

**Customer sample by country (those on the CV are underlined)**

F	<b>Brio Technologies (France/EMEA)</b> 1998-2000; o.b.o. Brio: Carrefour, Credit Agricole, HP, IBM, Manpower	
I	Direct negotiation and management	<b>Cedacrinord/Cedacri</b> , Comshare, Filasport, <b>Iveco</b> , <b>Liquigas (SHV+Primagaz)</b> , Reply, <b>Sys-Tek</b> , various online/offline startups
	o.b.o. <b>Andersen</b> , 1986-1990:	Alitalia, Autostrade SpA, Banco di Sicilia, <b>Comshare</b> , <b>FIAT Auto (procurement)</b> , Fiocchi, <b>Istituto Bancario Sanpaolo</b> , <b>Magneti Marelli</b> , <b>Sanpaolo Invest</b> , SAV, Toro Assicurazioni
	o.b.o. <b>CGI</b> , 1990-1992:	Autogrill, Cedis Migliarini, Cogefar Impresit, Elettronica SpA, Franco Tosi, FTCRA, GS Supermercati, La Rinascente, Lloyd Adriatico Triestino, Sammontana
	o.b.o. Reply, 1997-2006:	<b>FIAT Auto</b> , Ministero dell'Interno, <b>Sviluppo Italia</b> , various small/medium companies (mainly lead qualification, proposals)
	o.b.o. <b>Sys-Tek</b> , 2004-2007:	<b>Arcafondi</b> , <b>Banco Santander Finconsumo</b> , Denso, FIAT Auto, Istituto Bancario Sanpaolo, <b>SKF</b> , various small/medium companies
CH	Sunnybit GmbH (o.b.o. Brio), 1998-2001; o.b.o. Sunnybit: ABB, Credit Suisse (risk reporting, ICT expenditure, management reporting), Credit Suisse Private Banking (KPIs), EPA (retail/marketing), Roche (R&D expenditure control and tracking), SWX	
UK	ClientFocus (marketing, lead generation and negotiation support in Continental Europe, e.g. Comshare, MIP, ReTek, Xyratek), MIP (risk/banking, in France and Italy), startups (for non-UK contacts and business/marketing planning support)	
USA	<b>Brio</b> (from Paris/German Switzerland), <b>Comshare</b> (mainly from Italy), <b>PH-TV</b> , <b>Trees of Hope</b>	

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

<b>Company</b>	<b>Cedacrinord/Cedacri</b> (over 180mln EUR turnover, more than 500 employees; belongs to a group of banks)
<b>Kick-start</b>	<b>1990-1992 ASSESSMENT AND IDENTIFICATION:</b> a proof-of-concept training and methodology evaluation using Yourdon (I prepared and designed the Italian version); the activity included delivering the initial training sessions on each layer, again as a proof-of-concept (I had also to set up an assessment center, coaching the staff assigned to support projects, designing questionnaires etc; eventually, it became the project support office, gradually extended from the methodology to organizational development)
<b>Activity phases</b>	<b>1993-1998 DESIGN AND DEPLOY:</b> integrating also O-O and organizational elements from MERISE and CMM+ISO9000, working on-site again coordinating and delivering training activities (integrating within the curriculum other suppliers), and coaching on banking and organizational projects (e.g. ALM, front-office organization, mortgages, risk), and supporting divisional managers on business alignment (from internal audit to planning to the newly established quality control office on software methodology) <b>1998-2006 SUPPORT AND CONTINUOUS IMPROVEMENT:</b> management consultant to the CEO, to design new organizational structures/positions (e.g. organizational charts), integration of a group of companies, new products/services (e.g. a certification authority and risk-related), and governance (including designing a group-level governance structure based on SOX, OECD, and Italian governance guidelines)

Further customer case histories available on request: startups, TreesOfHopeFund 2008-2010, Sys-Tek 2004-2007, Brio EMEA 1998-2001, CGI 1990-1992, Comshare 1988-1990, Istituto Bancario Sanpaolo Torino 1987-1988.

The detailed business and technical skills for projects listed on page 2 and 3 are available at [robertolofaro.com/robertolofaro](http://robertolofaro.com/robertolofaro)

Column on the “skills” matrix	Project/activity description
1986-1987 FIAT Auto o.b.o. Andersen	Gestione Proposte Automatiche di Pagamento (purchasing) <i>automatic pre-approval of payments to suppliers satisfying the criteria embedded in the rule-based COBOL system</i>
1987-1988 Istituto Bancario Sanpaolo o.b.o. Andersen	Contabilità Generale Bancaria <i>banking general ledger: customization and expansion of the package developed by Andersen's unit CORIBAN in Verona, and already sold to other banks</i>
1988-1990 Comshare o.b.o. Andersen	DSS and EIS Packages pre- and post-sales engineering <i>package-based services: worked mainly as Single Point of Contact on PC-based modelling, to support Andersen projects and Andersen or Comshare prospects in Italy; coached by Comshare/Andersen, and trained in sales&amp;marketing in London by Comshare</i>
1990 Small system integrator- Confid.	Support to the CEO <i>profiling the shareholders/managers to identify potential future critical issues in company development; proposing career development paths; support on proposal definition for software selections, support services, and feasibility studies</i>
1990-2010 Startups (see page 1 of CV for startup activities up to 2011)	Business+marketing planning and economic/technical feasibility activities for B2B and B2C startups
1990-1992 Compagnie Générale Informatique, Italian branch	Head of Training and Methodologies, reporting to the CEO and the Marketing Director of the Italian branch <i>aim: develop the market in methodologies and associated change/management consulting services, and support to the managers in charge of other product-based units (SIGAGIP, TZAR, PRODSTAR) and the CASE PACBASE (underlining technology, under the supervision of the Marketing Director)</i>
1992-1997 Novogas/Liquigas (actually from 1991, with the authorization of the CEO of CGI, as free-lance in my spare time)	Support to the CFO/Administrative Director <i>on DSS, logistics optimization modelling, pre-acquisition due diligence activities, and multinational financial data consolidation and reclassification, using mainly Comshare products and AS/400 or PC data sources (the CFO was the controller and/or CFO of various companies, and in each once since late 1980s he chose Comshare, and I was the one doing the business analysis and designing the model, while prototyping with the EDP the data sources); in December 1992, after negotiating for the position of Financial Controller 4d/wk, I declined to sign the contract</i>
1993-2006 Cedacri/Cedacrinord (actually from 1990, for CGI)	Organizational and technological change management, governance and management coaching; see case study on page 1 and CV
1993-2010 Software publishers and marketing, Small Medium Companies	Supporting software publishers (mainly business intelligence companies) and small medium companies on business development activities, including marketing and partnership/channel development (e.g. service on privacy, and a SAP consulting service)

Column on the “skills” matrix	Project/activity description
1998-2000 Brio EMEA	Business/service development and business intelligence; see CV
1999-2001 Sunnybit GmbH ( <i>Swiss German distributor of Brio</i> )	Business/service development and business intelligence; see CV
1999-2001 Iveco SpA	Facilitator on the Data Warehousing finance portfolio <i>project management, business analysis and data design of an overhead allocation system for the European controller, with the distribution of datamarts, using Cognos and Cognos Portal (the PL/SQL development and DBA/DA resources were provided by Iveco and other FIAT companies)</i>
2001-2003 Confidential CFO (retail/sport apparel)	Project manager and business analyst for the CFO <i>cash-flow forecasting and analysis, with integration with SAP and another ERP (data extraction and transactions posting)</i>
2002 FIAT Auto o.b.o. Reply	Project manager/business analyst on process improvement <i>an audit project on the knowledge management and retention practices adopted by suppliers on the management reporting projects and services (budget &gt;10mln EUR)</i>
2004-2006 Sviluppo Italia o.b.o. Reply	Project manager and business analyst on projects <i>CRM workstream; to introduce Oracle software components for CRM first, and customer referential purposes thereafter (keywords: OFA/AR, CDH, OWB, e-business suite)</i>
2004-2006 Ministero dell'Interno o.b.o. Reply ( <i>partially pro-bono from Spring 2005, fully pro-bono from September 2005</i> )	Project manager and business analyst <i>immigration logistics portal on .Net and SQL Server 2005, with workflow implementation and integration with the accounting backend, including expenditure tracking</i>
2004-2007 Sys-Tek	Business development, project/service management, business analysis and contract audit, coaching; see CV
2008 DHL	PSO Analyst; see CV
2008-2009 Sappi	Researcher and writer on social networking; see CV
2008-2010 Trees of Hope	Advisor on business strategy and marketing, new media communication planning, recruitment; see CV