

PERSONAL INFORMATION

Name and surname: **Giulio Pasotti**

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Personal website and portfolio: <https://giulio-pasotti.com/>

Nationality: **Italian — Full EU work authorization, no visa or sponsorship required**

Independent IT Contractor | Interim IT Transformation / Program / Project Manager
| IT Service / Delivery Manager | PgMP | PMP | LSSBB | CISSP | ITIL

PROFILE SUMMARY

Senior independent IT contractor and **PMI-certified Program Manager (PgMP) with 26+ years' experience** delivering complex technology transformation, ERP, M&A integration, cybersecurity and service management programs for enterprise clients across telecommunications, FMCG, retail, manufacturing, energy, media, banking and B2B services. Strong fit for interim **IT Transformation Manager, Program Manager, Project Manager, IT Delivery Manager** roles, with proven expertise in **multi-country ERP transformation, SAP S/4HANA**, Microsoft Dynamics 365 Business Central, Oracle Fusion Cloud, **M&A integration and carve-outs**, and AI delivery. Trusted by executive and Board-level stakeholders to translate business priorities into practical roadmaps, **deliver value, not just outcomes**, govern internal resources, systems integrators and vendors, lead cross-functional teams, and deliver business-critical change in private-equity-owned and multinational environments.

WORK EXPERIENCE

2025/10 – 2026/08 (11 months)

IT Program Manager M&A (Contractor – Remote)

Ferrero - Bruxelles

Led a complex post-acquisition IT integration program. My role focuses on aligning the organization with Ferrero's IT ecosystem across SAP S/4HANA RISE ERP, HR, IT Infrastructure, BI, and End-User Computing, ensuring business continuity, regulatory compliance, cybersecurity, and operational effectiveness throughout the transition. Key responsibilities included:

- **Program & Project Management:** Directed a multi-project integration roadmap covering Planning, Procurement, Sales, Finance, Supply Chain, HR systems, Infrastructure, Network, End User Computing, and Analytics. Also contributed to implementing AI solutions for automation in sales and customer care.
- **Stakeholder Engagement:** Partnered with executive and operational leaders across IT, HR, Finance, Sales, Procurement and Supply Chain to align program objectives with business priorities and secure timely decision-making.
- **Cross-functional Leadership:** Led diverse teams across internal functions and external vendors to deliver coordinated solutions tailored to both corporate standards and local French operational needs.
- **Process Optimization:** Drove standardization of financial, HR, and operational processes, improving data integrity, reporting quality, cybersecurity posture, and overall system stability.
- **Change Management:** Integrated program governance with organizational change management to support adoption, minimize disruption, and ensure readiness for new systems and ways of working.
- **Vendor & Partner Management:** Managed consulting partners and technology vendors, ensuring delivery quality, contract adherence, and alignment with program milestones and value-realization targets.

Fast-Moving Consumer Goods (FMCG) – Food & Confectionery Sector

2024/05 – 2025/08 (16 months)

EMEA IT Program/Project Manager (Contractor – Remote)**PIP (Protective Industrial Products Inc.) - USA**

Successfully led and managed multiple large-scale implementation projects across seven EMEA countries (Italy, Spain, Germany, UK, Poland, France, Czech Republic) due to M&A by a private equity owned business (Odyssey). My role primarily involved overseeing all aspects of the Microsoft Dynamics 365 Business Central implementation, ensuring seamless integration with existing systems, and driving process improvements across various business functions. Key responsibilities included:

- Managed end-to-end migration and implementation from SAP, NAV, Infor XA and legacy BC to standardized Business Central, structured around TRIMIT and certified local partners selected via a weighted matrix.
- Aligned senior executives, finance, sales, operations and IT stakeholders to business goals and delivery outcomes.
- Led consultants, developers and business analysts delivering regional BC solutions, including integration of PIP bolt-on acquisitions.
- Improved processes, data accuracy and system performance; de-risked template definition and standardized competing order-prioritization approaches.
- Executed change management to support smooth transitions, minimize disruption and drive user adoption.
- Managed vendors and partners, escalating cut-over issues to accelerate delivery and improve effectiveness.

PPE & Safety – Production, Distribution & Wholesale Sector (private-equity owned)

2022/11 – 2024/03 (17 months)

IT Project Manager (Contractor – Remote)**Sunrise - Switzerland**

Led a critical project to establish a strategic end-to-end Proactive Order Monitoring System, utilizing AI/ML to predict anomalies throughout the entire order management process, from acquisition to fulfillment. Key responsibilities included:

- Defining strategy and overseeing complete project governance.
- Managing the project using a hybrid, predominantly agile approach with Jira and Confluence.
- Assessing initial end-to-end order management processes and involved systems.
- Gathering data from OSS systems logs, CRM, SAP, microservices, databases, and other sources for the monitoring system.
- Implementing change management, user training, and deploying a new operating model by integrating the proactive monitoring system into optimized processes involving both IT and business stakeholders. Result: process anomalies detected and actioned proactively across the full order lifecycle before becoming customer-impacting incidents.

Telecommunications Sector

2021/07 – 2022/10 (16 months)

Finance and Welfare IT Program Manager (Contractor – Remote)**Edenred - Italy**

Appointed to assist the Edenred CIO in expanding, evolving, organizing, and managing the finance and welfare IT Program. Key responsibilities included:

- Leading the IT BRM team while transferring knowledge and best practices.
- Advising on the reshaping of IT BRM processes and the management of projects and change requests.
- Engaging with local and international sponsors, stakeholders, and projects.
- Directly involved in major IT transformation projects, focusing on the implementation of new international billing and treasury systems (Zuora, Kyriba).

B2B Services Sector

2021/01 – 2021/06 (6 months) IT Program Manager (Contractor – Remote)

Amplifon - Italy

Appointed to spearhead both global and local IT efforts on a high-impact, time-critical initiative: the legal split of Amplifon S.p.A. into two distinct entities. Key responsibilities included:

- Partnered closely with the Business PM to successfully deliver the program within an ambitious six-month timeframe.
- Designed and implemented a robust, SOX-compliant data migration process that met stringent audit standards.
- Achieved a seamless ERP separation on Oracle Fusion Cloud—transforming one company's data architecture into two legally and operationally distinct environments, all within the same cloud infrastructure.
- Updated and aligned all legacy systems, third-party integrations, POS terminals, cash registers, and HR interfaces to fully comply with new structural and regulatory requirements.

Retail Sector

2019/10 – 2020/12 (15 months) CIO Advisor (Contractor – Hybrid)

Mantero Seta - Italy

Appointed as CIO Advisor to steer the organization through transformative IT changes, with a focus on security, operational continuity, and cost efficiency. The organization was a flat, low-maturity SME (CMMI level 1–2) with no internal IT department and a change-resistant workforce, where trust-based facilitation rather than positional authority was the determining success factor. Key responsibilities included:

- Led the outsourcing of the entire internal IT function to an external ITO, enabling significant reductions in cost while enhancing resilience, service quality, and cybersecurity posture.
- Introduced a new cybersecurity partner and advanced technologies, including NGAV+EDR and a dedicated SIEM, alongside refined policies and governance processes.
- Directed supplier evaluation, contract negotiation, migration planning, and handover to ensure seamless execution with zero disruption to systems, networks, or business services.
- Designed and implemented a centralized service desk model to streamline user support and transitioned the onsite technical support structure to meet best-in-class standards.
- Replaced legacy business mobile infrastructure with a modern BYOD approach, powered by Miradore MDM, improving flexibility and user experience while reducing overhead.
- Served as a strategic bridge between business and technical stakeholders, offering thought leadership and challenging the status quo to drive lasting innovation.

Textile & Luxury Manufacturing Sector

2019/03 - 2019/10 (8 months) IT Program Manager M&A Carve-Out (Contractor – Hybrid)

Vodafone - Italy

Played a pivotal role in the integration of a business line acquired from SPAL via M&A Carve-Out adopting a "lift and shift" strategy to migrate existing IT systems, applications, and data to AWS cloud infrastructure.

Key responsibilities included:

- Led a cross-functional team of six professionals, including internal VF staff, external consultants, and the designated systems integrator, to ensure effective execution and alignment.
- Accountable for end-to-end governance, including project planning, supplier selection, license and IP management, budget oversight, and delivery assurance.
- Conducted and formalized a full-scale site assessment capturing all existing IT assets: end-user devices, servers, network topology, applications landscape, master data, and PBX infrastructure. Scope covered assessment, segregation and lift-and-shift of the acquired business line; full downstream integration and optimization formed a later, separately-owned phase.

Telecommunications Sector

2018/09 - 2019/03 (7 months)

MES IT Project Manager (Contractor – Hybrid)**SKF** - Italy

Led the Italian workstreams within a broader transformation program, replacing legacy mainframe technologies with a midrange systems suite anchored in Infor XA within SKF's MES environment.

Key responsibilities included:

- Played a central role in business requirements gathering, solution scoping, and hands-on execution to ensure strategic alignment and operational continuity.
- Delivered the standardized SKF solution across two Italian sites, leveraging PRINCE2-based project management practices to meet targets on time, within budget, and to defined quality standards.

Manufacturing – Industrial Bearings & Precision Engineering Sector

2016/09 - 2018/08 (24 months)

IT Project Manager, Data Migration & Test Lead (Contractor)**Vodafone** - Italy

Provided critical support to Vodafone in executing a complex SAP centralization initiative, aligned with Vodafone Group strategic objectives to migrate all the OpCos to a standard Group SAP.

Key responsibilities included:

- Defined and structured the transformation framework, covering current/future state analysis, staffing strategy, budget planning, phased roadmap, governance, communication protocols, and reporting architecture.
- Orchestrated and facilitated four extensive User Acceptance Test (UAT) sessions, engaging up to 50 users to validate end-to-end system functionality and readiness.
- Spearheaded local data migration efforts, from the legacy SAP system to the new one with rigorous mock migrations across diverse data sets to achieve Six Sigma-level accuracy.
- Led master data management activities, including consolidation, harmonization, cleansing, migration, and business-side validation, to ensure consistency, compliance, and integrity.

Telecommunications Sector

2016/02 - 2016/07 (6 months)

IT Project Manager (Contractor)**Vodafone** - Italy

Oversaw end-to-end delivery of a major two-phase transformation initiative for the Points of Sale (POS) environment, assuming full responsibility for strategic planning, roadmap definition, organizational setup, and governance execution.

Key responsibilities included:

- Engineered a rapid operational recovery, restoring 2,000 critical POS locations to full functionality within the first week of the ramp-up, followed by the successful activation of an additional 4,500 sites. Total delivered footprint: 6,500 point-of-sale locations across two phases.
- Established a resilient project framework to ensure alignment across stakeholders, mitigate risks, and deliver measurable business continuity.

Telecommunications Sector

2015/03 - 2016/01 (11 months)

Big Data IT Program Manager (Contractor)**Vodafone Group** - UK

Spearheaded Vodafone's BSS Big Data program, providing decisive leadership to a distributed matrix team across multiple geographies.

Key responsibilities included:

- Delivered consistent global oversight, including weekly status reporting and escalation management, to ensure timely achievement of program milestones.
- Architected and launched Vodafone's first Global Big Data platform using the Cloudera Hadoop technology stack, supplemented by leading-edge solutions.
- Enabled the rollout of initial business use cases, unlocking data-driven insights and laying the foundation for enterprise-scale analytics capabilities.

Telecommunications Sector

2014/02 - 2015/02 (13 months) OTT IT Program Manager (Contractor)**Sky** - Germany

Drove Sky Deutschland's OTT initiative, assuming full ownership of programme governance, strategic definition, and cross-functional alignment.

Key responsibilities included:

- Led a 20-member team with a focus on coaching, delivery oversight, and stakeholder engagement across business and technical domains up to Board level.
- Delivered proprietary Sky applications on a custom-engineered Roku Box, achieving the primary KPI of rapid time-to-market and accelerating business outcomes.
- Established and operationalized the first OTT governance model, processes, and tooling to ensure program rigor and repeatability.
- Strengthened supplier collaboration to maximize value delivery and reinforce strategic partnerships.

Media & Broadcasting Sector**2012/09 - 2014/02 (18 months) IT Program Manager (Contractor)****ENI** – Italy, UK, France, Germany, Netherlands

Directed the centralization of IT, Identity (IAM), TLC, and security services into the Italian headquarters, consolidating infrastructure, applications, and services from global branches.

Key responsibilities included:

- Orchestrated end-to-end programme delivery across UK, France, Germany, and the Netherlands, minimizing operational disruption while enhancing interoperability, security, and enabling Single Sign-On (SSO).
- Led comprehensive scope activities including technical assessments, gap and impact analysis, strategic roadmap definition, process optimization, vendor selection, and contract/license review.
- Established a unified enterprise foundation by integrating disparate environments into a centralized service model, strengthening governance and future scalability.

Energy Sector**2008/11 - 2012/07 (45 months) IT Portfolio Manager (Contractor)****Vodafone** - Italy

Managed a complex portfolio of up to 60 concurrent outsourced BSS projects with an annual budget of €13M, overseeing full project lifecycle delivery and P&L accountability.

Key responsibilities included:

- Directed matrix teams of ~150 professionals across local, near-shore, and offshore delivery centers, ensuring operational alignment and stakeholder satisfaction.
- Designed and implemented SLA/OLA frameworks for ITSM, reinforcing service reliability and performance consistency.
- Elevated delivery excellence by integrating PRINCE2, PMI, Agile (Scrum), and ITIL practices across project, development, and service management streams.
- Engineered tailored processes, tools, and governance assets (OPA, checklists), calibrated to environmental enterprise factors (EEF), enhancing estimation, quality, and reporting standards.
- Established six Centers of Excellence with dedicated program/project managers to foster portfolio-wide consistency, governance, and synergistic execution.

Telecommunications Sector

EARLIER CAREER SUMMARY

Began career in 1993 as a freelance IT Consultant while completing university studies, laying the foundation for a versatile and hands-on approach to technology delivery. Joined BNP Paribas as an internal resource for 5 years, culminating in a role as IT Project Manager, where strategic execution and stakeholder engagement became core strengths. Engaged by Vodafone on consecutive contract assignments spanning 7 years, successfully serving as BSS Business Analyst, Project Manager, and Program Manager, demonstrating sustained impact across analysis, delivery, and leadership domains. This defined-scope contracting pattern reflects deliberate specialization in interim and transformation mandates, not employment instability.

Bank and Telecommunications Sectors

EDUCATION AND TRAINING

2026 – PMI, PgMP (Program Management Professional) certification –

Management of multiple related projects as a coordinated program

2025 – CSSC, LSSBB (Lean Six Sigma Black Belt) certification –

Advanced process improvement and statistical quality management

2024 – ISC2, CISSP (Certified Information Systems Security Professional)

certification – Security, risk and governance

2023 – PMI, PMP (Project Management Professional) certification –

Predictive, agile and hybrid delivery

2015 – Axelos, ITIL Foundation certification – IT service management

lifecycle

1998 – MSc in Information Systems Engineering – (five-year Laurea,

equivalent to MSc) – Università degli Studi di Pavia, Italy

Additional Training and Certifications:

Microsoft Certified Systems Engineer + Internet Credentials

EDS Project Management Excellence

Microsoft Solution Framework – Infrastructure Deployment

BEA Aqualogic: how to adopt a BPM solution

Introduction to Prince2

Cloudera Hadoop Technology Stack

PERSONAL SKILLS

- | | | |
|-----------------------------------|-----------------------------------|-----------------------------------|
| - Leadership | - CIO Advisory Services | - IT Program & Projects |
| - IT Service Management | - Added Value Driven | - Technical to Business Interface |
| - Commercial Acumen | - IT Outsourcing & Centralization | - Cost Savings & Efficiencies |
| - Supplier Evaluation & Selection | - Contract Negotiation | - Transformation & Change |
| - Migrations & Implementations | - Risk & Dependencies | - Governance & Controls |
| - On- & Off-Shore Team coach | - Matrix Management | - Analysis & Reporting |
| - Budget Management | - Continuous Improvement | - Business Analysis |

Mother tongue Italian

Other languages

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Cambridge C2 Advanced English Certification					
German	B1	B1	A2	A2	B1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

Exceptional written and verbal communication skills developed over an extensive career as an IT contractor, consistently enabling impactful and audience-tailored messaging. Confident and personable in interactions with stakeholders across all levels, from technical teams to executive leadership. Skilled at translating complex technical concepts into clear, accessible language for non-technical professionals, ensuring shared understanding and alignment. Thrives at the intersection of business strategy and technical execution, effectively bridging perspectives to drive collaborative outcomes. Experienced presenting at Board level (Sky Deutschland) and to private-equity sponsors and investors (PIP), using a weekly three-slide non-technical status model and stage-gate steering committees.

Organizational / managerial skills

Seasoned people leader with a strong track record of managing both on-shore and off-shore teams across diverse projects and geographies. Proven expertise in supplier relationship management, ensuring seamless collaboration and high-quality service delivery. Applies a charismatic and engaging leadership style that fosters respect, motivates teams, and consistently drives impactful outcomes. Defines clear accountabilities and performance targets, aligning team efforts with strategic objectives and business value. Recognized as a true starter-finisher with exceptional strategic and operational planning capabilities, navigating complexity with a holistic and results-oriented mindset. Scale of leadership includes matrix teams of approximately 150 professionals across local, near-shore and offshore delivery centres, and portfolios of up to 60 concurrent projects with €13M annual budget and P&L accountability.

Job-related skills and KB

Full SDLC Processes, TOGAF, ITIL, CMMI, COBIT, Waterfall, PRINCE2, MSP, PMBOK, Lean, Six Sigma, Agile (Scrum, XP), DevOps and DevSecOps, IT Governance, IT Strategy, Cybersecurity, IT Infrastructure, Networks, M&A Integration & Carve-Out, Legal Entity Separation, IT Outsourcing & Centralization, Data Migration, Master Data Management, Organizational Change Management, Vendor & Systems Integrator Governance, Stage-Gate Governance, Portfolio & Program Management (PgMP).

IT Skills and Proficiencies

Cybersecurity	AI / ML (anomaly detection, automation)
Cyber Resilience	AS/400
Cloud Computing (AWS, Azure)	Oracle DB
Data Management	TRIMIT (Business Central vertical)
Service Desk & ITSM	MS SQL Server
CRM	Cloudera Hadoop
ERP (SAP ECC & S/4HANA & S/4HANA RISE,	Tableau
MS Dynamics 365 Business Central, Oracle	Crystal Reports
Fusion, Infor XA, JD Edwards)	AWS
BCP & DR	Azure
BI & Big Data (Power BI, Tableau, Cloudera)	MS Office
BSS	MS Project
OSS	MS Visio
Full SSDLC	MS Windows Environment
Project & Program Management (PgMP, PMP,	SalesForce
PRINCE2, MSP)	Cynet360 (NGAV+EDR, SIEM)
IT Architecture	Zuora

IT Networks
Mobile & Desktop Development
e-commerce/procurement
HR Systems
Kyriba
Master Data Management
Trello
SecDevOps

SAP SuccessFactors
ELK
Confluence
Mobile Device Management (Miradore MDM)
Smartsheet
SAFe
JIRA
CD/CI

ADDITIONAL INFORMATION

References Available on request.

Autorizzo il trattamento dei dati personali ai sensi del D.Lgs. 196/2003 e del Regolamento UE 2016/679

EU-DSGVO OK