Bruno Santos

Information Systems & Technology Director

Contact

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Skills

Budget Management

Operations Management

Leadership and Team Management

Ethics and Responsibility

Commitment and Dedication

Communication
and Assertiveness

Information Systems and Technology Director.
Innovation and Digital Transformation Program Manager.
Master in Management, Postgraduate in Information Systems and Technology Management, Informatics and Computing Engineer.

Work History

2018-05 - Current

Head of Information Technology

Gallo Worldwide

Head of IT of Gallo Worldwide, a company partially held by Unilever Group that owns the secular olive oil brand Gallo, which includes a factory in Portugal and a subsidiary in São Paulo, Brazil.
The responsibilities include, at the worldwide level:

- Working in Portugal and in Brazil, defining and implementing the IT governance, strategy, security and business continuity plan, with partners from Portugal, Brazil, UK and India (Unilever's international teams).
- Managing the global IT budget.
- Managing an agile hybrid team of 6 direct reports from Portugal and Brazil.
- Managing all IT projects worldwide, working directly with teams and partners from Portugal, Brazil and indirectly from UK and India.
- Managing all Information Systems' operations, security, and services in Portugal and Brazil, from infrastructures and applications to logistics integrations with external local partners and providers.
- Managing all IT assets in Portugal and Brazil.
- Managing all IT contracts and services with partners and suppliers from Portugal, Brazil, Spain, the UK and the US, such as data centre providers, applications development, systems, applications and end-user support, or communications.
- Planning and organising the IT training programmes.

Major projects accomplished:

- Update and enhance all IT policies, systems, authentications, controls, cloud, platforms and client applications (PT and BR).
- Update all systems' integrations with partners, clients and government (PT and BR).
- Upgrade and adoption of several ERP developments and

modules (PT and BR).

- Adoption of a price management solution (BR).
- Upgrade the factory's office and industrial network (PT).
- Adoption of a modern Workplace with automatic and centralised management (PT and BR) – public case (in Portuguese): brunosantos.eu/gallo.pdf.
- Adoption of a digital invoice processing solution (BR).
- Review and enhance, through digital transformation, several legal, compliance and business processes - e.g., sending digitally signed invoices (PT and BR).
- Creation of a business Data Warehouse with a KPI portal (BR).
- Renew all factory's operational devices, from QR-codes readers to printers (PT).
- Installation and adoption of a new industrial network in the factory (PT).
- Upgrade the factory's manufacturing execution system (PT).
- Adoption of an advanced production planning and stock management solution (PT).
- Upgrade the EPR (SAP) to the latest R3 version (PT and BR).
- Adoption of SAP Business Plan and Consolidation (BPC) module (BR).
- Update the SAP Assets Management solution (PT).
- Adoption of a Laboratory Information Management System (LIMS) solution (PT).
- Adoption of a new 3rd-party HR payroll solution with all its integrations with the internal systems and services (BR).
- Adoption of a cloud-based Business Process Management (BPM) solution with all its integrations with the internal systems and services (PT and BR).

Information Systems Manager

2017-03 - 2018-05

TAP Air Portugal

Senior Information Systems Manager of TAP Air Portugal Group, the Portuguese flag airline company headquartered in Lisbon, Portugal, with offices in several European and American countries – such as the US, Brazil, France, Italy, and Germany.

The group's principal subsidiaries are Maintenance & Engineering (PT and BR), Health Services (PT) and Ground Handling Services (PT).

The responsibilities included at the worldwide level:

- Managing a small agile team of 2 persons, working across all Group and geographies.
- Device Management: responsible for all the Groups' computers, in all geographies, in terms of governance, security, usability and performance, which amount to a total of more than 5000 devices, including the Flight Operations department, with more than 1000 Pilots with specific notebooks certified by the Portuguese National Civil Aviation Authority to be used in the aeroplanes cockpits as Portable Electronic Devices.
- Program and Project Management: managing innovation and technological projects, from digital transformation to infrastructures and platforms adoptions and upgrades, in agile and waterfall methodologies.
- Negotiating and managing several licensing and services contracts in all geographies, such as Microsoft licensing for the whole group (amounting to nearly 3 million Euros per year) or backbone and mobile communications.

Major projects accomplished:
- Adoption of a new Portable Electronic Device (PED) for all Pilots, which included the whole procurement process (from requirements specification to negotiation with partners and suppliers), the creation of the Business Case, and the definition, execution and monitoring the rollout process, replacing more than 1000 devices without disrupting the operation.
- Renew and upgrade all Group's notebooks in all geographies worldwide.
- Directly reporting to the CEO, managing a project to create a portal with several executive and operational Key Performance Indicators (KPI) for the Board of Directors.

2013-03 - 2017-03	**Information Technology Systems Manager**

TAP Air Portugal

The responsibilities included, at the worldwide level:
- Managing 1 direct report (Systems Manager) and working in agile with a team of 6 indirect reports (Systems Administrators).
- Technology Management: responsible for all the Group's Microsoft Technology systems, from nearly 500 servers to nearly 5000 computers and cloud services, in all

geographies, in terms of governance, security, architecture, business continuity and performance.

- Service Management: responsible for all services provided by Microsoft Technology systems, such as databases, virtualisation platforms, email, and applications (local and cloud-based).
- Program and Project Management: managing innovation and technological projects, from digital transformation (agile) to infrastructures and platforms adoptions (waterfall), evolutions and upgrades, in Portugal, the US, Brazil, Italia, France and Germany.
- Negotiating and managing several licensing and services contracts for all geographies, such as Microsoft licensing for the whole group (amounting to nearly 3 million Euros per year) or backbone and mobile communications.

Major projects accomplished:

- Working with international partners, adoption of the Microsoft Cloud services, the 1st case in Portugal, which included the whole procurement process (from requirements specification to the negotiation), the creation and presentation of the Business Case, and the definition, execution and monitoring of the rollout process of all features and all systems/services in all offices worldwide – public case (in Portuguese): brunosantos.eu/tap.pdf.
- Creation of a new distributed virtualisation platform and migrating all physical servers and its services to it, including all operational and services support (from 3rd-party contracts to SLAs and procedures).
- All other systems upgrades and migrations based on Microsoft technologies.

2008-03 - 2013-03

Information Technology Systems Analyst, Architect and Project Manager

TAP Air Portugal

The responsibilities included, at the worldwide level:

- Working in agile with a team of 6 indirect reports (Systems Administrators).
- Defining the architecture of new technological infrastructures and platforms in Microsoft technology, ensuring its scalability, resilience, high availability, security and performance.

- Defining operational, maintenance and support procedures regarding all Microsoft systems and applications for the Operations and Help Desk teams to intervene and support the Group's users worldwide whenever necessary.
- Program and Project Management: managing technological projects, such as infrastructure migrations or platforms adoptions, integrations, evolutions and upgrades.

Major projects accomplished:
- In 2009, working in Portugal and in Brazil, I joined a team that carried out a due diligence check on the systems of the recently acquired TAP Maintenance & Engineering Brazil, with subsequent integration with TAP's existing systems, adopting the defined governance and management policies and procedures.
- Implementation and adoption of the Microsoft SharePoint collaboration platform in TAP Air Portugal Group, which included its configuration and customisation for all business units and offices, working locally with the key users and management teams in Portugal, the US, Brazil, France, Italy and Germany.
- Managing several infrastructure projects, such as creating a distributed database cluster to serve the whole Group or upgrading the Group's ERP to a new distributed architecture solution.

Software Engineer

2007-03 - 2008-03

TAP Air Portugal

Software Analyst and Developer on the Flight Operations Department, working on a team called "Portal DOV" (Flight Operations Direction's Portal), responsible for creating and continuously improving a web portal used by all TAP's pilots and cabin crew members: portaldov.tap.pt.

In 2007, the first mobile devices with Internet access started appearing in the market, and thus, I was hired to create a mobile version of the existing portal, adapted and optimised to be used in these devices.

The responsibilities included:
- Working directly with TAP's Flight Operations Directors in agile methodology, perform a functional requirements specification of each feature to be included in the new

mobile portal, prioritising the development pipeline and its deliveries throughout time in line with the users' needs.
- Technical development/programming in Visual Studio platform and C# and C# Compact Frameworks language, creating the new mobile portal from zero and developing new required features to the existing one.

Major projects accomplished:
- The Portal DOV Mobile portal was successfully delivered and acclaimed, with several features being developed and continuously delivered with time, even after leaving the team.

2004-01 - 2006-12

Computer Technician

Faculty of Engineering at University of Porto

Technical field support in Faculty of Engineering of Oporto University.

The responsibilities included:
- Managing all computers of the IT rooms and classrooms, amounting to around 250 devices, which includes its technical and application installation, configuration and support, locally and remote.
- User support, which includes professors, staff and students, amounting to around 5000 people.
- Preparing and configuring all computers to be used in classes and exams, which includes support all exams' processes.

2003-01 - 2011-12

Teacher of Mathematics and Physics

Self Employed

Teaching Mathematics and Physics, both from High School to University level.

2003-01 - 2003-12

Professional Trainer

CERTFORM - Escola de Formação Prática

Microsoft Office Suite trainer, teaching the introduction to Microsoft Excel, Word, Outlook and PowerPoint applications. The responsibilities include preparing the courses and classes, teaching and supporting the students throughout the activities.

Education

2022-10 – 2023-11

Master's in Management – Advanced Executive

Nova School of Business and Economics

Activities and societies: Strategy and Business Models Innovation, Leading Top Management Teams, Business Governance, Sustainability & Ethics, Data Analysis and Decision Making, Business Analytics, Operations Transformation, Value Creation and Measurement, New Ways of Working: Culture, Organisational Design & Strategic People Management.

This executive master's course addresses knowledge related to the strategic vision of the future and leadership of organizations to empower students in a more polyvalent approach. This program will strengthen your existing skills and add new ones, highlighting the construction and analysis of future scenarios and articulating external variables. You will expand on your ability to lead ethically and in an environment of contradictory obligations and develop the ability to make choices that create value for organizations and their employees.

Skills: Negotiation · Decision-Making · Manufacturing · Team Leadership · Team Management · Management · Digital Transformation

Final score of 17/20.

2014-09 - 2015-07

Postgraduate: Information Systems and Technologies Management

Nova Information Management School

The Postgraduate Program in Information Systems and Technologies Management is aimed at those who have roles in Information Systems (IS), namely managers and experts in the coordination and development of IS projects, IT auditing, quality control and strategic management of IS.

This Postgraduate Program gives access to the Master Degree Program in Information Management, with a specialization in Information Systems and Technologies Management, which is ranked as the best Master Degree Program in Information Systems Management in Portugal and the 2nd in Western Europe by Eduniversal, international

agency that publishes an annual ranking of the best Master's degree programs and MBA in the world.
Final score of 16,13/20; best student of the year and presence in the University's Merit Board.

2001-09 - 2007-07	**Pre-Bologna 5 Years Degree: Informatics and Computing Engineering**

Faculty of Engineering at Universidade of Porto

5 years, 300 ECTS pre-Bologna process course, equivalent to present Integrated Master's Degree:

- to provide a solid base of scientific and engineering education, essential for interacting with other engineering specialties, and supporting a superior professional practice.
- to provide a solid and specialized training and education, allowing the conception, specification, design and implementation of products, processes and services, based on computers, computations and information technologies.
- to stimulate the acquisition and training of soft skills like creative attitudes and capabilities, critical mind, leadership and teamwork.
- to stimulate the entrepreneurship and innovation spirit, risk assessment and opportunity exploitation.
- to provide process management learning, stimulating quality and productivity increase and resource optimization.
- to provide the required training and learning for granting the professional title of Engineer by the Portuguese Professional Engineering Association.

Final score of 13,45/20.

2001-01 - Current	**Other Trainings, Certifications and Workshops**

Several Schools

- Training in Project Management (PMI/PMP).
- Training and certification in ITIL and ITSM.
- Certified Professional Trainer (Certificate of Pedagogical Skills).
- Training and workshops in Management.
- Training and workshops in Negotiation.
- Training and workshops in Time Management.
- Training and workshops in Soft Skills.

- Training and workshops in High Performance Teams.
- Training and workshops in Agile Methodologies.
- Training and certification in Microsoft Project and SharePoint.
- Training and workshops in Microsoft Active Directory, Microsoft Exchange, Microsoft System Center.

1996-09 -
2001-07

Civil Engineering

Faculty of Engineering at University of Porto

Frequency of the 4th year of the Civil Engineering Bachelor's Degree (5 years, 300 ECTS pre-Bologna process course, equivalent to present Integrated Master's Degree).