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Roberto Lofaro, CV as of 2023-01-18

change, with and without technology

<https://projectmanagement.com/profile/aleph123>

About me: since 1986, worked in multinational companies in Italy and abroad across various industries, in English, French, Italian (passively in German and Spanish, reading Dutch and Portuguese); 1990-2011 missions via word-of-mouth in Europe, 2012-2022 multinational missions but from Italy

Main activities 1986-2022: first PMO/QA/QC/UAT roles then project/release management since 1987 (1986-1987 mainframe developer and business analyst); data-driven decision support for senior management since 1988; cultural/organizational change since 1990; from 2012, mainly PMO roles based in Italy, at the business unit, portfolio, initiative level, for multinational/global projects

Latest multinational mission: July 2021-July 2022 at CNH Industrial/Ivecogroup, PMO/Senior Management Consultant, with transition after spin-off of Ivecogroup from CNH Industrial

Citizenship: Italian/EU (born in Turin, Italy); resident abroad from 1997, re-registered in Italy 2012

Current target roles: project-/mission-based as PMO/Project/Program/Portfolio/Change manager; for permanent roles: to be discussed; willing to relocate within Europe (EEA included)

Professional skills and experience:

_Controlling, PMO / Project / Program / Account / Vendor Management, Budgeting, BPR, HR plan
_Account / Negotiation / Consulting interacting at the CEO/CFO/CIO level and senior management
_Cultural and organizational change, designing and delivering training curricula / methodologies
_From 1990, business / marketing planning for start-ups, system integrators, software publishers
_Worked as freelance or owned company (all VAT-registered) in 1990, 1993-1998, 1998-2011, 2018
_see page 2 for sample activities/missions by industry / business domain

Non-profit activities: 1998-2010 support to start-ups (profit and non-profit), including remote USA+Rwanda+India, from Europe (activities in their timezone).

Languages

_Main: English, French, Italian (mother tongue): used at the Cxx-level in business, including in sales and contract negotiation/vendor coordination, and for project/account management activities
_Ongoing: German B1 (intensive course attended at Goethe Institut in Frankfurt summer 2017)
_Others: used also in business, but mainly passively on specific projects (details available)

Completed education after high-school

_2017-current: continued professional education online/offline (see robertolofaro.com/cv for subjects)
_2017 Goethe Institut Frankfurt-am-Main Intensiv B1 residential course
_1995 Summer School on "The Politics of Global Finance" at LSE, London
_1994 Summer Academy on "Intercultural Communication and Management" at Gothenburg
_1994 Summer School on "States and Firms in the International Economy" at LSE, London

Compulsory Army service: GSAD "Centaurio" (artillery specialist) May 1985 – May 1986

Personal interests: social/political impacts digital/green transformation, UN SDGs, ESGs, related
_since 2012 published books on change (organizational and digital transformation) [see here](#)
_since 2017 updated data skills (adding also from 2020 on ML/AI), used both in publishing and to support PMO missions (e.g. budget analysis, organizational review, solution blueprint, SAP, analytics in HR and accounting, scrum/agile/Jira, AI product and project management, Industry 4.0, others)
_since July 2022 update and research/publications on change, sustainability, EU initiatives

COMPETENCIES VIA SAMPLE ACTIVITIES BY INDUSTRY AND BUSINESS DOMAIN 1986-2018

AUTOMOTIVE

- _2015-2018 CNH Industrial o.b.o. Maneat ICT Purchasing Global PMO Consultant, portfolio-level PMO
- _2012 CNH Senior PMO Demand Planning Business Unit Precision AG&CE, Brazil Management Workshop on new SAP-based roadmap for LATAM organization support to CIO, Finance EPM new platform review support and business workshops in Brazil, USA, Lugano, Turin
- _2002 FIAT Auto part-time PM/BA on audit project on knowledge management and retention practices
- _1998-2001 Ivecogroup o.b.o. Blue Sof/direct, part-time facilitator Datawarehousing Finance portfolio
- _1986-1987 FIAT Auto procurement (proposte automatiche di pagamento)

BANKING AND RELATED

- _2004-2007 Banco Santander Finconsumo and Arcafondi, o.b.o. Sys-Tek, part-time account manager, negotiator, vendor manager, management consultant (mainly remote)
- _1999-2001 Credit Suisse and Credit Suisse Private Banking, o.b.o. Brio and Sunnybit, part-time PM onsite in German Switzerland on management reporting, dashboard, and KPI projects
- _1998-2006 Cedacrinord/Cedacri, part-time (mainly remote) management consultant on organizational redesign and post-M&A integration, reporting to the Direttore Generale (CEO), on various assignments
- _1995-1998 IT product business development and negotiation/POC projects support in Italy, France, UK
- _1993-1996 Cedacrinord, full-time onsite program management on cultural/organizational change
- _1990-1992 various banking / financial industry customers in Italy, o.b.o. CGI, methodologies and CASE
- _1988-1990 Istituto Bancario San Paolo Torino and Sanpaolo Invest in Rome, o.b.o. Andersen+Comshare: Decision Support System projects
- _1987-1988 Istituto Bancario San Paolo Torino, o.b.o. Andersen, on release of new General Ledger

CROSS-INDUSTRY FINANCIAL CONTROLLING, MANAGEMENT REPORTING, DEVELOPMENT

- _2004-2006 Sviluppo Italia o.b.o. Reply, part-time PM and Senior BA first on designing the CRM for the Attrazione Investimenti function (FDI Attraction), then customer data referential / integration with the Centrale dei Rischi monthly reporting release to the Bank of Italy: also: Ministero dell'Interno, PM/BA
- _1993-2003 part-time POC projects and business development support to various BI publishers
- _1992-1997 Novogas/Liquigas, part-time management consultant on decision support systems, financial controlling and management reporting to the CFO/COO, with pre-M&A activities
- _1990-1992 CGI (Italian branch), Head of Training and Methodologies (sales business unit)
- _1988-1990 customers in services and manufacturing, financial controlling and management reporting

RETAIL AND E-COMMERCE

- _2001-2003 Filasport, direct customer, part-time PM and BA on a new software package to support CFO on cashflow management, integrating eventually with SAP FI CO
- _2000 EPA Zurich o.b.o. Brio EMEA + Sunnybit, PM and BA on assortment planning support management reporting integrating with data from SAP FI CO MM SD, delivered via Citrix
- _1998-2000 Carrefour o.b.o. Brio EMEA, part-time negotiator and PM POC, signed 24k licenses
- _1993-2003 support to software publishers o.b.o. a UK marketing company, e.g. Comshare on Arthur Assortment planning and Retek on leads scouting/qualification in Italy, various BI UK- and US-based
- _1990-1992 Autogrill, GS Supermercati, Cedis Migliarini, Kraft General Foods, Sammontana o.b.o. CGI

START-UPS / SYSTEM INTEGRATORS / PRODUCT, including business and marketing planning, organizational design, management on-the-job coaching/advisory, account management

- _2018 Change di Roberto Lofaro, founded and closed company to test the market
- _2008-2010 Trees of Hope (non-profit USA/Rwanda), part-time advisor to the founder
- _2004-2007 TheCruize.Com, part-time Business and Channel Development advisor to the CEO
- _2004-2007 Sys-Tek, part-time partner and account manager banking and manufacturing
- _1998-2011 Business Fitness Consulting international Ltd, delivering management consulting in Europe