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Roberto Lofaro (as of 2021-09-26)
change, with and without technology
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Worked since 1986 in multinational environments, focusing on data-related (e.g. Decision Support Systems, Business Intelligence, Data Warehousing, Management Reporting) and cultural/organizational change, including negotiations and project/programme/PMO/vendor management roles in English, French, Italian, starting as mainframe programmer



Main current interest: missions as PMO or related, up to 2 years (or for the initiative duration); open to longer/permanent roles involving organizational development in multinational environments

- Business analysis, Controlling, PMO, Vendor Evaluation, Project Management, Budgeting, BPR, HR planning
- Cxx-level Account / Negotiation / Consulting / Vendor management
- Cultural and Organizational Change
- Designed training curricula and methodologies, including management / soft skills, train-the-trainer
- 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

Current: PMO / Senior Management Consultant since July 2021 o.b.o. undisclosed company at Manufacturing customer - Turin Greater Metropolitan Area, 6mo rolling, outline undisclosed until January 2022

Sample cross-industry experience on change, with and without technology

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

- **PMO and governance role on the portfolio** world-wide, from spring 2016 support to new team
- **Global Supplier Scorecard:** governance, UAT, coordination with business of completion & release
- **Purchasing Finance (business):** support to business as pmo and change management on organizational & system and process integration of Sparepart/Aftersales within Purchasing
- **Worldwide data harmonization support:** interfacing between local/global business and local/global ICT on other data transitions, e.g. SAP BPC, moving from non-SAP to SAP and others, new plant launch in Pune (India), master data alignment; worked also on Kaizen/WCM extension of the Supplier Quality Platform and BPR on related processes (e.g. SREA), and other harmonization
- **Worldwide extension of EMEA Purchasing Finance systems and processes:** coordination between Business and ICT+Vendors on onboarding of plants and financial controllers worldwide

1998 - 2001 Brio Technology SA / Sunnybit GmbH (business intelligence/EPM software)

- Hired to improve sales process / pipeline management for Brio EMEA, then negotiator and POC PM
- Commission on Manpower and Carrefour, supported EMEA from Paris, worked in Switzerland

1993 - 2006 Cedacrinord/Cedacri (banking outsourcing/BPO, reporting to the CEO)

- 1993-1996 with annual contract on cultural and organizational change (Program Manager role), as extension of methodology training that I delivered since 1990 for a methodology I had designed
- 1998-2006 missions on organizational redesign at the company level first, then mainly on post-M&A organizational and governance integration of a group of companies recently purchased

1992 - 1997 Novogas/Liquigas (gas/logistics, reporting to the CFO/COO)

- Consultant to the CFO/COO on decision support systems/reporting, initially logistics optimization
- Expanded on Financial Controlling and multinational consolidated financial reporting activities
- Before a key acquisition, lead accounting team to review internal branch-level practices/postings

1988 - 1990 Andersen Software / Comshare

- Worked as pre-sales engineer and POC PM on Decision Support Systems, cross-industry both for Andersen Consulting and Arthur Andersen MICD as well as Comshare, for Cxx-level customers

Sample customers/employers, by industry (main countries: CH, FR, IT, UK)

Automotive/Mobility	CNH, SKF, FIAT 2002, IVECO, Magneti Marelli, FIAT 1986; other hw/sw
Banking/BankingBPO	Arcafondi, Cedacri, Banco Santander Finconsumo, CSPB, Credit Suisse, CA du Var, UK-based risk/ALM software companies, FTCRA, Sanpaolo Invest, Sanpaolo
Business software	Brio, MIP/RiskFactor, Applix, Retek, TM/1, Comshare/Arbor; support to other UK-based
Gas and Logistics	Sappi, DHL, Novogas/Liquigas, Intertransport, SAV; see also "Retail and related"
Government	Sviluppo Italia, Ministero dell'Interno, office work within the Italian Army
Retail and related	Filasport, EPA/Coop, Carrefour, Retek, Comshare, CEDIS Migliarini, GS, Autogrill
Start-ups	Watchbook/看书, TOHF, TheCruize, Teknedia; support mainly in B F IT UK USA
System integrators	Sys-Tek, Reply (various business units), Client Focus; CGI; Andersen/Coritel
Non-profit	Trees of Hope (USA/Rwanda) and support to start-ups in Italy, UK, USA

Languages

Main	English, French, Italian (mother tongue): used at the Cxx-level in business
Ongoing	German B1 (intensive course attended at Goethe Institut in Frankfurt summer 2017)
Other	Passive skills used in the past in business on Dutch (A2 in Brussels in 2009, last used in business 2015-2018 at CNH), Spanish, Brazilian Portuguese (last used 2012 at CNH); basics conversational Mandarin (Headstart2 in 2014) and Russian (weekly 2018/2019)

Education

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

Latest Publications (full list of books on change published since 2013: [see here](#))

2021-01-25	Pre-release of "AI organizational scalability – a sample data book" (the link contains links to the GitHub and Issuu.com free versions)
2020-12-17	A 25-years long case (and counting): an organizational journey through Italian bureaucracies (Citizen Audit) ISBN 979-8570432130
2019-01-16	From #dataleaks to #consentdata ISBN 978-1794049963

See also [dataset releases since 2019 \(current focus: NextGenerationEU, UN SDGs, related\)](#)

See also [data oriented profile and portfolio: Kaggle.com](#)

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

_Business Design: 2019-05 [Design-led Intelligence Enterprise](#), 2020-03 [Intrapreneurship](#), 2021-05 [Process Mining](#), 2021-05 [SAP DevOps](#), other online workshops and webinars on risk, digital transformation, sustainability, ESGs related corporate reporting, impacts of AI and IoT/industry 4.0 on business and society

_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](#), 2021-03 [Blockchain](#)

_Most recent on Agile tools/methods: 2021-08 [Jira](#), 2021-08 [Agile Project Management Google](#)