

Marcos Semola – LinkedIn Summary

Executive of Information Technology; strategist transformer; manager with entrepreneur mindset; risk management expert and multinational professional with over twenty-five years' experience in business, consulting and IT in the sectors of Energy, Finance, Services and Retail. Computer Engineer, MBA, CISM, currently holds the position of CIO / IT Manager for Latin America at Shell accountable for a 13.3mi USD budget operation. Extensive international experience after four years in Europe, initially as Head of Information Risk Operations at Atos Origin in the UK, responsible for global IRM consulting, and as Global IT GRC Manager at Shell Gas & Power in the Netherlands accountable for Governance, Risk and Compliance for subsidiaries (JVs) distributed in thirty-five countries.

Prior I had regional accountability as Security Consulting Manager for Latin America of Atos Origin / Schlumberger, developing a new business unit and managing a team of twenty-six experienced consultants, generating gross margin of 35% and duplicating the revenue results in the second year of operation. I also hold previous experience as consultant, product and project manager at Modulo Security after a professional debut as the entrepreneur owner of a software development and networking company during nine years.

Additionally, I am an MBA Professor of FGV Business School since 2000 with published books, international certifications and awards and I have served for six years as volunteer Vice-President and now as Advisor of ISACA, a non-profitable international system audit and control association.

Ambition: wider scope as CIO/IT Manager | CSO/GRC Manager | Consulting Director

Main skills:

- IT Governance
- Leadership / Team Building
- Entrepreneur Mindset
- Stakeholder Management
- Planning / Benefit Realization
- Problem Solving
- Risk Management / Compliance
- Value Proposition
- Startup Mentoring

Executive Resume:

- ENGLISH <https://goo.gl/JmUI2t>
- PORTUGUÊS <https://goo.gl/OxYtGi>

Marcos Semola

marcos@semola.com.br | mobile +55 (21) 988042000 Brazil

LinkedIn profile: <http://br.linkedin.com/in/semola>

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Marcos Semola – Executive Summary

Executive of Information Technology, strategist transformer, manager with entrepreneur mindset, Italian-Brazilian born in 1972 in the city of Rio de Janeiro, Brazil with over twenty-five years' experience in business, consulting and information technology. Computer Engineer, MBA, holds the position of CIO / IT Manager for Latin America at Shell International accountable for a 13.3mi USD OPEX operation. He has extensive international experience after four years in Europe, initially as Head of Information Risk Operations at Atos Origin in the UK, responsible for the profitable operation of global consulting contracts, and as Global IT Governance, Risk and Compliance Manager at Shell Gas & Power in the Netherlands responsible for Governance, Risk and Compliance for subsidiaries / joint ventures globally distributed in thirty-five countries. Prior to his international experience, he had regional accountability as Security Consulting Manager for Latin America of Atos Origin Brazil, developing a new business unit and managing a team of twenty-six experienced consultants, generating margin growth of around 35% and duplicating the results in the second year of operation.

At the same time, he served for eight years as volunteer Vice President of ISACA -RJ – Information System Audit and Control Association, becoming Advisor in 2016. His professional experience was in the Finance, Services and Retail sectors including responsibilities for business strategy; solutions design; implementation of SOX / SAP legal and tax projects; strategic alignment; P&L budget control; management of professionals services; team management; demand management; feasibility study; service level management; planning; risk assessment; anti-bribery/corruption; export control; privacy; project management; stakeholder management; end-to-end IT services assurance and sales development.

Marcos has developed strong relationships with global and local partners through more than two decades of activity and has a strong academic career. He is internationally certified CISM Professional in Information Security Management; PCI/DSS Assessor in Data Security Standard for Payment Card Industry; BS7799 Lead Auditor by the British Standards Institute; PRINCE2 Practitioner in project management; post-graduate in Negotiation and Strategy by London School; MBA Professor of FGV - Fundacao Getulio Vargas since 2000, and received a degree in Master of Business Administration in Applied Technology with honour; holds a post-graduate degree in Marketing and Business Strategy; post-graduate in Networking Architecture and finally Bachelor of Computer Science. Marcos is fluent in English, a Portuguese native speaker with intermediate skills in Spanish. He has published over one hundred technical papers and was the author of four academic and business books in the areas of risk information management; competitive intelligence and communications technology, published respectively in 2002, 2005, 2006 and 2012. A new edition of his first book was published in 2014. Marcos was also recognized and awarded nationally and internationally in their field of expertise as SECMASTER in 2003 and 2004 and IT Professional of the YEAR in 2008 by ISSA - Security Association of Information Systems.

As IT Executive for Latin America at Shell, Marcos is accountable for an operation of more than thirteen million dollars covering all countries with downstream representation in the region through the global functions Finance, Taxation, HSSE and Legal that supports the various classes of businesses. He acts as the primary IT interface with the downstream business, being the conduit between their needs and the global IT organizations. He is responsible for end-to-end information technology services portfolio as well as global projects that support the business strategy and regional projects to address sensitive legal and tax obligations. He is responsible for multi-year planning of information technology in line with the overall strategy of the group focusing on the support of the business plan and in positively influencing the results.

He has been recognized as a team worker; problem solver; self-motivated; result-oriented with strong communication and people management skills with a record of successful delivery through all companies that he has worked for, focusing on management; business development; bottom line realization and opportunity maximization.

His personal interests include the culture of 'do it yourself'; measurement and materialization of the value of IT; risk management; science of body language; photography and sports in general, particularly the triathlon. Marcos is proud to have done volunteer work for the Institute for Leukaemia Research; British Heart Foundation; the Le Tour de France; the Entrepreneurship Start-up Laboratory (Shell Youth Initiative), and supporting humanitarian medical organization Médecins Sans Frontières (MSF).

Marcos Semola

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Marcos Semola – Full Curriculum Vitae

Personal Information

<u>Home</u>	Rua Prudente de Moraes 153		
<u>Address</u>	Rio de Janeiro, Brazil	<u>BR Mobile</u>	+55 (21) 988042000
<u>Nationality</u>	Italian – Italian Passport	<u>Email</u>	marcos@semola.com.br
	Brazilian – Brazilian Passport	<u>Website</u>	br.linkedin.com/in/semola
<u>Marital Status</u>	Married, 2 Childs	<u>Date of Birth</u>	26 September 1972

Professional Experience Summary

2009 – to date	Shell Downstream International – CIO/IT Manager Latin America – Rio de Janeiro, Brazil
2008 – 2009	Shell G&P International – Global IT GRC Manager – The Hague, Netherlands
2005 – 2008	Atos Consulting UK – Head of Information Risk Operations – London, UK
2004 – 2005	Atos Origin LATAM – Security Consulting Manager for South America – Rio de Janeiro, Brazil
2003 – 2004	SchlumbergerSema – Senior Security Consultant – Rio de Janeiro, Brazil
1999 – 2003	Modulo Security Solutions – Services National Manager, Consultant – Rio de Janeiro, Brazil
2000 – to date	FGV University – MBA Professor of Risk Management – Rio de Janeiro, Brazil
1991 – 1999	SSSolutions – Partner – Rio de Janeiro, Brazil

Current Employer

Royal Dutch Shell plc was appointed the world's biggest company in sales by Forbes in 2013 and is a worldwide group of oil, gas and petrochemical companies with interests in bio fuels, wind and solar power and hydrogen. Help to meet global energy demand in economically, environmentally and socially responsible ways. Is Active in more than 130 countries and territories and employ 108,000 people worldwide. The Shell Downstream business is made up of a number of different Classes of Business: Oil Sands, Manufacturing, Chemicals, Supply and Distribution, Retail, Lubricants, B2B and Future Fuels and CO2. In addition, seven worldwide functions - HR, Finance, IT, Contracting and Procurement, Strategy and Portfolio, Legal and Communications – support the Classes of Business, representing a 6.3bi EUR business.

Education

2016	Post Graduate Certificate in Disruptive Strategy	Harvard Business School - HBX, USA
2006	Post Graduate in Negotiation and Strategy	London School – LSE, London, UK
2000	Post Graduate in Marketing and Business Strategy	Rio de Janeiro State University – UERJ, Brazil
1999	Post Graduate Diploma in Network Architect	Rio de Janeiro State University – UERJ, Brazil
1998-1999	MBA in Applied Technology in Business	Fundacao Getulio Vargas Business School, BR
1992-1997	BSc. in Computing Science	Catholic University of Petropolis /UCP, Brazil

Professional Associations

2009	Advisor ex-VP of Information Systems Audit and Control Association , Rio Chapter, Brazil
2007	PCI Qualified Security Assessor – DSS Payment Card Industry Council, United States
2006	IISP Founding Member (#A10729/2006) Institute of Information Security Professionals, UK
2006	ISACA London, UK member (#0407156/2003) Information Systems Audit and Control Association
2006	SECMaster ACADEMY member (#2005) Security Professional of the Year, VIA FORUM
2005	ISSA member (#3002477/2005) Information Systems Security Associations
2005	IBGC member (#0236872874/2005) Corporate Governance Brazilian Institute - IBCG
2004	CSI member (#CI781498/2004) Computer Security Institute - CSI
2003	ISACA Brazil, BR member (#0407156/2003) Information Systems Audit and Control Association

Publications & Achievements

General	More than 110 specialized articles and whitepapers published
Security Book 2 nd ed. ISBN: 978-8535211917	Author of the security book: Information Security Management - the executive view by Campus publishing house 2 nd edition, 2014, Brazil.
Business Book ISBN: 9788502175334	Co-Author of the business book: Information Management, Innovation & Competitive Intelligence by Saraiva publishing house, 2012, Brazil.
IDG monthly newsletter	Maintain an electronic newsletter on Information Risk at IDG Group since 1999
ISACA Guide	Co-Review of the ISACA Information Security Governance: Implementation Guide for Executive Management, UK.
Security Book ISBN: 978-8535211917	Author of the security book: Information Security Management - the executive view by Campus publishing house, 2002, Brazil.
Business Book ISBN: 978-857605065X	Co-Author of the business book: Information Strategic Management & Competitive Intelligence by SaraivaUni publishing house, 2005, Brazil.
Academic Book ISBN: 978-8502053809	Co-Author of the academic book: Information and Communication Management by Pearson publishing house, 2006, Brazil.
ISSA Brazil Award III	ISSA Brazil AWARD®2008 Professional of the Year.
Executive Award	2007 NATA® one of the fifty most influent InfoSec Executives of Brazil
ISSA Award II	2004 SECMASTER® Security Professional of the 2004 on the Market Development category by ISSA.
ISSA Award I	2003 SECMASTER® Security Professional of the 2003 on Private Sector by ISSA.
Quotes and Interviews	More than 100 quotes and interviews for technical and executive media vehicles like O Globo newspaper, Jornal do Brasil, Folha de São Paulo, Petrobras magazine, CBN Radio, InformationWeek, B2B, Computerworld, Internet Business magazine, Gazeta Mercantil, Comercio newspaper, SERPRO Tema magazine, Meio e Mensagem magazine, PEGN magazine, Isto E magazine, InfoExame magazine, Valor Economico newspaper, TI Time managine, Network Computing, Rede TV, VarBusiness magazine, e-Manager magazine. CNN.com.br, VoceSA and Bloomberg Television.

Skills & Competences

General	25+ years of IT, professional services and business management experience
Business	Broad IT knowledge with management experience in delivering value through IT; Strong leadership and interpersonal skills with experience in building credibility; and Ability to connect to emerging information technology trends and translate opportunities appropriate for the business.
Management	Builds Shared Vision; Champions Customer and Stakeholder Focus; Maximizes Business Opportunities; Demonstrates Self Mastery; Courage, Interpersonal Effectiveness; Motivates, Coaches and Develops; Values Difference; Delivers Results Through Others; Analysis and Problem Solving; People Management; Financial Management; Stakeholder Management Communicates and persuades; Manages business performance; Business planning; Programme Management; Business Partnering; Creativity; Teamwork and International Environment.
Commercial	Ability to articulate complex technical problems to business through different senior business leader's audiences; Establishment of trust relationships; Preparation and development of presentations and proposals; and result-oriented.
Technical	IT Governance Risk and Compliance; Applied Technology in Business; Business Process Analysis; IT Strategy; Business Impact Analysis; Business Continuity Plan; Sarbanes-Oxley; Compliant Plan; Risk Assessment; Crisis Management and Change Management; Information Security Standards; Quality Assurance; Project Management and Compliance Assessment.

Languages

English, fluent; **Portuguese**, mother tongue; **Spanish**, intermediate

| IELTS

International Experience

Residence London, United Kingdom – 2005 to 2008; The Hague, Netherlands – 2008 to 2009
Business Trip Argentina, Peru, Colombia, England, Italy, Belgium, France, United Arab Emirates, USA and others
Leisure Trip Germany, Portugal, Spain, France, Italy, Switzerland, Morocco, Mexico and Bolivia

Main Conferences Given

General **More than 140** IT and Information Security presentations as Key Notes Speaker in Congresses Customers.

2012 **GDS CIO Latin America Submit Conference – Miami, USA** – Guest
 2011 **GDS CIO Latin America Submit Conference – Cancun, Mexico** - Guest
 2010 **GDS CIO Latin America Submit Conference – Cancun, Mexico** - Guest
 2007 **RSA Conference - London, UK** - Guest
 2006 **The Fifth Workshop of InfoSec, Cambridge - London, UK** - Lecturer
 2006 **Trends in International Energy Security, London, UK** – Guest
 2006 **Euro CACS by ISACA, London, UK** - Guest
 2006 **Info Security EUROPE, London, UK** - Guest
 2006 **Business Continuity: The Risk Management Expo, London, UK**- Guest
 2006 **AO TechConsulting Seminar, London UK** – Speaker on Risk Management.
 2005 **CONIP (Annual Brazilian Public Sector IT Congress), Brazil** – Speaker on Business Continuity
 2005 **IDC Brazil IT Security & Business Continuity Conference, Brazil** – Keynote Speaker
 2005 **IT Security Week (Main Security Event) , Brazil** – Keynote Speaker on Information Security
 2004 **COMDEX (International IT Event), Brazil** – Keynote Speaker on InfoRisk Mngment
 2003 **17th CSI Conference, Washington – USA** – Member
 2003 **17th World Petroleum Congress, Brazil** – Speaker on Risk Assessment and Continuity
 2003 **FUTURE COM (Main Telecom Event), Brazil** – Keynote Speaker on InfoSec
 2002 **CIAB (Main Financial Event), Brazil** – Keynote Speaker on Structuring Security Strategy

Lectures **Hundred presentations** on national and international congresses like AMCHAM, ABERJ, ADPO, COMDEX, CONINFO, CNASI, CIAB, CARDSEG, FENASOFT, FENAWEB, FUTURECOM, INFOTEL, INFRANET, ITCOM, IBUSINESS FORUM, INFOWORLD, IBC, IDC, ITA'SSI, SAIS, SUCESU, SECURITY WEEK, SECURITY FORUM e WORLD PETROLEUM CONGRESS.

Sector Experience

Energy 10 years. Business Development, Consulting, Solution Design, Project Management, GRC
Financial 7 years. Business Development, Consulting, Solution Design & Project Management
Retail 8 years. Software Development, Solution Design and Project Management
Services 12 years. Solution Design, Consulting and Project Management

Volunteer Work

Leukaemia Research 2007 – London, United Kingdom
 British Heart Foundation, First Walks 2007 - Windsor, United Kingdom
 Tour de France 2007 – London, United Kingdom
 Médecins Sans Frontières (MSF) 2015 – Rio, Brazil
 Entrepreneurship Start-ups Lab (Shell Youth Initiative) 2016 – Rio, Brazil

Professional Courses Attended

2012 **Emerging Leaders Programme**, Shell International, London, UK
 2010 **Problem Solving and Decision Making**, Shell International, Brazil
 2008 **Gas & Power Business Training**, Shell International BV, The Netherlands

2008	Antitrust and Export Control Training , Shell International, Dubai, United Arab Emirates
2008	Incident Management , Shell International, Kuala Lumpur, Malaysia
2008	COBIT 4.1 Practitioner by ISACA, UK
2007	PCI – Payment Card Industry, Data Security Standard , PCI Council, UK
2007	e-Leaning Tutor Training , Superior Education Methodology, FGV Online, Brazil
2006	Project Accounting System , Atos Origin London, UK
2006	PRINCE2 Foundation - self-study, Project Management Methodology by ILX Group London, UK
2005	7799 Goes Global UK , London, UK
2005	PMP Training , Project Management Professional by AO/PMI
2004	BS7799:2 ISMS Auditor Training by BSI
2003	COBIT Training , Auditing and Implementation by ISACA
2003	Project Risk Management Training , by SchlumbergerSema
2003	Consulting Skills Course by SchlumbergerSema
2003	Quality Management Course by SchlumbergerSema
2003	Helping Customers Succeed Course by SchlumbergerSema
2003	Project Management Course by SchlumbergerSema
2002	Media Training Course by SchlumbergerSema

Teaching Experience

e-learning Tutor	FGV Online	<ul style="list-style-type: none"> • Superior Education Methodology • Information Security Management 	30+ hours
MBA Professor 2000 - to date	FGV - Fundacao Getulio Vargas Business School	<ul style="list-style-type: none"> • Information Security Management • Computer Network 	2100+ hours
Professor 2002 to 2005	Several Institutions: PUC, FIT, UNESA, UFF, IPEN and ITCOM	<ul style="list-style-type: none"> • Information Security • Business Risk Management • Enterprise Security Planning 	60+ hours
Instructor 2000 to 2002	Modulo Security Solution	<ul style="list-style-type: none"> • Security Officer • Information Risk Management 	40+ hours

MBA Professor

Fundacao Getulio Vargas Business School

Jan 2000 – to date

MBA Professor at FGV - Fundacao Getulio Vargas Business School across the country since 2000 with expertises on these knowledge areas: information risk management; IT governance; IT compliance; security management; org change management, leadership, teams and communication; negotiation and conflict management. Marcos was awarded best professor of EPGE in 2004.

Advisor ex-Vice President RJ Chapter

ISACA – Information System Audit and Control Association

Mar 2009 – to date

Advisor ex-Vice President and founder member of ISACA Rio de Janeiro Chapter. Perform the duties of the President in the event of his/her absence or disability:

- Preside at all meetings of the Chapter and the Chapter Board
- Appoint, in line with the Chapter Board, all committee chairpersons and committee members.
- Be an ex-officio member of all committees except the Nominating Committee.
- Represent the Chapter at Leadership Conference/Presidents Council Meeting(s).
- Maintain communications with the Association and respond to Association inquiries.
- Be responsible for submission of the chapter annual report to the Association after annual general meeting.
- Supervise budgetary matters and proper internal control of finances.

Professional Experience

General **25+ years of IT, professional services and business management experience**

CIO/IT Manager Latin America**Shell Downstream International, Rio de Janeiro, Brazil****Mar 2009 – to date****Summary:**

IT Executive as **CIO/IT Manager for Latin America** accountable for a 13.3mi USD OPEX operation covering all countries with downstream representation in the region through the global functions Finance, Taxation, HSSE and Legal that supports the various classes of businesses. It acts as the primary IT interface with downstream business, being the conduit between their needs and the global IT organizations. It is accountable for end-to-end information technology services portfolio; global projects that supports the business strategy in the region and SOX / SAP sensitive legal/fiscal regional projects, and he performs the following activities: demand management; feasibility study; SLA management; budgeting and planning; risk assessment; strategy and IT project delivery; stakeholder management and country crisis management in connection with the CIO Office and the global IT organization. It is responsible for multi-year planning of information technology in line with the overall strategy of the group focusing on the support of the business plan and in positively influence the results.

Top 10 relevant and successful achievements:

1. ONIX Brazil IT Outsourcing feasibility study challenging the Shell IT strategy status quo (5mi/y USD pot.saving);
2. Local Brazil CPI cost takeout generating **2.2mi USD of saving** realization (C5-C10);
3. ERP Outage crisis management for Brazil and Venezuela leading escalation, solution and communication;
4. **EVP Award** for the efforts with global application portfolio rationalization;
5. Brazil Legal/Fiscal e-Invoicing system upgrade after facing a challenging timeline and technical blockers;
6. Argentina Merger business case after setting governance in a complex stakeholder environment;
7. EVP Award related to the successful deployment of the Brazil ERP SAP ECC6.0 upgrade project;
8. Improvement on operational excellence and demand management by shaping IT Demand Council in LA;
9. Robust trust partnering with Latin America business and finance stakeholders;
10. Comprehensive IT multiannual planning; cost control end reporting for proper transparency for the business.

Global IT GRC Manager**Shell G&P International, The Hague, Netherlands****Jan 2008 – Mar 2009****Summary:**

Global IT GRC Manager at Shell Gas and Power in charge for **Governance, Risk and Compliance** across worldwide subsidiaries distributed along 35 countries within a **2.5bi EUR Business**. Responsible for the coordination of compliance programmes and assurance plans to demonstrate compliance with a wide range of standards and policies including Sarbanes-Oxley, Information Security, anti-bribery/corruption, export control, privacy and Regulatory domains; promote overall IT performance improvement and provide confidence that necessary precautions have been taken to manage risk exposures and satisfy regulatory compliance requirements, which contributes to deliver the business objectives. **Main achievement:** all subsidiaries remained fully compliant with the schemes across the year in a smarter and cost effective way.

Head of Information Risk Operations**Atos Consulting, London, UK****July 2005 – Dec 2008****Summary:**

- Head of Information Risk Operations in charge of **EUR 12.3mi global contracts** through direct involvement as business development and global programme manager across industries. Was responsible for business development, sector strategy and P&L control providing support in the preparation and development of presentations and proposals, methodology, end-to-end solutions, commercial strategy, quality assurance and project delivery for worldwide companies.

Achievements:

- Growth TMU sector revenue in **42%** in the first year of work based on 2005 results.
- Success developing **End-to-End** solutions and maximizing business opportunities across industries.
- Success developing **Telecom, Media and Utilities Value Proposition** providing strategy and a focused pack of Security Solutions to support Account Team as commercial approach.
- Success as Quality Manager on **Business Continuity Plan for Drought Crisis** project for the biggest Water Company of UK, Thames Water, defining procedures to provide ability to manage the drought risk.
- Success as Sponsor Manager on **Identity Management** project for a £8 billion company, the biggest Rail Transport Company of UK, Network Rail, reducing substantially Help Desk costs through Password Self-Service functionality and through Joiners, Movers and Leavers redesigned process.
- Success developing **Transport Value Proposition** providing strategy and a focused pack of Security Solutions to support Account Team as commercial approach.
- Success developing Project Financial Control Worldwide Programme for AMB AMRO Global programmes about **Eur 12.3mi contracts** through new reporting and invoicing process.

Security Consulting Manager for South America, Senior Consultant**Schlumbergersema & Atos Origin, Rio de Janeiro, Brazil****April 2003 – July 2005****Achievements:**

- Creation and development of **Security Consulting services** providing an Enterprise Security Solution for all segments supporting the security process, physical, technological and human assets.
- Definition of **Security Consulting Practice Strategy** to improve the revenue and the value added perceived by the customers of South America market.
- Responsible for **16 certified Security Consultants**: 5 CISSP, 9 BS7799 Lead Auditor, 1 CISA and CISM.
- **Growth of BS7799/ISO27000 capability** from 1 to 9 certified people.
- Growth Security Consulting Practice from 0 to 16 consultants & BRL4.0mi (**Eur 1.2mi**) in revenue, **GM 35%**.
- Success managing the delivery of a BRL9.6mi (**Eur 2.9mi**) project at biggest Brazilian Oil&Gas company.
- Responsible for **development of new business** and the practice structure for South America including team building, services offering, **services methodology**, services cost engineering, **pre sale activities**, commercial approach and profit projects control. Provided and currently **delivering project management**, Information Security **advisory** and **quality assurance** for the following customers and projects:
 - **Petrobras**, Information Security Awareness Programme.
 - Development of a security awareness programme to increase the security culture of all 4000 IT employees through behaviour assessment, risk assessment, training, change management activities and using specific security messages of communications elements such as quiz, banners, folders, gifts and wall papers.
 - **Shell**, SOX Compliance Consulting.
 - Provided information security consulting using COBIT and BS7799 standard identifying and implementing the correct controls over the information technology process assuring the compliance with recommendations of Sarbanes-Oxley.
 - **Shell**, Trust Domain Compliance Consulting.
 - Provided information security consulting using COBIT identifying the correct controls to apply over the backup process assuring the compliance with the Shell internal security standard based on BS7799 standard.
 - **Comgas**, Disaster Recovery Planning.

- Development disaster recovery plan focused to the Intel environment, in order to manage the disaster situation and to mitigate potential impacts. Provided information security consulting aimed at identifying sensibilities of assets associated with Intel technology.
- **Rodhia**, Penetration Testing.
 - Designed penetration test strategy and deployed the service to check the protection level of main Web applications, especially the authentication process, data storage process and the protection of transportation process.
- **Telefonica**, Checkpoint and ISS Implementation.
 - Designed protection mechanisms for Telesp network perimeters through special tools set to support external loads and high standards of availability. Provided information security consulting to protect network perimeter through the design and deployment of a solution involving Firewall 1 Application Intelligence Technology, applying principles of high availability and load balancing.
- **Telecom Italia TIM**, Establish its IT Security area.
 - Structured the IT risk management area (IT Security). Specified and prioritized actions and investments on information security in accordance with the critical aspect of the business and the global company strategy. Provided strategic consulting of information security management to mapping out TI security requirements for the business, identification of actions and projects in progress, specification and technical orientation of security and planning solutions, as well as prioritization of short, medium and long-term actions in compliance with the best market practices and international standard BS7799.
- **Philips**, Business Continuity Planning.
 - Development of operating continuity alternatives for Philips critical processes, in order to mitigate potential impacts in disaster situations and support internal audits. Provided information security consulting aimed at identifying sensibilities of Information Technology, Purchases and Facilities processes, besides assessment of potential financial impacts to the business. Development of customized contingency strategies and solutions made up of crisis management plan, disaster recovery and operating continuity plans.
- **Petrobras**, Risk Assessment.
 - Deployment process and information security system improvements to 50,000 IT users in over 15 business units. IT system based on a wide variety of goods from third parties on a split manner. Provided information security consultancy to identify vulnerabilities and implement corrective actions to mitigate security failures. Development of security policies and procedures to meet the necessary security level.
- **Brasil Telecom**, BS7799 Security Policy.
 - Development of a hardening security policy for the main networking components and telephonic centrals to reduce frauds. Provided information security consulting like risk assessment, security specification and security policy deployment considering the business requirements, technical limitations and desired security level.
- **Atos Origin**, BS7799 Certification Consulting.
 - Development of strategic and operational planning and delivery of assessment and security controls implementation, to prepare the desired scope to achieve the BS 7799 certification.

Services National Manager & Consultant

Modulo Security Solutions, Rio de Janeiro, Brazil

April 1999 – April 2003

Summary:

- Manager of Security Consulting Services. Developer of security products and services for the region and all the segments of market supported the development of sales, marketing and delivery of security consulting projects.

- Responsible for the delivery of security consulting projects, designed the services methodology, consultant team training and specially dedicated to business development and pre-sale activities improving the profit and the amount of opportunities. Responsible for providing assessment, planning, policy and implementation of security solutions for financial, telecommunications, oil&gas customers using standards as BS7799 and conceptual basis from COBIT/ITIL frameworks.

Main Achievements as Consultant and Manager:

- Growth Enterprise Security Planning sales in **290%** in 2000 year after develop a national sales campaign based on sector-oriented approach and pre-sale improvements using the **innovative Security Director Plan methodology**.
- Acquired important winnings through Government, Energy, Finance and Telecom sectors leading enterprise pre-sales activities, which can be illustrated by projects such as **US\$4.3mi Caixa Economica Federal Bank**; **US\$1.2mi Detran-RJ**; **US\$80k Merrill Lynch** and **US\$3.8mi Nossa Caixa Bank**.
- Track of success **performing business process improvements** and delivering information security consulting through wide range of projects with basis on industry standards and recognized methodologies.

Partner

SSSolutions Ltda, Rio de Janeiro, Brazil

January 1991 – January 1999

Summary:

- Business Owner specialized in network solutions, commercial automation software and structured programming training. Was responsible for all corporate activities such as marketing, sales, finance control and some operational activities related to software development, product quality assurance, training and system integration. The business achieved profitable results during nine years of operation through local and national clients from retail and health sectors such as Piccadilly Deli Franchises, DayOff Factory, Mr.Cat Franchises; Fiesta Supermarkets, Santa Teresa Hospital and Salvatar Amscan.

Shell References

Callum Duffy, DS Business Global IM&IT Manager

Peter Nooij, IM&IT Mgr-DS Business Functions

Melanie Rippentrop, MSD & Chemicals IM&IT Manager

André Araujo, Brazil Country Chair

Guilherme Perdigao, GM Latin America Direct Markets

Roberto Albuquerque, Brazil DS Controller

Cleusa Souza, Brazil Controller

Ruben Arena, Argentina DS Controller

General Endorsements

Shell Latin America

Jacques Carbonneau, DS Functions Service and Operations Manager at Shell Downstream US

“Marcos and I worked together from 2008 to 2015 over which time Marcos showed himself to be a thoroughly enjoyable and more than capable work colleague. Marcos was the IT face to the Brazil Downstream business, I was an IT service and operations manager providing IT infrastructure and application support to Brazil. The attribute I most respected and appreciated when working with Marcos was his desire to address problems, never did he look to assess blame. Marcos cleanly and politely delivered hard messages to me and to his business. He never hid from a problem, never blindly passed a problem to someone else. Marcos was exceptionally inclusive, he would find the needed parties to resolve an issue and ensure all were fairly represented with a resolution. He also worked diligently to explore multiple options and to ensure risks were well defined and understood by all parties. He never 'cried wolf'. Marcos has an exceptionally deep reservoir of energy and commitment. He would return calls and emails on a timely basis, would attend meetings at all hours of his day and night, and always arrive prepared.”

Laura Duffey, Innovation Leadership / IT Strategy / Business Development

“Marcos is a dynamic, motivated and high-energy individual with excellent stakeholder management skills and a high commitment ethic to his work. Marcos effectively manages competing priorities across a complex and diverse geographical area and has brought a fresh, innovative perspective to our organisation. I have enjoyed working with Marcos and would recommend him as an asset to any team.”

Daniel Moretti, Latin America Controller

“Marcos has built up in the last few years a strong business relationship with your stakeholders. That proves that his business acumen is also very strong. In order to do that he has been very honest and gained trust from them...As a concrete example all your support done with the cost exercise in Brazil. I think that with your continuous commitment, energy and passion for achieving higher standards and delivery, you will undoubtedly add higher value to the business.”

Ruben Arena, Finance Controller & Director

“I had the opportunity to work with Marcos at Shell. He was a sort of internal service provider. I am very well impressed by the customer focus that Marco has. He manages all the issues in a very professional manner and is very proactive.”

Craig Dillehay, Global ERP FSS & Other Services

“Marcos is the consummate professional who, during a recent systems recovery, demonstrated his ability to manage both the Business and IT communities to ensure Business continuity and minimize end-to-end operational impact. Marcos was instrumental in ensuring a successful outcome, while keeping a focus on identifying learning opportunities during our journey. Marcos leveraged his Business Acumen and his ability to manage stakeholders from various groups to ensure clear communications and expectations. I look forward to working with Marcos on future Brazil initiatives.”

Maarten van der Kuip, Programme Delivery Manager

“Marcos has been instrumental in successfully delivering a challenging programme of tax projects in Brazil. His local relationships and stakeholder management skills have been a real asset.”

Lior Messer, PMP, Project Manager at Shell Oil Company

“I had contact with Marcos even before he joined Shell. By then, I was already impressed with his business-oriented approach and straightforward way of thinking. A couple of years later, Marcos is working in Shell and we are working together in some projects and also as leaders in our local IT community. He maintains his approach: takes ownership on issues, works to solve them while always keeping the business' needs in mind. As a team member, Marcos is a joy to work with. Open, transparent and no-frills. He takes feedback positively and is genuinely concerned about people.”

Shell Netherlands

Rafael Briceno, BSc., CIO, direct report

“Even facing a huge challenge to establish the new IT Governance, Risk and Compliance framework at Shell G&P, Marcos has properly performed on target delivering what have been committed with some extras value to the business providing confidence that necessary precautions have been taken to manage risk exposures and satisfy regulatory compliance requirements, which contributes to deliver the business objectives.” (February 28, 2009 quote from appraisal)

Frans Buiter, BSc, HR IT GRC Manager, counterpart

“Marcos took on the newly defined IT GRC Manager role in a globally distributed Shell business. Marcos brought his experience to the job and shared it freely with his peers in other organisations. I know Marcos as an energetic, knowledgeable, constructive and sociable colleague. I am proud to have worked with him as a peer during 2008” (October 31, 2008)

Atos Consulting UK

Garry Harrison, BSc, AO Global Director, direct report

“Marcos has made a major impact since taking on the ABN AMRO global account, liaising with stakeholders across the three regions, Asia, Europe and United States. Atos Origin has received positive feedback on the increases in performance and his participation is critical to the success of the running of the account, supporting the UK business in one of our biggest accounts.” (November 21, 2006 quote from manager appraisal)

Manoel Suhet, Global B2B Marketing Coordinator, Shell International UK, business partner

“I met Marcos in 2005 during his ascending international career in London. Marcos is a great character and a high competent professional in his area of expertise. He has very positive attitude and incomparable team spirit to lead people in delivering solid outcomes.” (November 6, 2007)

Schlumberger/Atos Origin Latin America

Peter Foot, MSc. MBA, AO Director of System Integration, direct report

“In 2004 Marcos built a Security Consulting Practice from nothing following the demerger of Schlumberger and Sema and acquisition of Sema by Atos Origin. He finished the year with 16 people, plus getting Atos recognized as a leading authority in IT Security. Excellent job.” (May 25, 2005)

“Marcos’ strong points are that he has driven to sell his services and he also has good people selections skills. He has produced a monthly report this year without fail and on time and has really managed the finances of his practice, creating and controlling financial indicators.” (Jan 01, 2005 quote from manager appraisal).

Mario Calcagnini, Bsc, AO Sales Director.

“Marcos has been one of the few people that really gave to me the confidence I was going in front of my clients with an extremely competent consultant. Marcos does not only know very well the security domain but it is also able to explain that in a very easy-to-understand way or in an extremely technical way. Marcos I guess to work again together one day!!” (May 19, 2006)

Ivan Alcoforado, BSc. CISSP, BS7799LA, Senior Accenture Information Security Manager

“Semola has been developing a great team at Atos, and did a good work while at Schlumberger (which was bought by Atos). As Schlumberger's customer, I was pleased with his timely responses, large flexibility and sound advice.” (April 16, 2004)

Luis Rabello, CISSP, BS7799LA, KPMG Information Risk Manager

“Semola is an amazing professional with high communications skills, unparalleled commitment and an outstanding talent to easily translate complex concepts and ideas to inexperienced people. He has started the security consulting practice from scratch and has got the company recognized as a player in Information Security.” (July 5, 2005)

Robert Janssen, MSc, Via Forum Partner

“Marcos Semola has become one of the most prominent Information Security Executives in the Brazilian market. Having been involved in most of the major IS projects in the Financial and Telecommunications industries, he today, has a privileged executive view in the creation and implementation of IS corporate strategies that aggregate value to companies cross industry.” (April 27, 2004)

Alfred Bacon, CISM, CISA, CISSP, Senior Consultant, Petrobras

“Marcos Semola, as the manager at Atos Origin, was an important partner in our InfoSec awareness campaign, which is right now being conducted across our IT staff, with about 4500 employees and contract personnel. I have known Marcos Semola for several years now and can say that his professional capacity in InfoSec Management is amazing and built upon a large number of successful projects.” (July 5, 2005)

SchlumbergerSema**Marcelo Camargo, BSc., Country Manager, direct report**

“Marcos Semola has brought new skills and new approaches to the consulting team. This is what we expected from him when we hired from outside as opposed to developing from within... Semola will face a new challenge in 2004 building a new Security Team. I am confident he has the skills to do it and do it well.”

Carlos Janibelli, BSc., Consulting Manager, direct report

“Marcos Semola has a strong skill in this area and participated in almost 20 opportunities in 2003 and was responsible for closing four important opportunities in Petrobras.” “Semola did a great start in 2003. He is very committed with his job and has an excellent knowledge of security area. The main skills are business development, marketing, self-organization, teamwork and planning.”

Jean-Marie Rousset, BD Manager, Schlumberger

“Marcos is both very competent technically and very good at marketing his competencies. This is a very powerful mix of capabilities for a professional widely recognized in the area of IT security. Marcos is driven and good at building efficient teams.” (June 5, 2006)

Jose Carlos Faial, CISSP, CAN, Security Consultant, team member

“Marcos is my former manager at Schlumberger Technical Consulting Group. He is a senior information security consultant with a huge background and expertise in various areas of Information Security. We worked together in a variety of critical security related projects for a many Fortune 500 organizations.” (July 22, 2004)

Modulo Security Solutions**Ivan Alcoforado, BSc. CISSP, BS7799LA, Senior Accenture Information Security Manager**

“Semola was one of the most engaged professionals I've worked with at Modulo. His commitment with the company and its goals was unparalleled. As an information security professional, he was outstanding at explaining complex technical concepts to lay people. As my peer, he was great to work with.” (April 16, 2004)

Rinaldo Ribeiro, BSc. PKI, CISSP, CISO of Commercial Bank of Dubai

“A competent and dedicated professional that I have the pleasure to work with. In his position at Modulo has achieved important goals with relevant abilities like teamwork and good communication skills.” (April 11, 2004)

André Fleury, BSc. MSc. UNISYS Black Belt.

“Semola is a very motivated and skilled security manager. I had the privilege in working with him at Modulo. His career is a strong success always demonstrating professionalism and client focus. After Modulo he built a strong security practice at Atos Origin which led him to a very key position at Atos Origin in UK.” (September 14, 2005)