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Roberto Lofaro, PM/Change @ 2023-02-10

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change, with and without technology

for interviews: <https://robertolofaro.com/schedule>

<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 Brazilian 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 experiences

2021-2022 PMO / Senior Management Consultant, CNH Industrial o.b.o. Aubay

- PMO Parts warehousing – FMI2Click Initiative - Langenau (DE) project
 - BBP approval completion (Jira+Confluence) workflow, integrating with Business IT, USA, DE
 - Support to Business SMEs during requirements collection and validation and UAT planning
 - Coordination completion activities and new plans in support to the internal ICT reference
 - Integration and System Testing coordination tracking on Jira, and UAT tracking on Jira
 - From January 2022, following first phase of spin-off of Ivecogroup from CNH Industrial, knowledge transfer to the new management team, and supporting in updating and developing planning for other projects in a different country (location undisclosed until July 2023)
 - For joint CNH+Iveco initiative, delivered Jira organizational training session adapting existing course material

2015 – 2018 ICT Purchasing Global PMO Consultant, CNH Industrial o.b.o. Maneat/DGS

- PMO and governance role on the portfolio remote fortnightly portfolio prioritization meeting with Business portfolio references world-wide, from spring 2016 in support to the new team; new systems and tools for Purchasing integrated with SAP, delivered by the former FIAT Purchasing
- Global Supplier Scorecard: recovery of 2014 initiative, coordination with business of completion & release integrating with SAP-based and other KPI information, up to completion of new/modified KPIs, to Paretoization for pilot suppliers and roll-up worldwide, with integration on the new Supplier Portal, to support to Business on proposal for future version linked to revenue based on SAP
- Purchasing Finance (business): support to business (PMO and change management) on worldwide organizational & system and process integration of Sparepart/Aftersales within Purchasing Finance, including remote training coordination of Plant Financial Controllers worldwide
- Worldwide data harmonization support: e.g. on SAP BPC, moving from non-SAP to SAP and others, new plant launch in Pune (India), master data alignment, SRM, risk; worked also on Kaizen/WCM extension of the Supplier Quality Platform and BPR on related processes (e.g. SREA)
- Worldwide extension of EMEA Purchasing Finance systems and processes: coordination between Business and ICT+Vendors on onboarding of plants and financial controllers worldwide

2012 Senior PMO / Demand Planning, CNH Industrial o.b.o. Blue Sof (currently Aubay)

- Senior PMO / Demand Planning Business Unit Precision AG&CE: recovery of initiative
- Brazil Management Workshop on new SAP-based roadmap for LATAM for Global CIO: support to CIO on organization from Italy, delivery in Curitiba, proceeding and results presentation in Brazil
- Finance EPM new platform review support; business workshops in Brazil, USA, Lugano, Turin: discussing requirements and criteria with target key business users, with experts from supplier
- Support to ICT Finance manager on other initiatives (e.g. invoice dematerialization), with onsite activities both in Italy and USA

Sample prior onsite/remote multinational roles (details: <https://robertolofaro.com/cv>)

1998 – 2001 Management consultant on sales and negotiation improvement, Brio Technology SA / Sunnybit GmbH (business intelligence/EPM software)

- Hired to help improve sales and negotiation process (via Norwegian former country manager of Comshare in Italy), to expand efficiency and efficacy of market development/negotiations
- Recovered and closed contract negotiation with Manpower
- From inception and fast close of negotiation with Carrefour for 24k licenses, leading also the POC Project on assortment planning staffed with USA-based consultants, partially working in Paris
- Worked with sales managers on other prospects also as POC PM+BA in various industries, including staffing and delivering commercial presentations in French (France) and English (Spain)
- In support the German Switzerland partner Sunnybit, acted as POC PM, with key customers in e.g. banking (Credit Suisse- retail, private, controlling, management reporting and risk reporting) and retail (EPA), as well POC projects in finance (SWX), manufacturing (ABB), pharma (Roche)

1993 – 2006 Management consultant on cultural and organizational change, and post-M&A integration, Cedacrinord/Cedacri (banking outsourcing/BPO, reporting to the CEO)

- 1998-2006 Management Consultant reporting to the Direttore Generale on post-M&A integration missions: organization redesign, intragroup financial flows and product/service portfolio assessment, introducing processes, creating certification authority as per ISO27001, etc
- 1990-1992 for CGI, 1993-1996 direct Management Consultant reporting to the Direttore Generale on a program to deliver cultural and organizational change: designing and delivering multi-vendor training curriculum and associated communication, target managers, project managers, business analysts; working on strategic project selected by the Direttore Generale both organizational, ICT, and process (e.g. on coordination of supplier for ISO9000 certification)

1990 – 1992 Head of Training and Methodology in Italy, Compagnie Générale Informatique, liaising with Paris (HQ) and UK (Yourdon)

- Initially hired as Senior Project Manager to deliver methodology training, then cadre/IP
- From July 1990, following induction training in Paris, assigned to develop business unit
- Delivered localization of MERISE and then also Yourdon, plus iterative development
- Developed, recruited, coached PM, and delivered marketing initiative on methodologies
- Acquired customers and expanded methodology services for others, IT and organizational

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

Business continuous learning from 2017 mainly on: Agile, AI, Blockchain, Design Thinking, Industry 4.0, Quantum computing, SAP, Sustainability; Jira Atlassian and Google Agile courses in 2021 and 2022

Knowledge update on project/change/product management since 2021:

- Courses on open.sap.com, open.hpi.com, coursera on design thinking, scrum, combining methodologies, scaling agile, updating on six sigma yellow and green, managing non-IT programs
- Multi-course specializations e.g. on [Product Ideation to Management](#), [ESG Materiality](#), [AI for Business](#), [AI Product Management](#), [Decentralized finance](#), [Compliance](#)

Completed education after high-school

- 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