) ( <a href="#">LINK</a> )  Restructuring and repositioning the company and its accounts and suppliers, managing a portfolio of accounts, negotiating and managing projects and services with customers' CIOs _ 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: Content:	<b>FILASPORT</b> , Biella: Project Manager and Business Analyst ( <a href="#">LINK</a> )  Cash-flow forecasting and analysis, with integration with SAP and another ERP (data extraction and transactions posting to SAP FI) _ 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: Content:	<b>Brio Technology</b> (EMEA/France) AND <b>SUNNYBIT GMBH</b> (GERMAN SWITZERLAND): Management Consultant on Sales and Support Process Improvement  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 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: Content:	<b>NOVOGAS/LIQUIGAS</b> , Brescia and Milan: 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)  Support to the CFO/Administrative Director and Financial Controlling Activities _ 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:	<b>Compagnie Générale Informatique</b> Italian Branch, based in Milan, with activities mainly in Italy and limited abroad: Head of Training and Methodologies  Develop market on methodologies and associated change activities _ Senior Project Manager/"Cadre" (reporting to the CEO and the Marketing Director in Italy):

\_ Sample customers: see next page

## SAMPLE PROJECTS AND CUSTOMERS 1985-2011 (the links open a details page on <http://www.robetolofaro.com/cv>)

### SAMPLE PROJECTS

2010-2011	<b>ProjectKS/Watchbook 看书</b> o.b.o. Zero100, Milan : Advisor & activity coordinator; business development Industry: Educational, Publishing, Retail
2008-2009	<b>SAPPI</b> , Brussels : Researcher and writer on social networking Industry: Manufacturing, Marketing, Communications ( <a href="#">LINK</a> )
2008	<b>DHL</b> o.b.o. Progressive, Brussels (Diegem): PSO Analyst Industry: Logistics
2005-2007	<b>Arcafondi</b> o.b.o. <b>SYS-TEK</b> , Turin: Account and Portfolio Manager (Partner), Industry: Banking, Financial, Outsourcing
2004-2006	<b>SKF</b> o.b.o. <b>SYS-TEK</b> , various locations: Account and Portfolio Manager (Partner) Industry: Manufacturing
2004-2006	<b>Banco Santander Finconsumo</b> o.b.o. <b>SYS-TEK</b> : Account and Portfolio Manager (Partner) Industry: Banking, Financial
2004-2006	<b>Ministero dell'Interno</b> o.b.o. Reply, Rome: Project Manager and Business Analyst Industry: Government, Security, Immigration (partially pro-bono)
2004-2006	<b>Sviluppo Italia</b> o.b.o. Reply, Rome: Project Manager and Business Analyst Industry: Banking, Financial, Government (partially pro-bono)
2002	<b>FIAT Auto</b> o.b.o. Reply, Turin: Project Manager and Business Analyst Industry: Automotive
1999-2001	<b>IVECO</b> o.b.o. Blue Sof and direct customer, Turin: Portfolio Facilitator, Project Manager and Business Analyst Industry: Automotive ( <a href="#">LINK</a> )
1990	<b>Confidential</b> , Italy: Consultant on organizational change and business development for SMEs Industry: Management consulting, System integration
1988-1990	<b>Comshare</b> o.b.o. Andersen, mainly in Italy and limited abroad: Consultant / focal point on Decision Support System PC tools, Pre-sales solution architect and consultant Industry: Sales management, Software Publishing (for Cxx-level customers various industries)
1987-1988	<b>Istituto Bancario Sanpaolo Torino</b> o.b.o. Andersen, Torino and Verona: Mainframe developer, Business Analyst, PMO/QA/QC, roll-out resident during go live, post-production 2 <sup>nd</sup> level onsite functional support (general ledger) Industry: Banking
1986-1987	<b>FIAT Auto</b> o.b.o. Andersen, Torino: Mainframe developer, Business Analyst Industry: Automotive / Purchasing

### SAMPLE CUSTOMERS, BY COUNTRY

BE	o.b.o. Progressive 2008	<b>DHL</b>
CH	o.b.o. <b>Sunnybit GmbH and Brio EMEA 1999-2001</b>	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. <b>Brio EMEA 1998-2000</b>	(main customers) Carrefour, Credit Agricole, HP, IBM, Manpower
IT	o.b.o. Andersen 1986-1990	(main customers) Alitalia, Autostrade SpA, Banco di Sicilia, <b>Comshare</b> , <b>FIAT Auto</b> , Fiocchi, <b>Istituto Bancario Sanpaolo</b> , Magneti Marelli, Sanpaolo Invest, SAV, Toro Assicurazioni
	o.b.o. Blue Sof 1999-2012	<b>CNH/FIAT Industrial</b> , Iveco
	o.b.o. <b>CGI 1990-1992</b>	(main customers) Autogrill, Cedis Migliarini, <b>Cedacrinord</b> , Cogefar Impresit, Elettronica SpA, Franco Tosi, FTCRA, GS Supermercati, La Rinascente, Lloyd Adriatico Triestino, Sammontana
	o.b.o. Maneat 2015-current	<b>CNH Industrial</b>
	o.b.o. Reply 1997-2006	<b>FIAT Auto</b> , <b>Ministero dell'Interno</b> , <b>Sviluppo Italia</b> , 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) <b>Arcafondi</b> , <b>Banco Santander Finconsumo</b> , Denso, FIAT Auto, Istituto Bancario Sanpaolo, <b>SKF</b> , 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