

### Skills outline

**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)**

On the **business side**, since late 1980s I worked at the Cxx-level, and from 1990 on organizational change activities and on sales improvement and business development for consulting SMEs, other startups, from mid-1990s also software publishers.

On the **technological side**, from 1986 I worked on mainframe, PC, LAN, other technological platforms, vertical packages and ERP/Enterprise reporting; added from mid-1990s Internet, business intelligence, data warehousing, also on QA/QC/Audit.

Since 1987 I am used to work in multinational/multivendor environments and with technical team distributed across multiple sites, on multiple projects at the same time, covering roles from management, to analysis, to hands-on (business and technical).

Since 1988, I delivered training/product marketing (including train-the-trainer and methodology/process coaching for managers), management workshops/brainstorming, and recruitment+coaching activities for my employers and partners.

**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, Microsoft Project, Microsoft Visio, OpenOffice, databases, open source (Drupal 7, Joomla 1.7, Wordpress 3), Sharepoint 2010 and other Microsoft (economic/technical feasibility).

**Currently updating knowledge on:** ITIL/2011, MSP/2011, PRINCE2/2009, CMMI, Microsoft Office 2010 and Project 2010.

### Employment history since July 1986

1998-current (phasing out) Business Fitness Consulting Int. Ltd (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 Compagnie Générale Informatique (Italian branch): Head of Training and Methodologies, cadre/Senior PM

1986-1990 Andersen units: 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/Maths/Physics/basics of Geology, Biology, Chemistry), 44/60

### Business communication skills

Studied on-the-job budgeting, management accounting, and sales&marketing planning/communication; mathematical literacy English, French, Italian: business fluent, used also to deliver training and proposal writing/negotiations (Italian mother tongue)

Spanish: understanding spoken and written, practical business conversation (EU level A2/B1, reading tested DELE C2)

Dutch: basic level (A2 exam in June 2009, never spoken), currently mainly passive (reading/business understanding); German: basic (late 1990s: business read/attend meetings; currently passive reading/listening, with limited active speaking)

Notions of other languages; currently studying Russian and Chinese (reading/writing) and basic reading others

### 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:** 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)

**Activity phases** **1993-1998 DESIGN AND DEPLOY:** 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)

**1998-2006 SUPPORT AND CONTINUOUS IMPROVEMENT:** 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)

**Sample of projects/Activities 1986-2011 (startups 1990-2007 are not included)**  
*for the activities/projects listed with (\*) a "customer case history" is available on demand*

Nov 2010- Apr 2011 (*)	<b>Confidential customer:</b> (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 (*)	<b>Trees of Hope Fund, US/Rwanda:</b> (non-profit to develop entrepreneurship in Africa) advisor on strategy, marketing, online+offline communication, organizational development, fundraising, partnerships
Aug 2008 – Apr 2009	<b>Sappi Europe, Belgium/The Netherlands:</b> researcher and writer on “social networking online in marketing”, for a book aimed at marketing directors published in 2009 (full 60+ pages draft of the study available)
Summer 2008 Advisor	<b>PH-TV, US:</b> advisor on the 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	<b>DHL, Belgium:</b> PSO Analyst; activities: SAP reconciliation and WIP list; review/propose Clarity processes for a coordination/steering committee, related administrative and communication issues
2005 – 2007 Manager/ Partner o.b.o. Sys-Tek	<b>Arcafondi, Italy:</b> (mutual fund management); relationship management; audit/crisis management to complete a .Net business intelligence/data warehousing project on SQL Server 2005; coaching of a new relationship manager and a new service manager, bringing the portfolio budget back under control (activities on security, infrastructure, application maintenance, software development) while expanding activities, recruit new resources, manage suppliers, and support the customer's CIO on defining a new SOA-based ICT organization
2004 – 2006 Manager/ Partner o.b.o. Sys-Tek	<b>SKF, various units, Italy:</b> (manufacturing, automotive); relationship and audit/crisis management to replace a partner; coaching of a new relationship manager; acting as project manager and business/data analyst on quality-related projects, including 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	<b>Banco Santander Finconsumo:</b> (consumer credit); relationship and activities/services portfolio manager, and business consultant to manage staff, projects, suppliers, and budget o.b.o. Sys-Tek, including to design and negotiate the outsourcing of an help-desk (following the ITIL framework) and help the customer build the business case or procedure for new services (e.g. customer data cleanup), while coaching also the team leader on knowledgebase building and process documentation/case management, managing suppliers (security, infrastructure), and recruiting/managing new technology experts on a project-by-project basis
Feb 2004 – Dec 2007 Partner (* )	<b>Sys-Tek, Italy:</b> (system integrator; divided in four phases: 2004 Assessment and crisis management, 2004-2005 restructuring and refocusing, 2006-2007 developing and coaching, 2007 phasing out and management transition); project and portfolio/budget/staff management activities, contracts and projects audit/negotiation with partners/suppliers/customers, staff recruitment and coaching, introducing new contract lifecycle management approach (from negotiation to budget management) for projects and services , on IT (.Net, other platforms) and infrastructure (security, management, monitoring, planning, virtualization)
Feb 2004 – Jul 2006 PM and BA	<b>Sviluppo Italia, Italy:</b> (Italian Government's development agency); project manager and business analyst on a workstream, defined as an emerging programme aiming to deliver a CRM based on Oracle OFA and e-business suite/data warehousing/business intelligence components, starting from identification of the CRM needs and data model for the Foreign Direct Investment Attraction unit, and ending with the customer referential and regulatory reporting to the Bank of Italy
2002 PM and BA	<b>FIAT Auto, Italy:</b> (automotive); Project manager and business analyst for an audit project on the knowledge management and retention practices adopted by suppliers on the management reporting projects and services (budget >10mln EUR), delivering also process improvement advice, and resulting in a staff reduction
2001 – 2003 PM and B A	<b>Confidential customer:</b> (retail/sport apparel); project manager and business analyst for the CFO; cash-flow forecasting and analysis, with integration of SAP during the transition from another ERP (data extraction and transactions posting); technologies: Access, Microsoft Windows 2000 and XP, Oracle, PC, SAP, USB
1999 – 2001 Facilitator; PM and BA	<b>IVECO, Italy:</b> (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 (short contract, renewed repeatedly); 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); I was asked to further extend at the end of the last renewal, after the activities were back in track, but I refused, as it would have implied moving from 2d/wk to 5d/wk in Turin (at the time I was working also in Switzerland and UK, and supporting startups and marketing companies)

<b>1998 - 2001 Consultant; PM and BA; Negotiator (* )</b>	<b>Brio EMEA, France, Switzerland:</b> (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 the sales managers and the channel manager, reducing the costs of pre-sales and increasing the number of prospects managed; project manager, business analyst, and negotiator, with recruitment and service definition/management activities, receiving also commissions on successful negotiations (e.g. Manpower and Carrefour) mainly in France and German Switzerland (mainly banking, manufacturing, retail), with limited activities in Germany, Spain, Sweden, UK, and remotely with EMEA/US
<b>1991 - 1997 Consultant; BA and SME</b>	<b>Novogas/Liquigas, Italy:</b> (LPG distribution company belonging to PRIMAGAZ and SHV.NL); working for the CFO on DSS, logistics optimization, pre-acquisition due diligence activities, and multinational financial data consolidation and reclassification, using mainly Comshare products and AS/400 or PC data sources
<b>1990 – 2006 Change consultant; Management coach ; Management consultant see page 1</b>	<b>Cedacrinord/Cedacri, Italy:</b> (banking outsourcing, divided in three phases: 1990-1992 to define a new methodology and coach pilot managers and project managers on banking projects; 1993-1998 to change the corporate culture and integrate within both software and service divisions; 1998-2006 as management consultant to the CEO); the activities included both building and delivering a training curriculum and setting up and coaching a support/project management structure, while helping to reorganize the other support offices and the divisional managers on business alignment, before supporting the CEO on organizational development activities and new services (e.g. to study the introduction of data warehousing, a certification authority, and new risk management services, in Italy and abroad, and to integrate banking outsourcing companies)
<b>Jul 1990 - Dec 1992 Unit manager (* )</b>	<b>CGI, Italy:</b> (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; 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); worked as project manager, business/data analyst, and to recruit/coach project managers, while also developing business with new and existing customers and building/delivering training curricula, management training, and train-the-trainer
<b>Feb 1990 - Jun 1990 Management consultant</b>	<b>Confidential customer:</b> (system integrator); management consultant to support to the CEO; 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; support on developing business development guidelines
<b>1988 – 1990 Pre-sales and Consultant on DSS/EIS o.b.o. Andersen (* )</b>	<b>Comshare:</b> (DSS and EIS); pre- and post-sales engineering: 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&marketing in London by Comshare; helped to recruit and coach new team members; designed and delivered training courses and management workshops, marketing activities (including in UK) with prospects, support to Andersen's partners and managers on proposal writing and negotiations; QA and QC; analysis with customers at the Cxx-level and with Comshare's sales managers
<b>1987 – 1988 Developer, BA, PMO, Delivery o.b.o. Andersen (* )</b>	<b>Istituto Bancario Sanpaolo Torino:</b> (banking); Contabilità Generale Bancaria (banking general ledger); customization and expansion of the package developed by Andersen's unit CORIBAN in Verona, and already sold to other banks; worked on PMO (e.g. to produce a weekly progress report for all the sub-projects part of the General Ledger) and QA/QC activities (e.g. to interview BAs and developers, and test) for the manager in charge of the roll-out; worked on-site as technical and functional interface with EDP center and Ufficio Organizzazione (Organizational Development) to integrate within the infrastructure the new system and support the user acceptance testing, acting also as 2 <sup>nd</sup> level functional support during the deployment phase
<b>1986 – 1987 Developer, BA, testing o.b.o. Andersen</b>	<b>FIAT Auto:</b> (automotive); software development and business/test analysis on the “Gestione Proposte Automatiche di Pagamento” (automatic pre-approval of payments to suppliers satisfying the criteria embedded in the rule-based COBOL system; procurement-related) project, developing the core “rule-based” central program (over 10,000 COBOL lines) promoting payments; before the project, I supported the branch manager by producing the detailed estimates for the project following Andersen's methodology, Method/1
<b>1985 – 1986 Part-time teacher on IT</b>	<b>Gruppo Specialisti Artiglieria Divisionale “Centaurò”;</b> 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; I reported directly to the Head of the Divisional training unit (CAD OATIO, a Colonel); eventually a Second Lieutenant and another soldier were added as substitute teachers; the best students were awarded an official attendance certificate

From 1980 I had part-time jobs while studying, e.g. ghostwriting, selling computers and game consoles / video games, while after I started doing political activities for a European Federalist advocacy in 1982 (member of the Central Committee and eventually also Secretary of the Turin branch, liaising with the youth groups of political parties), I also sold used books, while I developed my first program for a customer in 1983/1984 (a symbolic and graphical solver of 2<sup>nd</sup> degree equations).