



## Languages, education, publications, certifications

### Languages

<b>Main</b>	English, French, Italian (mother tongue): used at the Cxx-level in business
<b>Other</b>	German B1- aiming to C; passive/active skills in other languages (in business)

### Education

<b>2017</b>	Goethe Institut Frankfurt-am-Main Intensiv B1 residential course
<b>1995</b>	Summer School on "The Politics of Global Finance" at London School of Economics, International Political Economy
<b>1994</b>	Summer Academy on "Intercultural Communication and Management" at Gothenburg University, Sweden
<b>1994</b>	Summer School on "States and Firms in the International Economy" at London School of Economics, International Political Economy
<b>1984</b>	Università degli Studi di Torino, Scienze dell'Informazione (dropped out in 1991 due to business 1986-1991 incompatibilities)
<b>1979-1984</b>	Liceo Scientifico Statale "Galileo Ferraris" Torino (French, Latin, History, Philosophy, Natural Sciences)

### Publications (see also [robertolofaro.com](https://robertolofaro.com) for essays and [data-based releases since 2019](#))

<a href="#">2021-01-25</a>	Pre-release of "AI organizational scalability - a sample data book" (the link contains links to the GitHub and Issuu.com free versions)
<a href="#">2020-12-17</a>	A 25-years long case (and counting): an organizational journey through Italian bureaucracies (Citizen Audit) ISBN 979-8570432130
<a href="#">2019-01-16</a>	From #dataleaks to #consentdata ISBN 978-1794049963
<a href="#">2018-07-15</a>	Just another book on innovation (in Italy) ISBN 978-1723163937
<a href="#">2018-06-03</a>	The business side of GDPR: cultural and organizational impacts ISBN 978-1718910836
<a href="#">2016-12-20</a>	Change ISBN 978-1541066069: a "change notepad" using the IChing to share ideas about change
<a href="#">2015-08-22</a>	25 years of lessons (and counting) on "relevant data" ISBN 978-1496073594
<a href="#">2015-03-23</a>	#QuPlan - A Quantum of Planning ISBN 978-1508673422 (fictional 230-pages case study on compliance across 7 episodes: <a href="#">here</a> )
<a href="#">2014-11-30</a>	Strumenti per la comunicazione e promozione di idee ISBN 978-1505281521
<a href="#">2014-07-26</a>	#SynSpec - XXI Century Expert Team Building and Management" ISBN 978-1499798074
<a href="#">2014-01-30</a>	The business side of BYOD: cultural and organizational impacts ISBN 978-1494844264
<a href="#">2013-11-18</a>	Business Social Networking part 1 - cultural and historical perspective ISBN 978-1493747498
<a href="#">2013-10-26</a>	#BFM2013 Knowledge-based Organizational Change ISBN 978-1493581078
<a href="#">2013-01-03</a>	#BerlinDiaries: a personal journey through the new nervous centre of Europe ISBN 978-1481854252 (links to the free version on Slideshare)

### Sample certifications/awareness learning in 2019-2021 (certificates at each link)

**Business Design:** 2019-05 [Design-led Intelligence Enterprise](#), 2020-03 [Intrapreneurship](#), other online workshops and webinars on risk, digital transformation, sustainability, ESGs related corporate reporting

**SAP:** 2019-04 [Digital transformation](#), 2019-05 [Digital Supply Chain](#), 2019-12 [Functional transition to S/4](#), 2020-04 [Enterprise architecture](#), 2021-02 [Enterprise Architect's View on SAP Business Technology Platform](#)

**Sustainability:** 2019-02 [Social enterprises in supply chain](#), 2019-11 [Lessons learned \(Integrated Reporting\)](#)

**Artificial Intelligence:** 2020-02 [Elements of AI, Helsinki](#), 2019-07 [Trustworthy and Ethical AI](#), 2020-05 [Shaping the future with Deep Learning](#), 2020-2021 [Kaggle courses on Python and ML](#)

**COVID-19:** 2020-05 [Johns Hopkins on Coursera- Contact Tracing](#), 2020-08 [Maximizing and Measuring Impact](#)

**Security:** 2021-03 [Cybersecurity basics](#), 2021-03 [Blockchain](#)

**Hobbies:** studying languages, cultures, social/technological change, using open data to seed analysis and writing

**Sample projects 1986-2012, cultural/organizational change & IT for management decision support**

- 2012 CNH Industrial o.b.o. Blue Sof (now Aubay), Senior PMO/Demand Planning**
- **CNH business unit Precision AG&CE:** senior pmo and demand planning on a new business unit on geolocalization, program recovery - Italy
  - **Enterprise Performance Management (EPM):** review the architecture prepared by consultants; business blueprints on Hyperion Essbase and Hyperion Planning on overheads, commercial controlling, margin analysis; on-site business analysis meetings in Brazil, Italy, Switzerland, USA
  - **Support to the CIO on a management workshop on SAP-based roadmap for Latin America:** organize from Italy a management workshop in Curitiba to present and discuss the SAP-based roadmap for Latin America; attend the workshop, prepare the proceedings and presentation of the results; presentation in Brazil to Business Finance from USA HQ o.b.o. the CIO, of both the final presentation and reference to pilot initiative in Europe – Brazil
- 1998-2011 Owned company, Management consultant - France, Italy, German Switzerland, UK, others**
- Showing mainly Italian samples for confidentiality reasons, except the main customer 1998-2001
- **2010-2011 Project 看书,(KanShu)/Watchbook:** startup support, educational social network built around books and classroom activities; business and marketing planning, negotiation with potential partners, solution architecture for non-profit and commercial customers – Italy
  - **2008-2010 Trees of Hope (pro-bono):** entrepreneurship development organization in USA and Africa; remote recruitment, business and marketing planning, marketing events design and staff coaching, social media coaching, vendor management - USA, Rwanda, remotely
  - **2008-2009 Sappi Belgium:** researcher / co-author on online social networking corporate book
  - **2008-2008 DHL Belgium:** PSO Analyst
  - **2004-2007 Sys-Tek (4d/mo):** management consultant supporting the CEO to reposition and restructure the company, audit projects, negotiations for recruitment and firing of staff and partners
  - **2004-2007 Arcafondi, Banco Santander Finconsumo o.b.o. Sys-Tek:** account manager and recovery, auditing projects and services, negotiations with CIOs and partners, outsourcing of services – Italy
  - **2004-2006 Sviluppo Italia (government agency) o.b.o. Reply (part-time):** project manager and senior business analyst, CRM for Foreign Direct Investment Attraction and monthly risk reporting to Bank of Italy - Italy
  - **2004-2006 SKF Italy, OMVP, Denso Italy o.b.o. Sys-Tek:** account manager and recovery, product on plant maintenance; also: project manager and business analyst on introducing preventive shop-floor maintenance - Italy
  - **2003-2010 Various startups (partially pro-bono):** business and marketing planning, business development, founders coaching - Italy, UK
  - **2003-2004 The Cruize:** management consultant to the CEO; business and marketing planning, negotiation, coaching, the business plan won a prize, and had few expressions of interest by potential industry partners (size: approx 1.4mln EUR initial budget); [info on the concept](#) - Italy
  - **2003-2003 Cedacrinord/Cedacri (banking outsourcing and BPO):** proposed to the CEO the creation of a UK branch (creation to involve as CEO a UK banking partner), starting with a risk data bank à la Centrale dei Rischi, and extending to the full outsourcing and BPO; realized the business and marketing plan for both the Italian (Cedacri itself) "mother" company, and the UK branch; stopped by the Board (Parmalat crisis) - Italy
  - **2002-2002 FIAT Auto Italy o.b.o. Business Reply (2d/wk):** project manager and business analyst on an audit project on product life cycle management reporting - Italy
  - **2001-2003 Filasport:** project manager and business analyst on project on cashflow for the CFO, interfacing with SAP R/3 - Italy
  - **1999-2001 Iveco Italy o.b.o. Blue Sof / direct (2d/wk):** facilitator on Data Warehousing Finance portfolio - Italy
  - **1998-2006 Cedacrinord/Cedacri (banking outsourcing and BPO):** reporting to the CEO: post-M&A integration, organizational change at company and group level, new initiatives - Italy
  - **1998-2001 Brio EMEA / Sunnybit GmbH:** Sales process improvement (Paris), negotiations, pre-sales / proof of concept projects, management consulting - France, Spain, German Switzerland, UK
  - **1998-2001 ABB, Carrefour, Credit Suisse, Credit Suisse Private Banking, Credit Agricole du Var, EPA, Roche, SWX:** negotiations, training, projects o.b.o. Brio EMEA and Sunnybit GmbH - France, German Switzerland

- 1993-1997**      **freelance, Management consultant - Italy, limited UK**  
- **1993-1998 Various business intelligence and foreign corporate software companies:** Italian market development consulting and pre-sales/proof of concept projects - Italy, UK  
- **1993-1998 SMEs companies support:** Marketing and organizational development support (recruitment, partnerships, negotiations, etc) - Italy, UK  
- **1993-1996 Cedacrinord/Cedacri (banking outsourcing and BPO):** reporting to the CEO: cultural and organizational change programme manager, including involving internal and external resources to deliver part of the initiative - Italy  
- **1992-1997 Novogas/Liquigas (first activities 1991):** consultant to CFO/COO (1992 also offered to become Financial Controller- decided not to sign December 1992) - Italy
- 1990-1992**      **Compagnie Générale Informatique, Italian branch, Head of Training and Methodologies - Italy, limited France and UK**  
- **1990-1992 Autogrill, CEDIS Migliarini, GS:** design and delivery Proof of Concept projects and methodology needs assessment training - Italy  
- **1990-1992 Cedacrinord:** assess training needs and deliver training and change services - Italy  
- **1990-1992 Internal market development and direct marketing project:** coordinate and develop marketing campaign and open door days - Italy  
- **1990-1992 Internal recruitment, coaching, tutoring:** support in recruitment and selection of project managers, coaching and on-the-job training on service delivery (methodologies) - Italy  
- **1990-1992 Internal service/product development project:** develop Italian localization of MERISE and Yourdon methodologies and training curricula - Italy  
- **1990-1992 Various customers (e.g. Elettronica SPA, FTCRA, Sammontana):** consulting on methodologies, CASE tools use for software development, CASE tools for organizational design - Italy
- 1990**      **Undisclosed system integrator, Management consultant on organizational change and business development, Italy**
- 1988-1990**      **AndersenSoftware/Comshare, DSS pre-sales, consultant, trainer - Italy, limited UK**  
- **1988-1988 Magneti Marelli:** budget and group management reporting MIMESYS Decision Support System documentation development and training/coaching delivery to customer managers in pilot sites in Italy - Italy  
- **1988-1990 SAV:** design and delivery of Decision Support System models for logistics and financial controlling - Italy  
- **1988-1990 Various customers (e.g. Alitalia, Arthur Andersen, Banco di Sicilia, Intertransport, Vitrociset):** feasibility, design, delivery, audit of Decision Support System models (different roles, either for Comshare or Andersen) - Italy  
- **1989-1990 Istituto Bancario San Paolo (now Intesa Sanpaolo) organizational development:** design and delivery of Decision Support System models for HR/new branch openings staffing decisions - Italy  
- **1989-1990 San Paolo Invest (Private Banking and fund management):** design and delivery of Decision Support System models for agent network monitoring - Italy
- 1986-1988**      **Coritel/Andersen, Mainframe programmer, Business Analyst, PMO/QC/QA - Italy**  
- **1986-1987 FIAT Auto:** budget man days definition, mainframe software development, business analysis, system test preparation - Italy  
- **1987-1988 Istituto Bancario San Paolo (now Intesa Sanpaolo):** mainframe software development and business analysts, QC/QA/PMO, roll-out on-site coordination - Italy
- 1985-1986**      **Gruppo Specialist Artiglieria Divisionale "Centauro", Artillery Specialist - Italy**  
- **(volunteer) 4 hours a day late afternoon and early evening course leader;** designed, proposed, delivered, coached other teachers for an introductory course on programming for soldiers, NCOs, officers (up to Lt. Colonel)- 96 divided in classes - Italy  
- **(volunteer) evening librarian** to keep open and administrative chores at the barracks library (1,200 people) - Italy  
- **Furiere** (office organization: field and barracks training, daily services, interviewing and allocating to roles approx. 20 new recruits transferred monthly, staff scheduling, etc) - Italy