



TOMMASO DELL'ERBA

MECHANICAL ENGINEER, MBA, COACH

INDUSTRIAL TRANSFORMATION & CHANGE MANAGEMENT

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I profoundly believe in the fundamental impact of manager's leadership and people's soft skills in the sustainable performance of teams and projects, above all during company transformations.

With the technical competencies of an engineer, the managerial skills of an MBA and the behavioral understanding of a coach, I help organizations in leveraging Project and Team Performance, in contexts of cultural, industrial, technological changes.

Combining the strategic vision of the consultant, the pragmatism of the manager and the active listening of the coach, I specialized in Visual Management, Change Management and Company Turnaround.

Problem solver, result oriented and driven by challenges. Determined, passionate, humble, boots on the ground.

PROFESSIONAL EXPERIENCE

PROFESSIONAL COACHING, DELTOM COACHING (France) Individual coaching of an IT company employees in a situation of handicap	2020-present
MANAGEMENT CONSULTANT, DELTOM CONSULTING (France, Italy, Germany, Austria) Led the transformation of the technical team of an iper-tech aerospace start-up. Improved international project team performance and organizational efficiency. Set and chased transformation road-maps and related deployment plans. Built several KPIs visualisation rooms for project and team coordination and reporting. Facilitated the harmonisation of business processes before an international ERP implementation and managed the practical impact in the factory. Managed Lean implementations.	2012-present
INTERIM MANAGER, DELTOM CONSULTING (France, India) Change Management Director for huge IT transformations of military and industrial aerospace projects. Chief Operating Officer. Indian train seats manufacturer. Industrial, cultural, organisational turnaround. Planning & Performance Manager of a railway product line. Built team, structure, governance, harmonisation. Program Manager for a design/build supply in the aerospace. Recovered delay and secured serial ramp-up.	2012-present
TECHNICAL PROJECT MANAGER, ROBERT BOSCH (Paris, France) Cross-functional and international coordination of the project Ferrari/Maserati Automatic Parking Brake.	2008-2012
ENGINEERING CONSULTANT, ALTRAN / ALTEN (France) Management of car embed electronics debugging, HIL testing, endurance testing of tires, technical and statistical analysis, suppliers' coordination, resources management, benchmark analysis for Renault and Peugeot.	2005-2008
INTERN, FERRARI (Maranello, Italy) Thesis in collaboration with FIAT Research Center (CRF). Fatigue & Gearbox Durability Testing: design of a durability validation test for mechanical endurance of the gearbox wheels.	2004-2005

EDUCATION

INSTITUTE FORMATION DEVELOPPEMENT METIERS DE L'ACCOMPAGNEMENT (France) Professional Coach Certification	2021
INSEAD (France) Executive Education Certificate Leading in a Transforming World: Modules: Strategy in the Age of Digital Disruption, Innovation in the Age of Disruption, Leading Organisations in Disruptive Times	2021
ESSEC / MANNHEIM Business School (France - Germany) Executive MBA , attending a week exchange at IIM, Ahmedabad (India) on Negotiation in Asia	2011
POLITECNICO DI TORINO (Italy) Master's degree in Mechanical Engineering , Transport Vehicles option (103/110), attending the TIME (Top Industrial Manager for Europe) <i>Double Degree</i> program at ÉCOLE CENTRALE PARIS . Activities: <i>BEST (Board of European Students of Technology)</i> , <i>SHELL Eco-Marathon</i> .	2005
LICEO SCIENTIFICO G. BANZI BAZOLI (Lecce, Italy) Maturità Scientifica (60/60) Awards: <i>Mathematics Olympiad</i> (national finals) and <i>Physics Olympiad</i> (third at the regional finals)	1995

ADDITIONAL INFORMATION

Language:	ITALIAN native, ENGLISH / FRENCH / SPANISH fluent, PORTUGUESE / GERMAN basic
Sport:	Swimming, sailing, scuba diving
Hobbies:	Motorbikes travelling, youngtimer cars, classical piano, Latin-Americans dances, Opera
Social:	Citizen Representative at Town Hall 15 th district Paris (France), Voluntary at UNITALSI (Italy)



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CONSULTING, INTERIM, COACHING

Change Management
Industrial Transformation
Team & Project Performance

DETAIL OF PROJECTS – DELTOM CONSULTING

- 10/23-02/24 **EXPLISEAT** in Paris (France)
Head of technical Operations. In charge of the operational performance of the engineering department. Led the transformation of the technical team: structured the organization, the governance, the routinary set up, boosted the competencies management, ruled the relationship with the transversal departments, introduced the visual management and the performance management.
- 06/23-07/23 **ALSTOM** in Bangalore (India)
Transformation Consultant mandated to improve the governance of the planning team and make them adopt the new procedures from the HQ.
- 06/22-04/23 **SOPRATERIA** in La Defense (France) for a **DASSAULT AVIATION** project
Leading the Change Management team for the "Optimal" project. My team's challenge is to ensure the software to be well implemented and accepted by the final user, by a change management strategy including organizing training, eLearning, site assistance, communication and community management. Optimal is a strategic project between Dassault Aviation and the "French State" for the implementation by Dassault of a new state system for the management of the Rafale LSS (Live System Support) in the French Army, involving maintenance and logistics management.
- 10/22-03/23 **CIMPA (SOPRATERIA)** in Toulouse (France) for an **AIRBUS** project
Transformation Partner for the MBSE (Model Based System Engineering) within the DDMS (Digital Design Manufacturing and Service) Airbus Project. Mandated to help the end users to evaluate the stakeholder map and the impact analysis of the digital solution.
- 04/22-07/22 **TE CONNECTIVITY** in Chassieu (France) mandated by **SNCF MOBILITÉ** in Dijon (France)
Auditing & Leading Transformation at the railway line. Performed an Industrial audit, followed by the deployment of the recommendations in a context of deliveries delay during a technology transfer. Set up an improvement road-map, enhancing industrial anticipation, to reduce delivery backlog. Led the change, driving people to the new way of working, reinforcing interaction and participative work.
- 10/21-02/22 **BOMBARDIER TRANSPORTATION** in Vienna (Austria).
Performance Manager of the Flexity Product Family (tramways). Drove a planning & performance cultural shift in the engineering department, reinforcing and structuring the interaction between planners and designers.
- 10/19-07/20 **BOMBARDIER TRANSPORTATION** in Crespin (France).
Planning & Performance Manager of the Double Deck Product Family spread across France, Germany and Canada. Built the team and the team governance. Led team activities and performance. Harmonized team methodology. Involved in a worldwide task force for cost reduction.
- 03/19-05/19 **WESTINGHOUSE FRANCE** in Cattenom (France).
Consultant / Lean. Implementation of the best practices of team management regarding project governance, visual management, collaborative work, reporting methodologies in the construction site of the Diesel Ultime Secours.
- 01/19-02/19 **MANGIAROTTI (WESTINGHOUSE)** in Monfalcone (Italy).
Consultant / Lean. Shopfloor efficiency improvement study through LEAN practices.
- 03/17-12/18 **SAIRA ASIA INTERIORS PVT LTD** in Vadodara (India).
Chief Transformation and Operating Officer of Saira Asia, tier-1 supplier in the market of interiors (seats and ceilings) for the major train builders (Bombardier, Alstom, etc.). In charge of the overall industrial management (Production, Logistics, Supply Chain, Quality, Engineering, Processes and Project Management). Managed a big change management on industrial matters (stock optimization, HSE implementation, lean improvements, review of the business processes, PM good practices, procurement/production planning synchronization), on cultural mindset (formalization, collaboration, transparency and pro-activity) and on governance (organizational structure, processes, routines of management, HR policies, etc.). Got all the projects back on track and recovered the trust with the customers.
- 01/16-11/16 **CEGELEC CEM (VINCI ENERGIE)** in Grenoble (France).
Consultant / Contract Management. Claim management for key projects for several M€. Plant design cost analysis. Engineering department performance assessment and monitoring.

- 04/16-07/16 **CEGELEC CEM (VINCI ENERGIE)** in Cattenom (France).
Consultant / Operational Excellence. Advanced PMO support to the head of the construction site of the project of fuel rack replacement at the nuclear plant of Cattenom. Delivering consulting on PM good practices: planning, indicators, progress status reports, governance, crisis management, customer communication, problem solving.
- 05/15-07/15 **FAIVELEY TRANSPORT** in Witten (Germany).
Consultant / Project Performance. Improved the efficiency and the reporting of the global ERP worldwide implementation project giving the required visibility to the executive management. Main actions on project governance and visual management. Facilitation of workshop to get business process consensus within the stakeholders. Parallel action on the methodology to early discover/assess/arbitrate GAPS in the pre-kick-off assessment phase for the new wave of affected sites.
- 02/15-04/15 **AIRBUS HELICOPTERS** in Marignane (France).
Consultant / Project Performance. Supported the definition of the system of the operating rules managing the creation of the 3D models in the Configured Digital Mock-Up for the legacy projects via the existing Change Process. Facilitated workshops to get technical consensus. Focus on roles & responsibilities, configuration management, collaborative work, optimization of the designers' workload.
- 10/14-12/14 **BOMBARDIER TRANSPORTATION** in Vadodara (India).
Consultant / Operational Excellence Improved the organizational efficiency of the local project core team in India for the Australian QNGR project. Defined and implemented visual management, roles & responsibilities and local project governance in order to secure the manufacturing of the first train set. Enhanced the autonomy and the skills development of the local Indian team in terms of risks analysis and related action plan. Secured the Change Implementation Process in coordination with the Project Core Team in Australia.
- 04/14-09/14 **FAIVELEY TRANSPORT** in Piossasco (Italy).
Consultant / Project Performance. General assessment of the ICx project within the 3 sites Witten (DE), Piossasco (IT) and Amiens (FR). Built an operational War Room (OBEYA) for Visual Management for the ICx project in Piossasco. Improved the functional management, the cross-functional interactions and the synthetic visibility to the Executive Management. In charge of the harmonization of the ICx War Rooms within the 3 sites and the mirror War Room in the HQ. Coached the project local team for the cross-functional communication and the intra-functional multi-site coordination.
- 05/13-01/14 **AEROLIA (AIRBUS)** in Saint-Nazaire (France).
Program Manager of the Airbus A350-900 Tubes & Pipes. In charge of the cross-functional End-to-End coordination (Engineering, Industrialization, Manufacturing, and Logistics) and of the negotiation with the Customer on the major technical, planning and manufacturing issues. Dealing with the industrial development of the various head of versions and the ramp-up of the overall program, referring at the company executives with dedicated KPIs. In charge of a PMO engineer and coordinating a dedicated multi-functional team.
- 03/08-08/12 **ROBERT BOSCH FR** in Drancy (France):
Technical project manager for the Ferrari/Maserati Automatic Parking Brake. Responsible for the technical exchanges with the customer in Italy and the suppliers in Germany and Austria, in close interaction with the CAD designers in Paris, Stuttgart and Turin. Project cross-functional coordination of the departments of quality, purchasing, sales. Leading the gates reviews, FMEA analysis. In charge of engineering simulations, statistics and the management and planning of the test programs. Obtained large drawing versioning simplification and supply chain cost optimization.
- 10/07-03/08 **PSA** in La Garenne Colombe (France):
Project Manager for follow up of the solution of the bugs of the embed electronics of the engine control. Interface between PSA engineering and testing teams and Bosch.
- 11/06-10/07 **RENAULT** in Lardy (France):
Test Engineer: Software integration and testing (HIL, MIL, SIL and track) of the embed electronics of the engine control.
- 04/06-11/06 **PSA** in Belchamp (France):
Test Engineer: Project of comparison between tires tests on track and on the bench. Bench improvement analyses. Human and material resources management.
- 10/05-04/06 **PSA** in La Garenne Colombe (France):
Design and implementation of a technical database of engine and gear parts. Weight benchmark analyses.

03/04-03/05 **FERRARI** in Maranello (Italy) in collaboration with **FIAT Research Center (CRF)** for the **Politecnico di Torino**: Thesis on Fatigue & Gearbox Durability Testing: design of a durability validation test for mechanical endurance of the gearbox wheels. Analysis of suppliers' proposals.