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**Online blog** <https://robertolofaro.com>

### Currently looking for

- \_ interim/contract missions on: PMO, project, programme, portfolio, change, vendor management and coordination
- \_ mainly automotive/banking opportunities in Europe
- \_ open also to permanent positions in organizational development (not for consultancies)

**YouTube** <https://robertolofaro.com/ctr-channel>

### Summary

- \_ Multicultural/multinational activities at senior management/Cxx level since late 1980s
- \_ BPR, organizational design/development, PMO, Project Management
- \_ Commercial negotiations and coordination of vendors/suppliers/accounts
- \_ Capability-building and cultural change missions, hiring/firing negotiations
- \_ Budget/Account/Project definition, controlling, auditing, including pre- and post-M&A

### Languages

- \_ English, French, Italian (MT) used at Cxx-level in business; German B1- aiming to C;
- \_ Spanish understood/read B2/C1; Dutch A2/B1; basic Russian/spoken Mandarin; others

### Technical side

- \_ Data-centric since the 1980s (AI, DSS, BI, DWH, ERP)

### Employment history

**\_2018-2019** worked on first phase of a publication on digital transformation and Edge computing impacts (see [Infographic](#) / [Video](#) / [articles and essays on robertolofaro.com/rethinking-business](#) / [Concept website](#))

**\_2018** Change di Roberto Lofaro (consulting, to assess potential and players within Italian market)

**\_2015-2018** CNH Industrial o.b.o. Maneat, ICT Purchasing Global PMO Consultant ([details on page 4](#))

**\_2013-current** writing and researching on change and digital transformation ([robertolofaro.com/published](http://robertolofaro.com/published))

**\_2012** CNH Industrial o.b.o. Blue Sof (now Aubay), Senior PMO/Demand Planning ([details on page 4](#))

**\_1993-2011** Consulting on cultural/organizational change, process improvement, sales/account development; data for management decision support (DSS, BI, DWH, ERP, etc.), mainly in CH F IT UK

**\_1990-1992** Compagnie Générale Informatique, Italian branch, Head of Training and Methodologies

**\_1990** Free-lance on cultural/organizational change and software/service selection

**\_1988-1990** Andersen Software (Andersen), focal point on DSS Comshare, cross-industry, for model building, audit/tuning, pre-sales presentations and negotiations, solution architecture/design, management training on decision support (designed curricula and courses, delivered courses and train-the-trainer)

**\_1986-1988** Coritel (Andersen), roles in automotive&banking

**\_1985-1986** Compulsory service as Artillery Specialist within the Italian Army ([details online](#))

### Sample experiences by industry (1986-2018, most recent first within each industry)

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, 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 etc Sys-Tek, Reply (various business units), ClientFocus; CGI; Andersen/Coritel

### Education (see sections "education" and "certifications" on LinkedIn for details)

**\_2017-ongoing** on 2019-04-24 **SAP's dtc1-tr Digital Transformation Track certification**

(between 2017-12 and 2019-04, overviews SAP perspective on Leadership in Digital Transformation, Intelligent Enterprise, Internet of Things, Blockchain, Machine Learning, Information Security Management)

- Courses from SAP on design thinking, sustainability, EU AI ethics framework
- S/4 overview and architecture (business analytics, data warehousing, procurement, purchasing, sales, CRM, finance, supply chain); introduction to SAP RPA and SAP statistics due by end 2019

**\_2008-ongoing** courses online via universities abroad (e.g. oyc.yale.edu) and Coursera, workshops in Italy and abroad; focus: cultural/organizational change, digital transformation, data-centric, political science

**\_1994-1995** Summer School at London School of Economics in London on International Political Economy

**\_1994** Summer Academy at Gothenburg University on Intercultural Communication and Management

## Key customers in “physical” industries (automotive/mobility, gas/logistics, others) (available lists also for other industries- see links within “samples” on page 1) – 1992 to 2019

- 2015-2018** **CNH Industrial (details page 4), ICT Purchasing Global PMO Consultant**  
**2012** **CNH business unit Precision AG&CE (details page 4), Senior PMO/Demand Planning**  
**2008-2009** **SAPPI Belgium, Researcher and co-author on online social networking corporate book**  
 Activity:  
 - Co-authored with another supplier (a marketing company assigned the project management role) a book on the use of online social networking within the Corporate Marketing mix, delivered to marketing directors of Sappi customers
- 2008** **DHL Belgium, PSO Analyst**  
 Activity (lasting two weeks):  
 - PMO activities  
 - Designing process for a steering committee based on Clarity  
 - Reviewing documentation and progress reports from projects  
 - Interviewing project managers  
 - Validating SAP third-party invoicing on projects
- 2004-2006** **SKF Italy, OMVP, Denso Italy o.b.o. Sys-Tek, Account manager and recovery**  
 Activity:  
 - Auditing suppliers and projects, crisis management  
 - Negotiating and managing budgets  
 - Hiring/firing/managing Sys-Tek’s suppliers assigned to each account  
 - Designing and licensing the architecture and specifications for floor-level scheduled preventive management  
 - Coaching account managers and development team, leading UAT
- 2002** **FIAT Auto Italy o.b.o. Business Reply, PM/BA on audit on management reporting**  
 Activity:  
 - Managing team on audit project on the knowledge management and retention practices adopted by suppliers, on the management reporting projects and services end-to-end by FIAT Auto (management reporting budget > 10mIn EUR)  
 - Advising on process improvement activities and integration of quality, knowledge management, methodologies, service, and project delivery within scope  
 - Identifying for each functional domain level adherence and potential areas of improvement vs. the improvement model suggested to the customer
- 1999-2001** **Iveco Italy o.b.o. Blue Sof and direct (2d/wk), Facilitator on Data Warehousing Finance**  
 Activity:  
 - Facilitating to bring back on track projects within the data warehousing finance portfolio, and improve communication and cooperation between suppliers  
 - For the European Controller, PM/BA to design a new European-wide overhead reporting and monitoring system based on Cognos and Oracle, distributing in branches abroad datamarts to be integrated with local data
- 1992-1997** **Novogas/Liquigas Italy (first activities 1991), Consultant to CFO/COO (1992 also offered to become Financial Controller- decided not to sign December 1992)**  
 Activity:  
 - Consultant to the CFO on DSS/EIS in logistics optimization (started in 1991 on financial controlling, financial reporting, budgeting for other customer, placet CGI’s Italian CEO, as I was still a “cadre”/Senior Project Manager/IP in CGI)  
 - Developing model to optimize warehouses relocation options and routes  
 - Reclassification to produce the feed for the Italian internal, Italian Fiscal, French, and Dutch consolidated financial reporting, with management adjustments as per policy  
 - Pre-acquisition due diligence (leading an accounting team to review some postings and accounting practices adopted by Italian branches)

**Key customers in “physical” industries (automotive/mobility, gas/logistics, others)**  
*(available lists also for other industries- see links within “samples” on page 1) – 1986 to 1992*

**1990-1992 Autogrill, CEDIS Migliarini, GS o.b.o. CGI, Design and delivery Proof of Concept and methodology needs assessment training**

Activity:

- With customers in the retail industry, showing how the methodologies that CGI was offering could be used to improve designing and managing their existing and potential software assets, with and without CGI's PACBASE CASE platform
- The projects used were within the warehousing and logistics/assortment planning domains (I had had experience on both via Comshare/Andersen and the Army)

**1988-1990 SAV o.b.o. Comshare and Andersen, Design and delivery of Decision Support models for logistics and Financial controlling**

Activity:

- For the Financial Controller, worked on the improvement of existing models for financial controlling and logistics optimization (container and pallet shipping activities, and other transportation)
- The Financial Controller hired me again when he became CFO of another company in 1991 and then Novogas/Liquigas (see 1992-1997)

**1988 Magneti Marelli o.b.o. Andersen, Documentation development and training/coaching delivery to customer managers in pilot sites in Italy**

Activity: group level management reporting for over 60 business units and companies

- On the MIMESYS initiative, involved as a “test project” on Comshare Decision Support system on PCs
- Deployment was local in each company, using GEIS and IBM services to collect data sent from local models to the “dropboxes” in The Netherlands
- The data was then consolidated and used to produce the group-level reporting
- Each model in each business unit acted as a datamart with local data, and my role initially was to produce the documentation (800 pages) as per Andersen's Method/1 methodology
- Then I had to design and deliver deployment and initial training to managers in few pilot sites in Italy, to test the process and level of autonomy could they could have

**1986-1987 FIAT Auto o.b.o. Andersen, Mainframe software development, business analysis, system test preparation**

Activity: automatic pre-approval of payments to suppliers satisfying a set of rules

- Before the start of the project, developed the plan estimates for the proposal o.b.o. the branch manager, using Andersen's methodology and the business blueprint and preliminary functional specifications, based upon my experience in allocating tasks for up to 100+ people in the Army; the actuals matched the budget I had prepared
- On the project, was assigned to the “core” of the system, where I recycled some concepts on rule-based systems from my prior PROLOG experiences (AI early 1980s)
- Developed a rules-based 10k lines COBOL programme that I wrote while the BA completed specifications, using his Warnier to prepare a skeleton with comments
- The programme retrieved data from sources as different as purchasing, production, quality, accounting, MRP- and logistics-related
- As I knew all the data flows in/out the system, wrote also specifications for other software developers, including senior developers, and worked on the preparation of the reference data sets to be used for the various levels of testing, including UAT
- Worked on the preparation of the system testing environment, which was defined in three level as per standard on mainframe back then
- Environment: COBOL DL/I and IBM Data Dictionary 5.0

## Most recent multinational customer activities: 2012; 2015-2018 at CNH Industrial

### Key activities 2015-2018, o.b.o. Maneat, as ICT Purchasing Global PMO Consultant

**\_Support on the oversight of the ICT Purchasing budget** vs. main supplier and Business customers; initially alone in Turin at the Business premises, reporting directly to Belgium and USA until spring 2016

**\_Until summer 2016, fortnightly dashboard presentation to Business** on Purchasing portfolio

**\_Support to Business o.b.o. ICT during roll-out of applications** (from organization to UAT and Business training organization with Business process owners and main suppliers), for the extension of approval and vendor qualification processes and SAP-based tools across regions

#### **\_Finance Purchasing:**

\_\_PMO/Change on both the ICT and Business side for the integration of Aftersales

\_\_Coordinating/facilitating on business blueprint/BPR for ensuing systems&processes evolutions

\_\_Supporting Business on extension to APAC LATAM NAFTA of EMEA Finance Purchasing (SAP-based)

#### **\_Cross-domain:**

\_\_PMO/Change/Business Analysis support on completion and roll-out of the Global Supplier Scorecard, both the internal version and the one available to vendors via the web-based custom Supplier Portal

\_\_Prepared Business Blueprint and proposed roadmap for the next evolution of the GSS

#### **\_Supplier Quality**

\_\_PMO/Change/Business Analysis support on the WCM/Kaizen Supplier Quality Platform evolution

\_\_Business Analysis and BPR support to Business for the evolution of the SREA process and its integration within the PPAP and the tool on cost&quality suppliers' proposal management

Key technologies: SAP (SRM, FI/CO, MDM, BW, BPC- blueprints&interfacing with AMS teams), Sharepoint

### Key activities 2012, o.b.o. Blue Sof (now Aubay): as Senior PMO/Demand Planning, Programme- and Business Unit-level

**\_Support on a global programme on a new business unit** Precision AG&CE, geolocalization-related

\_\_Closing streams for a new business unit and spawn new ones (e.g. on ICT services to support new product launches), coordinate the weekly status report delivery, and define a new reporting process

\_\_Europe-Latin America: facilitated programme-level Business and ICT activities (SAP and Cognos, integration+UAT, as well as Sharepoint 2010, Oracle, MS Dynamics)

\_\_Process analysis and design, economic-technical feasibility with Business for a new e-commerce service to deliver training to dealers using LMS, up to the negotiation and SLAs-OLAs definition with the supplier selected for the delivery

#### **\_Enterprise Performance Management (EPM)**

\_\_Review architecture prepared by consultants

\_\_Business blueprints based 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**

\_\_Event logistics organization, contributions collection, and collating (from Italy)

\_\_On-site (in Brazil) secretary to the workshop during the delivery by the CIO

\_\_Document management, and preparation of proceedings plus final presentation preparation

\_\_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