

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 | Location Turin, Italy

CURRENTLY LOOKING FOR

**Contracts between 6 and 24 months in Europe on: organizational change and development, business development , business digital transformation**

MAIN INDUSTRIES WORKED IN  
 MAIN DOMAINS  
 MAIN SKILLS  
 COUNTRIES

Automotive, banking, consulting, financial, Italian Government entities, logistics, outsourcing, retail  
 Since 1990 also supported start-ups (mainly web-based) and small/medium companies on business/marketing planning, business/organizational development, software solution architecture definition  
 Finance and Controlling, General Management, ICT, Organizational Development , Purchasing, Quality Project, Programme, Account, Vendor Management; Cultural/Organizational Change Management  
 Italy, Belgium, France, UK, German Switzerland; also other countries onsite/remotely (e.g. USA, Brazil, Spain, Germany, Turkey); since 2015: remotely from Italy Australia, Belgium, Brazil, China, India, USA

LANGUAGE SKILLS

**English, French, Italian** (including on negotiations up to Cxx-level); Business skills also in Spanish; currently recovering/improving **German** (attended B1 course August 2017 in Frankfurt at Goethe) with more limited skills (reading and/or speaking and/or writing) in other EU/non-EU languages

CURRENT ACTIVITY

2018-03 to current

**Change di Roberto Lofaro” (change-robertolofaro.it) VAT registered as ditta individuale (also for VIES)**  
 Focus: delivery of cultural, organizational, technological change services and training (online/offline) and knowledge dissemination / publications on change and compliance (e.g. see “publications” section)

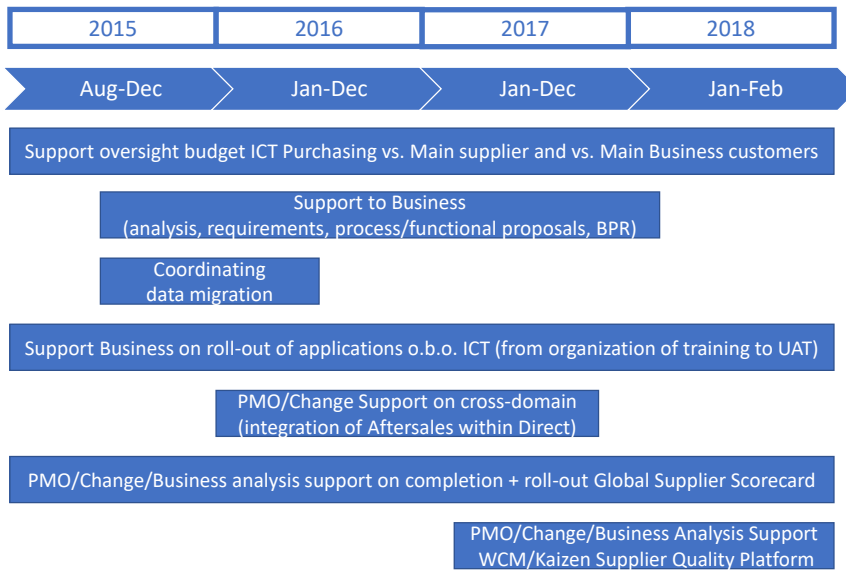
MOST RECENT ACTIVITIES

2012; 2015-08 to 2018-02

**CNH Industrial** o.b.o. Maneat, Turin (2012: o.b.o. Blue Sof Consulting, currently part of Aubay):  
 ICT Purchasing Global PMO Consultant (Purchasing domain) (details will be available from September 2018)

Manufacturing  
 Automotive

**2015-2018 role** P3O activities on the ICT Purchasing portfolio (global, with regional activities)



**2012 role:** Senior PMO/Demand Planning, Programme- and Business Unit-level (new unit Precision AG&CE, geolocalization-related), working mainly in Italy but also onsite in Brazil, Switzerland, USA; remotely elsewhere ([LINK](#))

LONGEST RUNNING CUSTOMER

1990 to 2006  
 Outsourcing and BPO (banking)  
 Project:

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

Content:

\_ Cultural/organizational development programme, integrating multiple suppliers and developing/delivering a training curriculum, in three phases:  
 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

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

ORGANIZATIONAL /  
MANAGERIAL SKILLS

- \_ 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
- \_ Leadership and facilitation/orchestration of management teams and virtual teams (in ICT and non-ICT)
- \_ Developing and delivering training programmes (including third-party trainers recruitment/management)
- \_ Coordination of vendors, suppliers (software and services), audits, contract reviews, 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, risk management
- \_ Banking retail and organizational design, knowledge and limited experience of non-retail; risk reporting
- \_ Management and technical workshops organization and delivery

## JOB-RELATED SKILLS

- \_ Business and Marketing planning, event and campaign planning and coordination
- \_ Experience on logistics and supply chain (controlling), knowledge on WCM application in manufacturing
- \_ 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 (including GDPR), ICT security and 27001, compliance
- \_ Used to continued professional education both on a mission basis, and to keep up-to-date (e.g. recently on GDPR, Manufacturing/Industry 4.0, SAP S/4 Hana, Cloud/outsourcing evolutions)

## MEMBERSHIPS

- \_ Mensa since 1989 (currently Mensa International Chapter)
- \_ IEEE 1997-2013, 2016-current
- \_ ISACA since October 2015 (Estonia Chapter)

## HOBBIES

- \_ e-residency within e-stonia (online country dematerialization initiative in Estonia) since October 2015
- \_ Walking and trekking, both in the mountains and in towns
- \_ Art and architecture, cultural heritage, exchanging information on political/organizational history/philosophy
- \_ Writing on cultural, business/social, and technological change

CURRENT  
SELF-DEVELOPMENT  
ACTIVITIES

- \_ Language skills, focus: consolidating and expanding existing skills
- \_ Refreshing AI and data science knowledge, focus: on business/cultural impacts and new social models (PROLOG in the early 1980s, neural networks early 1990s, DSS/EIS/BI from the late 1980s until late 2000s)
- \_ SAP knowledge, focus: transition to SAP S/4 Hana, industry 4.0, digitalization, new business models) e.g. "Procurement Transformation with SAP Ariba and SAP S/4HANA" (certificate November 2017) and e.g. "Sustainability Through Digital Transformation" (certificate April 2018, self-paced re-run)

## 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) ([LINK](#))

- \_ 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; 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)

## PUBLICATIONS

9. The Business side of GDPR: cultural and organizational impacts ISBN 978-1718910836 (to be published end May 2018)
8. [Change](#) ISBN 978-1541066069 (published on 2016-12-20)
7. [25 years of lessons \(and counting\) on "relevant data"](#) ISBN 978-1496073594 (published on 2015-08-22)
6. [#QuPlan - A Quantum of Planning](#) ISBN 978-1508673422 (published on 2015-03-23)
5. [Strumenti per la comunicazione e promozione di idee - #DirittoDiVoto – 01"](#) ISBN 978-1505281521 (published on 2014-11-30)
4. [#SynSpec - XXI Century Expert Team Building and Management"](#) ISBN 978-1499798074 (published on 2014-07-26)
3. [The business side of BYOD: cultural and organizational impacts](#) ISBN 978-1494844264 (published on 2014-01-30)
2. [Business Social Networking part 1 - cultural and historical perspective](#) ISBN 978-1493747498 (published on 2013-11-18)
1. [#BFM2013 Knowledge-based Organizational Change](#) ISBN 978-1493581078 (published on 2013-10-26)

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

<p>2008 to 2010 Educational, Retail (PRO-BONO)</p>	<p><b>Trees of Hope, Texas and Rwanda (non-profit):</b> Advisor and activity coordinator; business development support, marketing planning and coaching, recruitment (all the activities done remotely via email and Skype) (<a href="#">LINK</a>)</p>
<p>2004 TO 2007 Outsourcing and BPO, System integration</p>	<p><b>Sys-Tek</b>, Turin, Milan, other locations in Piedmont, occasionally others (e.g. Lugano): Partner (management consultant and business coach), to support the CEO in restructuring the portfolio of accounts and organizational structure, including by managing key accounts in banking and manufacturing, negotiating the release of partners and suppliers, support to CEO on the recruitment of new consultants, staff management on accounts managed in Turin and Milan, and managing commercial relationships and negotiations with the CIOs of customers (<a href="#">LINK</a>)</p>
<p>2004 to 2006 Italian Government entities</p>	<p><b>Sviluppo Italia</b> and <b>Ministero dell'Interno</b>, Rome, o.b.o. Business Reply <b>Ministero dell'Interno</b>: Project Manager and Business Analyst Domains: Asylum, Privacy, Immigration, Privacy, Security (part-time and partially pro-bono) (<a href="#">LINK</a>) <b>Sviluppo Italia</b>: Project Manager and Business Analyst Domains: Banking, Financial, Privacy, Risk reporting (part-time and partially pro-bono) (<a href="#">LINK</a>)</p>
<p>2001 to 2003 Fashion, Manufacturing, Retail, Sales management</p>	<p><b>FILASPORT</b>, Biella: Project Manager and Business Analyst for a project for the CFO (<a href="#">LINK</a>)</p>
<p>1998 to 2001 Sales management, Software publishing</p>	<p><b>Brio Technology</b> (EMEA/France) and <b>Sunnybit GmbH</b> (German Switzerland): Management Consultant on Sales, first by improving sales process and coaching on-the-job, then as negotiator / project manager on key prospects in France and customers in German Switzerland (<a href="#">LINK</a>)</p>
<p>1993 to 2010 Software editors and SMEs</p>	<p><b>Various in Europe:</b> Supporting software publishers and small medium companies on business development activities, including marketing and partnership/channel development, negotiations, proof-of concept projects on Business Intelligence, Data Warehousing, Management Reporting , Risk Management (<a href="#">LINK</a>)</p>
<p>1992 to 1997 Logistics&amp;transportation, Oil and gas</p>	<p><b>NOVOGAS/LIQUIGAS</b>, Brescia and Milan: Consultant to the CFO/Administrative Director (actually from 1991 until 1992, with the authorization of the CEO of CGI, as a free-lance in my spare time), on logistics optimization, multinational financial reporting and reclassification, internal due diligence on branch accounting and postings, other financial controlling activities (<a href="#">LINK</a>)</p>
<p>1990-1992 Consulting</p>	<p><b>Compagnie Générale Informatique</b> Italian Branch, based in Milan, with activities in Italy and abroad: Head of Training and Methodologies (unit development, developing and selling training curricula and consulting services on methodology, including recruitment of project managers/consultants) (<a href="#">LINK</a>)</p>

**SAMPLE PROJECTS AND CUSTOMERS 1985-2011**

<p>2010-2011</p>	<p><b>ProjectKS/Watchbook</b> 看书 o.b.o. Zero100, Milan : Advisor &amp; activity coordinator; business development Industry: Educational, Publishing,Retail (<a href="#">LINK</a>)</p>
<p>2008-2009</p>	<p><b>SAPPI</b>, Brussels : Researcher and writer on social networking Industry: Manufacturing, Marketing, Communications (<a href="#">LINK</a>)</p>
<p>2008</p>	<p><b>DHL</b> o.b.o. Progressive, Brussels (Diegem): PSO Analyst Industry: Logistics (<a href="#">LINK</a>)</p>
<p>2005-2007</p>	<p><b>Arcafondi</b> o.b.o. <b>SYS-TEK</b>, Turin: Account and Portfolio Manager (Partner), Industry: Banking, Financial, Outsourcing (<a href="#">LINK</a>)</p>
<p>2004-2006</p>	<p><b>SKF</b> o.b.o. <b>SYS-TEK</b>, various locations: Account and Portfolio Manager (Partner) Industry: Manufacturing (<a href="#">LINK</a>)</p>
<p>2004-2006</p>	<p><b>Banco Santander Finconsumo</b> o.b.o. <b>SYS-TEK</b> : Account and Portfolio Manager (Partner) Industry: Banking, Financial (<a href="#">LINK</a>)</p>
<p>2003-2004</p>	<p><b>TheCruize.Com Business &amp; Development Manager</b> Industry: online community/gaming (<a href="#">LINK</a>)</p>
<p>2002</p>	<p><b>FIAT Auto</b> o.b.o. Reply, Turin: Project Manager and Business Analyst Industry: Automotive (<a href="#">LINK</a>)</p>
<p>1999-2001</p>	<p><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>)</p>
<p>1990</p>	<p><b>Confidential</b>, Italy: Consultant on organizational change and business development for SMEs Industry: Management consulting, System integration (<a href="#">LINK</a>)</p>
<p>1988-1990</p>	<p><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) (<a href="#">LINK</a>)</p>
<p>1987-1988</p>	<p><b>Istituto Bancario Sanpaolo Torino</b> o.b.o. Andersen, Torino / Verona: Mainframe developer, Business Analyst, PMO/QA/QC, roll-out resident at go live, post-production 2<sup>nd</sup> level onsite functional support (general ledger) Industry: Banking (<a href="#">LINK</a>)</p>
<p>1986-1987</p>	<p><b>FIAT Auto</b> o.b.o. Andersen, Torino: Mainframe developer, Business Analyst Industry: Automotive / Purchasing (<a href="#">LINK</a>)</p>