



TOMMASO DELL'ERBA

MECHANICAL ENGINEER, MBA, COACH

Keep it simple
& make it happen

INDUSTRIAL TRANSFORMATION & CHANGE MANAGEMENT

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I *profoundly* believe that effective leadership and strong soft skills are key to sustainable performance, especially during organizational transformations. 🚀 With an engineering background, an MBA's strategic insight and coaching expertise, I help organizations bridge the gap between strategy and execution, enhancing team and project performance in the face of cultural, industrial and technological change. 🏆 By combining the consultant's strategic vision, the manager's pragmatism and the coach's active listening, I focus on: 🇮🇹 Performance Management, 🛠️ Company Transformation, 🔄 Change Management. I bring passion and a hands-on leadership approach, ensuring that change is practical, actionable and results-driven.

PROFESSIONAL EXPERIENCE

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- PROFESSIONAL COACHING, DELTOM COACHING (France)** 2020-present
- Provide individual coaching for employees with disabilities in the IT sector, focusing on performance, adaptation and personal development.
- MANAGEMENT CONSULTANT, DELTOM CONSULTING (France, Italy, Germany, Austria)** 2012-present
- Led the transformation of a high-tech aerospace startup, enhancing team performance and operational efficiency.
 - Developed and implemented transformation roadmaps, KPIs, and visual management tools to improve team coordination and project reporting.
 - Facilitated ERP implementation harmonization across multinational operations, focusing on factory-level impacts and Lean management practices.
- INTERIM MANAGER, DELTOM CONSULTING (France, India)** 2012-present
- Change Management Director for large-scale IT transformations in military and industrial aerospace sectors.
 - COO for an Indian train seat manufacturer, leading a full organizational turnaround, including cultural and operational improvements.
 - Planning & Performance Manager for a railway product line, establishing governance structures and harmonizing processes to drive efficiency.
 - Program Manager for aerospace design/build supply, recovering delays and securing serial production ramp-up.
- TECHNICAL PROJECT MANAGER, ROBERT BOSCH (Paris, France)** 2008-2012
- Cross-functional and international coordination of the project Ferrari/Maserati Automatic Parking Brake.
- ENGINEERING CONSULTANT, ALTRAN / ALTEN (France)** 2005-2008
- 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.
- INTERN, FERRARI (Maranello, Italy)** 2004-2005
- 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.

EDUCATION

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- VANDERBILT UNIVERSITY (Remote)** 2025
- Individual courses on **Generative AI, Prompt Engineering, AI Agents and GPTs, AI Automations**
- MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT) (Remote)** 2024
- Professional Education Certificate **No Code AI and Machine Learning: Building Data Science Solutions**
- INSTITUTE FORMATION DÉVELOPPEMENT MÉTIERS DE L'ACCOMPAGNEMENT (IFOD) (France)** 2021
- French Bachelor Equivalent (RNCP6) in **Professional Coaching**
- INSEAD (Remote)** 2021
- 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
- ESSEC / MANNHEIM Business School (France - Germany)** 2011
- Executive MBA**, with a week exchange at **IIM, Ahmedabad (India)** focusing on Negotiation in Asia
- POLITECNICO DI TORINO (Italy)** 2005
- Master's degree in **Mechanical Engineering**, Transport Vehicles option (103/110), attending the TIME (Top Industrial Manager for Europe) *Double Degree* program at **ÉCOLE CENTRALE PARIS**.
Activities: *BEST (Board of European Students of Technology)*, *SHELL Eco-Marathon*.
- LICEO SCIENTIFICO G. BANZI BAZOLI (Lecce, Italy)** 1995
- Maturità Scientifica (60/60)** (Italian Scientific High School Graduation Diploma)
Awards: national finals of *Mathematics Olympiad* and third at the regional finals *Physics Olympiad*

ADDITIONAL INFORMATION

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- 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 15th district Paris (France), Voluntary at UNITALSI (Italy)



TOMMASO DELL'ERBA

CONSULTING, INTERIM, COACHING

Change Management
Industrial Transformation
Team & Project Performance

PORTFOLIO

AKIEM in St. Ouen (France) - from 04/25 to 07/25

Transformation Leader managing a deep corporate evolution. Driving sustained progress across strategic initiatives by combining robust governance and pragmatic routines. Actively coaching the ambassadors of the transformation helping them move into action, lead their teams effectively and foster ownership. I simplify deployment by encouraging quick wins and focusing teams on concrete outcomes over excessive analysis. I also manage PMO reporting, providing leadership with the visibility needed to steer and decide with confidence..

FIVES DMS in Lille (France) - from 06/24 to 11/24

Lead Planner for a Galvanisation Line project within a complex consortium in a multinational environment. Mandated to instill a planning-driven culture in the project, focusing on preparing and facilitating transversal meetings to ensure alignment across all stakeholders. Responsible for providing the detailed project planning, ensuring that key activities and milestones were met.

EXPLISEAT in Paris (France) - from 10/23 to 02/24

Head of Technical Operations mandated to lead the operational transformation of the engineering department to drive improved performance and alignment. Streamlined and structured the department's organization and governance, while introducing clear routines for daily operations. Introduced visual management practices and enhanced performance monitoring to foster transparency and accountability. Played a key role in boosting competencies management by implementing a system for technical skill sharing through filmed training sessions, which helped reduce task bottlenecks. Actively managed collaboration across transversal departments, ensuring smooth coordination and efficient communication.

ALSTOM in Bangalore (India) - from 06/23 to 07/23

Transformation Consultant mandated to ensure alignment with the central team's guidelines, clarified the transformation roadmap by organizing key milestones into blocks. Contributed to the governance of the planning team and proposed a task-focused planning approach, recommending the grouping of document deliveries with related tasks.

SOPRASTERIA in La Defense (France) for **DASSAULT AVIATION** - from 06/22 to 04/23

Change Management Director for the "Optimal" project mandated to ensure the successful adoption of the new solution by the end user. Deployed the roadmap for the change management strategy overseeing the organization of training, eLearning, site assistance, communication and community management. Optimal is a strategic project between Dassault Aviation and the French State aimed at implementing a new system for the management of the Rafale LSS (Live System Support) in the French Army, involving maintenance and logistics management.

CIMPA (SOPRASTERIA) in Toulouse (France) for **AIRBUS** - from 10/22 to 03/23

Transformation Partner for the MBSE (Model Based System Engineering) within the DDMS (Digital Design Manufacturing and Service) Airbus Project. Led the evaluation of the stakeholder map and conducted an impact analysis of the new process. Worked closely with end-users to ensure alignment with the digital solution and supported the integration of MBSE practices into the design processes.

TE CONNECTIVITY in Chassieu (France) mandated by **SNCF MOBILITÉ** in Dijon (France) - from 04/22 to 07/22

Auditor and Transformation Leader for the railway line. Conducted the industrial audit and developed and implemented the roadmap during a complex technology transfer. Improved communication among the customer interface, production and purchasing teams, achieving greater flexibility in adjusting production order sequences to meet shifting priorities and ensuring clear communication of priorities to suppliers, reducing delivery delays.

BOMBARDIER TRANSPORTATION in Vienna (Austria) - from 10/21 to 02/22

Performance Manager of the Flexity Product Family (tramways). Led a cultural shift in planning and performance within the engineering department. Developed the communication matrix and planning RACI, ensuring clear roles and accountability. Encouraged direct communication between planners and designers to promote collaboration over email exchanges. Motivated planners to ask questions and gain a foundational understanding of technical topics, improving cross-functional collaboration and knowledge across the team.

BOMBARDIER TRANSPORTATION in Crespin (France) - from 10/19 to 07/20

Planning & Performance Manager for the Double Deck Product Family, spanning France, Germany, and Canada. Established the team and its governance framework, leading activities to enhance performance. Standardized methodologies across teams to improve collaboration and consistency in planning. Played a key role in a worldwide task force on cost reduction.

WESTINGHOUSE FRANCE in Cattenom (France) - from 03/19 to 05/19

Consultant / Lean. Implemented best practices in team management, project governance, collaborative work and reporting. Introduced visual management and a planning system to monitor activities and highlight missing quality documents on the Diesel Ultime Secours construction site. This proactive approach ensured timely document production, mitigating a significant internal delay. Led daily meetings to maintain team alignment and provide real-time updates.

MANGIAROTTI (WESTINGHOUSE) in Monfalcone (Italy) - from 01/19 to 02/19

Consultant / Lean. Shopfloor efficiency improvement study through LEAN practices.

SAIRA ASIA INTERIORS PVT LTD in Vadodara (India) - from 03/17 to 12/18

Chief 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 operations (130 people): Production, Logistics, Supply Chain, Quality, Engineering, Processes and Project Management. Led a significant industrial transformation: stock optimization, HSE implementation, lean improvements, business processes reviews, procurement/production planning synchronization. Drove a cultural mindset switch: formalization, collaboration, transparency and pro-activity. Established a solid company governance: organizational structure, processes, routines of management, HR policies. Successfully brought all projects back on track and regained customer trust.

CEGELEC CEM (VINCI ENERGIE) in Grenoble (France) - from 04/16 to 07/16

Consultant / Contract Management. Managed contract claims for multiple key projects for several M€. Led a plant design cost analysis. Supported the engineering department with a performance assessment and ongoing monitoring.

CEGELEC CEM (VINCI ENERGIE) in Cattenom (France) - from 01/16 to 11/16

Consultant / Operational Excellence. Provided advanced PMO support to the head of the construction site for the fuel rack replacement project at the Cattenom nuclear plant. Focused on ensuring smooth project execution by applying best planning practices and improving communication. Actively prevented potential planning issues from escalating, ensuring a more controlled and stable project environment. Took a crisis management approach to facilitate communication with the customer during challenging periods.

FAIVELEY TRANSPORT in Witten (Germany) - from 05/15 to 07/15

Consultant / Project Performance. Enhanced the reporting and data visualization of the global ERP worldwide implementation project, optimizing decision making for the executive management. Facilitated workshops to align business process and build consensus among stakeholders. Additionally, defined the roadmap to early identify, assess, arbitrate GAPS in the pre-kick-off assessment phase for the new affected sites, ensuring a smoother project launch and better overall coordination.

AIRBUS HELICOPTERS in Marignane (France) - from 02/15 to 04/15

Consultant / Project Performance. Supported the definition of operating rules for the creation of 3D models in the Configured Digital Mock-Up for legacy projects, leveraging the existing Change Process. Proposed a gradual digitalization approach that aligned the technical push for digitization with the practical constraints of legacy projects. Facilitated workshops to secure technical consensus on roles & responsibilities, configuration management, collaborative work, ensuring optimized designer workload and smoother project integration.

BOMBARDIER TRANSPORTATION in Vadodara (India) - from 10/14 to 12/14

Consultant / Operational Excellence. Mandated to improve the operational efficiency of the Indian project team for the Australian QNGR project. Focused on establishing robust governance frameworks with a clear definition of roles & responsibilities. Secured the local deployment of the Change Implementation Process in coordination with the Australian team. Guided the local team to become autonomous in collecting and analyzing the necessary data to produce KPIs. Developed and implemented a KPI War Room, designed to mirror the one in Brisbane, providing real-time visibility into key performance metrics, ensuring clear communication of priorities and better coordination between teams, which was critical for the successful manufacturing of the first train set on time.

FAIVELEY TRANSPORT in Piosasco (Italy) - from 04/14 to 09/14

Consultant / Project Performance. Conducted a general assessment of the ICx project across three sites: Witten (DE), Piosasco (IT), and Amiens (FR). Established an operational War Room (OBEYA) for Visual Management at the Piosasco site, significantly enhancing cross-functional communication and collaboration. This led to improved interactions and a more efficient workflow. Played a key role in harmonizing the War Rooms across the three sites and the HQ, ensuring consistent visibility for executive management. Coached the local team to enhance cross-functional communication and coordinated multi-site activities, further strengthening the team's ability to meet project milestones. The collaborative approach led to the recovery of most project delays, improving the overall project timeline and efficiency.

AEROLIA (AIRBUS) in Saint-Nazaire (France) - from 05/13 to 01/14

Program Manager of the Airbus A350-900 Tubes & Pipes. Led cross-functional coordination across Engineering, Industrialization, Manufacturing and Logistics to ensure seamless project execution. Managed customer negotiations on critical technical, planning, and manufacturing challenges. Oversaw the industrial development and ramp-up, with

a focus on key performance indicators (KPIs) such as engineering on-time delivery (OTD), purchasing completion, and production follow-up. Regularly reported to company executives, ensuring clear and transparent progress updates. Led a PMO engineer and coordinated a multi-functional team, effectively resolving project issues and meeting milestones.

ROBERT BOSCH FR in Drancy (France) - from 03/08 to 08/12

Technical project manager for the Ferrari/Maserati Automatic Parking Brake. Led cross-functional coordination across departments (quality, purchasing, sales) in Italy, Germany, Austria, and France, navigating the complexities of a multicultural environment. Managed technical exchanges with the customer in Italy and suppliers in Germany and Austria, while working closely with CAD designers in Paris, Stuttgart, and Turin. Led gate reviews, FMEA analysis, and handled engineering simulations, statistics, and test program planning. Streamlined drawing versioning, reducing complexity, and improving supply chain efficiency, resulting in significant cost optimization.

PSA in La Garenne Colombe (France) - from 10/07 to 03/08

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.

RENAULT in Lardy (France) - from 11/06 to 10/07

Test Engineer: Software integration and testing (HIL, MIL, SIL and track) of the embed electronics of the engine control.

PSA in Belchamp (France) - from 04/06 to 11/06

Test Engineer: Project of comparison between tires tests on track and on the bench. Bench improvement analyses. Human and material resources management.

PSA in La Garenne Colombe (France) - from 10/05 to 04/06

Design and implementation of a technical database of engine and gear parts. Weight benchmark analyses.

FERRARI in Maranello (Italy) - from 03/04 to 03/05

In collaboration with **FIAT Research Center (CRF)** for the **Politecnico di Torino**

Thesis on Fatigue & Gearbox Durability Testing: designed a durability validation test for mechanical endurance of gearbox wheels. Conducted an in-depth analysis of suppliers' proposals to compare the estimated efforts with real street test data, using Wöhler curves to assess their stress levels in comparison with real-world conditions.