

Career summary (1986-2011)

Since 1990 generalist project/change manager and commercial negotiator, with business/data analysis since 1986, working on a project-by-project or customer/portfolio basis (please refer to page 2/3 for a sample 1986-2011)

Business	.from 1987 worked at the Cxx-level (CFOs, controllers, CEOs/CIOs- also for startups) .from 1990 project/change manager, with organizational change and sales improvement/business development .from mid-1990s business development activities for software publishers, audited/facilitated IT activities
Technology	.from 1986 worked on mainframe, PC, LAN, other platforms, vertical packages and ERP/Enterprise reporting .from mid-1990s Internet, business intelligence, data warehousing, ERP, and QA/QC/Audit/User acceptance
Soft skills	.from 1987 worked in multinational/multivendor environments and with distributed teams, on multiple projects at the same time; covered roles ranging from management to negotiation/audit and hands-on (business/technical) .from 1998 delivered training/product marketing ((including train-the-trainer and methodology/process coaching for managers), management workshops and brainstorming sessions, and recruitment+coaching activities

Skills outline

Main industries: automotive 1986-2002, banking/finance 1987-2007, consulting/professional services 1988-2011, gas 1991-1997, logistics 1988-2008, outsourcing 1990-2011, retail 1989-2006, startups 1990-2011.

Most recent technologies used on-the-job: Microsoft (Office, Project, Visio, Sharepoint2010), OpenOffice, databases, open source (Drupal 7, Joomla 1.7, Wordpress 3), other Microsoft technologies (economic/technical feasibility).

Currently updating knowledge on: ITIL/2011, MSP/2011 (already updated to PRINCE2/2009), CMMI, TOGAF.

Employment history since July 1986

1998-2011	Business Fitness Consulting Int. Ltd (opened upon request from Brio in Paris, see page 3)
1993-1998	Management consultant (VAT-registered in Italy; upon request from Cedacrinord, see "customer case" below)
1990-1992	<u>Compagnie Générale Informatique (Italian branch):</u> Head of Training and Methodologies, cadre/Senior PM
1986-1990	<u>Andersen units:</u> Software development+analysis (mainframe), DSS/EIS, management/financial reporting

Education

1995-current	Continued Professional Education via seminars/workshops, conferences, e-learning, on: business intelligence, ICT security, marketing, new media, regulatory issues, new technologies, applied science
1995	Summer School on International Political Economy , London School of Economics (LSE), London, UK, A-
1994	Summer Academy on Intercultural Communication and Management , Gothenburg, Sweden, 94/100
1994	Summer School on States and Firms in the International Economy LSE, London, UK, A-
1984-dropped	Corso di Laurea in Scienze dell'Informazione , Università di Torino (dropped out in 1991)
1979-1984	Maturità Scientifica (tradizionale) , Liceo Scientifico Statale "G. Ferraris", Torino (Latin/French/Philosophy/History/Mathematics/Physics/basics of Geology, Biology, Chemistry), 44/60

Business communication skills

Learned on-the-job:	budgeting, management accounting, sales&marketing planning/communication; mathematical literacy
English, French, Italian:	fluent, also to deliver training and for proposal writing/negotiations (mother tongue: Italian)
Spanish:	understanding spoken and written, limited speaking skills (EU level A2/B1, reading tested at DELE C2)
Dutch:	basic (tested at A2, June 2009), currently passive (B1 reading); German: basic (late 1990s: reading/attending meetings)
Notions of other languages;	currently studying Russian and Chinese (reading/writing); basic reading in others languages

Customer case history: cultural/organizational change in banking outsourcing 1990-2006

Company	Cedacrinord/Cedacri (over 180mln EUR turnover, more than 500 employees; belongs to a group of banks)
Kick-start	1990-1992 ASSESSMENT AND IDENTIFICATION (training, consulting, and coaching activity): .training and methodology evaluation; delivering the initial training sessions on each layer .setting up an assessment center and project support organizational unit; coaching managers and analysts
Activity phases	1993-1998 DESIGN AND DEPLOY (working on-site 80%): .integrating also O-O and organizational elements from MERISE and CMM+ISO9000 .coordinating and delivering training activities (integrating within the curriculum other suppliers) .coaching on banking and organizational projects (e.g. ALM, front-office organization, mortgages, risk) .supporting divisional managers on business alignment (from internal audit to planning, purchasing, etc.) 1998-2006 CONTINUOUS IMPROVEMENT (management consulting and coaching): .management consultant to the CEO, including to design new organizational structures/positions/processes .integration of a group of companies (including group governance, based on SOX and Italian guidelines) .new products/services (e.g. a certification authority and risk management systems) .business/marketing planning and costing for a new initiative (risk data bank, planning a foreign branch)

Sample of projects/Activities 1986-2011 (startup activities 1990-2007 are not included)
activities/projects listed with (): a “customer case history” is available on demand*

Nov 2010- Apr 2011 (*)	Confidential customer: (online educational publishing/social network startup) business+marketing planning and economic/technical feasibility, on Sharepoint2010/Drupal7/.Net/SQLServer/ActiveDirectory/secure videoconferencing, o.b.o. a media group (currently the founder is looking for new industrial partners)
Dec 2008- Set 2010 (*)	Trees of Hope Fund, US/Rwanda: (non-profit to develop entrepreneurship in Africa) advisor on strategy, marketing, online+offline communication, organizational development, fundraising, partnerships
Aug 2008 – Apr 2009	Sappi Europe, Belgium/The Netherlands: researcher and writer on “social networking online in marketing”, for a book targeting marketing directors; published in 2009 (full 60+ pages draft of the study available)
Summer 2008 Advisor	PH-TV, US: advisor and “Devil's Advocate” on business development and marketing for a new cross-media continued professional education initiative focusing on the medical industry (pharmaceutical; TV, Internet, cable satellite), initiated by three industry experts: brand management, CPE-medical, cable TV
July 2008 PSO Analyst	DHL, Belgium: PSO Analyst; activities: SAP reconciliation and WIP list; reviewing/proposing Clarity processes for a coordination/steering committee, related administrative and communication issues
2005 – 2007 Manager/ Partner o.b.o. Sys-Tek	Arcafondi, Italy: (mutual fund management); relationship/portfolio management and audit/crisis management .audit/crisis management to complete a business intelligence/data warehousing project on SQL Server 2005 .coaching of a new relationship manager and a new service manager, bringing the budget back under control .expanding activities (security, infrastructure, application maintenance, software development) .recruiting new resources, managing/auditing suppliers, negotiating with new suppliers .supporting the customer's CIO on the definition of a SOA-based ICT organization
2004 – 2006 Manager/ Partner o.b.o. Sys-Tek	SKF, various units, Italy: (manufacturing, automotive); relationship and audit/crisis management .replacing a partner and coaching of a new relationship manager .acting as project manager and business/data analyst on quality-related projects .managing a project to introduce ISO9000-related shop-floor predictive/preventive and scheduled maintenance (full cycle from negotiation to user acceptance testing and knowledge transfer)
2004 -2005 Manager/ Partner o.b.o. Sys-Tek	Banco Santander Finconsumo: (consumer credit); relationship and activities/services portfolio manager .business consulting to manage staff, projects, suppliers, and budget o.b.o. Sys-Tek; crisis management .designing/negotiating the outsourcing of an help-desk (following the ITIL framework) .helping the CIO to build the business case or procedure for new services (e.g. customer data cleanup) .coaching a team leader on knowledgebase building and process documentation/case management .managing and recruiting suppliers (security, infrastructure, Microsoft platform system specialists)
Feb 2004 – Dec 2007 Partner (*)	Sys-Tek, Italy: (system integrator); project/portfolio/budget/partner/staff management, crisis management .2004 assessment/crisis management: audit/negotiations with partners/suppliers/customers .2004-2005 restructuring and refocusing; staff recruitment and coaching, introducing portfolio management .2006-2007 developing and coaching; coaching key staff into new management roles, auditing contracts .2007 supporting other managers while the CEO was hospitalized and during the transition to the new owners
Feb 2004 – Jul 2006 PM and BA	Sviluppo Italia, Italy: (Italian Government's development agency); project manager and business analyst .emerging programme aiming to deliver a CRM based on Oracle OFA and other Oracle technologies .started from the identification of the CRM needs for the Foreign Direct Investment Attraction unit .ended with a project delivering customer referential and regulatory reporting to the Bank of Italy, using Oracle e-business suite/data warehousing/business intelligence components, consolidating databases/servers
2002 PM and BA	FIAT Auto, Italy: (automotive); Project manager and business analyst (including on process improvement) .auditing the knowledge management and retention practices adopted by suppliers on the management reporting projects and services (budget >10mln EUR), resulting in a significant staff reduction
2001 – 2003 PM and B A	Confidential customer: (retail/sport apparel); project manager and business analyst for the CFO .cash-flow forecasting and analysis, with the integration of SAP during the transition from another ERP .technologies: Access, Microsoft Windows 2000 and XP, Oracle, PC, SAP, USB
1999 – 2001 Facilitator; PM and BA	IVECO, Italy: (automotive); 1) Facilitator on the Data Warehousing finance portfolio, to get the projects within the portfolio back on track and improve the communication and cooperation between the three Big5 suppliers who had been selected 2) Project manager and business/data analyst, designing and delivering an overhead allocation system for the European controller, with the distribution of datamarts across Europe, using Cognos and Cognos Portal (the PL/SQL development and DBA/DA resources were provided by Iveco)

1998 - 2001 Consultant; PM and BA; Negotiator (*)	Brio EMEA, France, Switzerland: (EMEA/France branch of a US business intelligence publisher; from 1999, working mainly for their agent in German Switzerland) .hired to help improve the cost profile of sales activities, by working side-by-side with sales/channel managers .reducing the costs of pre-sales and increasing the number of prospects managed .managing projects and delivering business analysis on key prospects where I was a negotiator .recruiting and service definition/management activities, receiving also commissions on successful negotiations (e.g. Manpower and Carrefour); worked mainly in France and German Switzerland (banking, manufacturing, retail), with limited activities in Germany, Spain, Sweden, UK, and remotely with EMEA/US
1991 - 1997 Consultant; BA and SME	Novogas/Liquigas, Italy: (LPG distribution company belonging to PRIMAGAZ and SHV.NL) .working for the CFO on DSS, logistics optimization, pre-acquisition due diligence activities .multinational financial data consolidation and reclassification, using Comshare products and AS/400 or PC
1990 – 2006 Change consultant	Cedacrinord/Cedacri, Italy: see “customer case history” on page 1
Jul 1990 - Dec 1992 Unit manager (*)	CGI, Italy: (Italian sales, marketing, and software engineering branch of a French group); Head of Training and Methodologies, reporting to the CEO and the Marketing Director of the Italian branch .developing the market in methodologies and associated change/management consulting services .support to the managers in charge of other product-based units (PACBASE,SIGAGIP, TZAR, PRODSTAR) .project manager, business/data analyst, and recruiting/coaching project managers .developing business with new and existing customers and building/delivering training curricula, management training, and train-the-trainer
Feb 1990 - Jun 1990 Management consultant	Confidential customer: (system integrator); management consultant to support to the CEO .profiling the shareholders/managers to identify potential future critical issues in company development .supporting proposal definition activities for software selections, support services, and feasibility studies .developing business development guidelines with the CEO
1988 – 1990 Pre-sales and Consultant on DSS/EIS o.b.o. Andersen (*)	Comshare: (DSS and EIS); pre- and post-sales engineering: Single Point of Contact on PC-based modelling .supporting Andersen projects and Andersen or Comshare prospects in Italy .coached by Comshare/Andersen, and trained in sales&marketing in London by Comshare .helping to recruit and coach new team members, QA and QC .designing and delivering training courses, management workshops, marketing activities (including in UK) .supporting to Andersen's partners and managers on proposal writing and negotiations .analysis with customers at the Cxx-level and with Comshare's sales managers
1987 – 1988 Developer, BA, PMO, Delivery o.b.o. Andersen (*)	Istituto Bancario Sanpaolo Torino: (banking); Contabilità Generale Bancaria (banking general ledger) .customizing and expanding of a package developed by Andersen's unit CORIBAN in Verona .working on PMO and QA/QC activities for the manager in charge of the roll-out .working at the customers' EDP center as on-site technical and functional interface .integrating within the infrastructure the new system .supporting the user acceptance testing, acting also as 2 nd level functional support during the deployment phase
1986 – 1987 Developer, BA, testing o.b.o. Andersen	FIAT Auto: (automotive); software development and business/test analysis on “Gestione Proposte Automatiche di Pagamento” (automatic pre-approval of payments to suppliers satisfying the criteria embedded in the rule-based COBOL system; procurement-related) .developing o.b.o. the branch manager the detailed estimates for the project following Andersen's methodology, Method/1 for the project (fixed price, called in Italian “chiavi in mano”) .developing the core “rule-based” central program (over 10,000 COBOL lines) promoting payments .business analysis on new components to be developed by senior developers .preparing the environments for system and user acceptance testing
1985 – 1986 Part-time teacher on IT	Gruppo Specialisti Artiglieria Divisionale “Centaurio”; during the compulsory (May 1985- May 1986) service in the Army (artillery specialist, weather forecast and radio/topography training) .proposed, designed, and delivered introductory training course on information technology, daily 16h00-20h00, for soldiers and NCOs+Officers (up to Lt. Colonel), with a total of 96 students, divided in classes .reporting directly to the Head of the Divisional training unit (CAD OATIO, a Colonel), and coaching substitute teachers (an engineer and a Second Lieutenant) . other activities: office work and staff/training/field exercise planning for Gruppo Specialisti

From 1980 until 1985:

- .part-time jobs while studying (e.g. ghost-writing, selling computers and game consoles / video games)
- .political activities for a European Federalist advocacy (member of the Central Committee and Secretary of the Turin branch and liaising with the youth groups of political parties)
- .selling used books and designing/developing a program for a customer in 1983/1984 (symbolic/graphical solver of equations).