

# inoesis

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OCTOBER 2021 | No.37

ANNUAL PUBLICATION  
FREE DISTRIBUTION

## IT INSIGHTS

### MCDONALD'S GOES ONE STEP FORWARD ON ITS DATA VALUE

At McDonald's, data is worth its weight in gold, and the Business Intelligence project has increased the business potential of the information generated in the brand's restaurants.

## IT INSIGHTS

### QUALITY MANAGEMENT IS VITAL AT GLOBO

This area has an increasingly relevant role in the Brazilian media group's processes and Noesis has been a key partner in all of the work.

## BUSINESS INSIGHTS

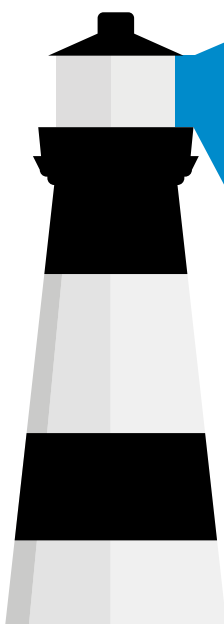
### BANCO PRIMUS TRACKS THE PATH OF DIGITAL

The One app helped bring Banco Primus closer to its business partners, bringing greater convenience and creating a new pace of work.

## BUSINESS INSIGHTS

### TECHNOLOGICAL RESILIENCE GAINS STRENGTH

In a year that brought renewed challenges because of an unexpected pandemic, organizations were forced to reinvent themselves and be more resilient to move forward.



# Helping your business grow faster

We are an **international tech consulting** company, present in 6 countries, offering services and solutions to support clients in **digital transformation** and the **development of their businesses**.

We are focused on **infrastructures, software, quality** and **people**, with highly specialized talents and working with the most innovative technologies.

- Cloud & Security
- Data Analytics & AI
- DevOps & Automation
- Enterprise Application Integration
- Enterprise Solutions
- IT Operations & Infrastructure
- Low-Code Solutions
- Professional Services
- Quality Management



## Editorial



### A WINDOW OF OPPORTUNITY

Alexandre Rosa  
CEO of Noesis

#### resilience

*noun* [ U ]

1. [Physical] **the ability of a substance to return to its usual shape after being bent, stretched, or pressed.**
2. [Figured] **the ability to be happy, successful, etc. again after something difficult or bad has happened.**

“resilience”, in the Cambridge Dictionary, 2008-2021

Resilience is one of the watchwords of the period and context we are going through. It has entered the lexicon of managers and organizations. The pandemic, as we all know, had a profound impact on operations, on the activities of companies, on the way of working, on consumption habits, on society in general. In addition to the health crisis, many were, and still are, the challenges faced by organizations to remain operational and viable.

In the technology sector, the definition of resilience takes on another dimension. In IDC's view, Digital Resilience refers to “the ability of an organization to quickly adapt to business changes, **taking advantage of digital capabilities** to re-establish operations, but also capitalizing on new business conditions”. This is the window of opportunity that has arisen

because of the shock we have all suffered. The opportunity for modernization, acceleration, reinvention (even), in short, the consolidation of the much-vaunted Digital Transformation, taking advantage of technological innovation to make companies more solid and businesses more sustainable.

In this edition of iNoesis, we could not ignore operational and technological resilience. An edition where we reflect on the theme and give a voice to so many resilient companies that continue to invest in their transformation journeys. Leading organizations, which we are honored to have as clients, from different sectors of activity, such as **ANA Aeroportos, Brodheim, Rangel, CMVM and GALP**, give us their testimony about the challenges they face and their vision for the future. In our interviews, we have also highlighted some of the transformation projects of **Banco Primus, Globo, and McDonald's**, in which Noesis has played a relevant role and which I invite you to find out about.

Regarding Noesis, after the year of 2020, when we absorbed the impact of the pandemic and consolidated our integration in the Altia Group, we look to the future with an optimistic perspective and with the forecast of strengthening our operation. From the outset, 2021 has been a year in line with that forecast, which will mean continuing the path of growth that we have had in recent years. In Portugal, where we are an increasingly relevant player, we continue to grow our turnover, win new customers, and launch new offers and solutions in the market, but also in international markets, which currently represent around 40% of all our activity. This is a significant milestone. We have strengthened our operations and our presence in the Netherlands, Ireland, the United States and Brazil, with a clear vision that there is still a lot of potential growth in these markets, where more and more clients trust us. To which Spain was added, a market where we started activity in 2020, as a result of our integration into the Altia Group and leveraged by its strong presence in the country. We have extended our partnership, of about 15 years, with OutSystems also in Spain, where we are already developing very relevant projects for clients in the Government, Retail and Education sectors, in addition to providing services and projects in other areas where our portfolio and expertise is recognized, such as Quality Management or Data Analytics & AI.

Therefore, we look to the 2021 – 2023 triennium with confidence and resilience, in the certainty that we will continue this path of growth, internationalization, investing in benchmark technological partnerships, innovation in our offering of services and solutions, always close to our clients and organizations that trust us to support them in their transformation journey.





# 10 BUSINESS INSIGHTS . Cover Story

The pandemic has brought new challenges to companies that are difficult to overcome without a strong commitment to technological infrastructure and the benefits of new technologies.



# 18 IT INSIGHTS . Case Study

The Business Intelligence project developed by Noesis allows McDonald's to add greater value to the information generated in its restaurants, and always for the benefit of the customer.

# 20 IT INSIGHTS . Case Study



Quality management has become mandatory in all Globo's departments, and they have Noesis as their main ally for this work.

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### TECHNICAL DATA

Ownership: Noesis Portugal  
 Coordination: Sandra Isabel Martins  
 Graphic and editorial project: IDC  
 Printing: Finepaper  
 Print run: 1100  
 Frequency: Annual

Distribution: Free  
 Legal Deposit: 268 773/07  
 Company tax ID number: 505 128 985



## NOESIS ON NEXTSTEP

Noesis is once again a sponsor of NextStep, the world's largest Low-Code event. Organized by OutSystems, the event is back on November 16th, 17th, and 18th. The first day, with the theme "Lead the Difference", is dedicated to organizations that want to lead innovation and create applications that revolutionize their business. The next two days are dedicated to the OutSystems community. "Build the Difference" is an invitation to learn, develop and collaborate with the community to make a difference. Recognized as one of the biggest partners of the Portuguese unicorn worldwide, Noesis has been offering solutions based on the OutSystems platform for over ten years. It currently has a team of over 150 certified professionals who ensure agility and speed in the digital transformation of organizations in Portugal, USA, Netherlands, and Spain. Participation in NextStep is, therefore, part of Noesis' ongoing commitment to strengthening this partnership and this technology.



## TIBCO AND NOESIS: A WIN-WIN PARTNERSHIP

Enterprise Application Integration (EAI) is the new business unit of Noesis created in 2020 to respond to the digital transformation needs of national organizations namely the adoption of technologies, applications and distributed systems that are often not linked together. It has had very positive growth and continues to invest in technology and the strategic partnership with TIBCO, the world leader in integration and analytics software. In addition to the distinction of Global Innovation Partner of the Year, EAI professionals have been doing a set of TIBCO BusinessWorks certifications which represent a training effort for the EAI team. The EAI business unit has also been developing a set of initiatives, and has launched the TalkIN with TIBCO series, where specialists present success stories, address the importance of having a data-driven business and share some strategies to accelerate the business processes of organizations.



## LISBON DATA & AI FORUM RETURNS IN OCTOBER

Lisbon Data & AI Forum returns on October 27th and 28th for its fifth year with the theme "Leading the future with data". This year this already leading Data & AI event organized by Noesis and, once again, in partnership with Qlik, will be in a hybrid format, combining virtual and face-to-face sessions. A favorable place for debate and exchange of experiences, Lisbon Data & AI Forum has a panel of internationally recognized professionals, experts in different technologies, but also many clients and representatives of national and international organizations that share experiences, challenges, and strategies for a successful data journey. During the two days of the event, there will also be space for several roundtables, where topics such as Data Analytics & AI, Data Security, Machine Learning and Process Mining will be highlighted. Also back is the Campus Edition, the version of the event created specifically to foster closer ties between organizations and the academic community. More information about the event and registration at [www.noesis-corporation.com](http://www.noesis-corporation.com).



## NOESIS STRENGTHENS CLOUD, SECURITY, AND IT OPERATIONS AREAS

Following key market trends and the continuous and sustained growth of the business in the Infrastructure Solutions business unit, Noesis presents to the market an enhanced offering in these areas. Given current needs, Noesis decided to divide the Infrastructure Solutions portfolio into two areas: Cloud & Security and IT Operations & Infrastructure. This strategic decision is the culmination of focused training for the team and the unit formerly known as Infrastructure Solutions, allowing for a clearer presentation of Noesis' expertise to the market. For José Pereira, IT Operations, Cloud & Security Director at Noesis, "this change is a natural evolution and allows us to capitalize on growing experience and the set of very relevant references that we have, both nationally and internationally, in each one of these areas. This makes what we can offer clearer, our services, expertise, and our strategic partnerships. On the other hand, this reconfiguration will also allow us to integrate in our portfolio, the competences of the Altia Group, which we integrated into in 2020, and which has, for example, 3 Datacenters, which will make our value proposition even more relevant for our clients.

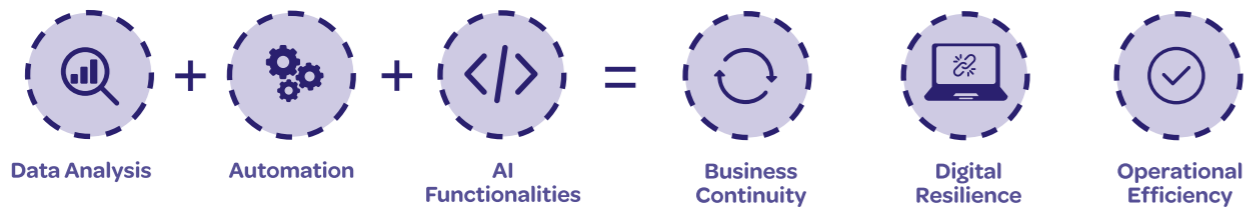
# COVID-19 PANDEMIC

## DRIVES THE DEMAND FOR PROCESS AUTOMATION SOLUTIONS

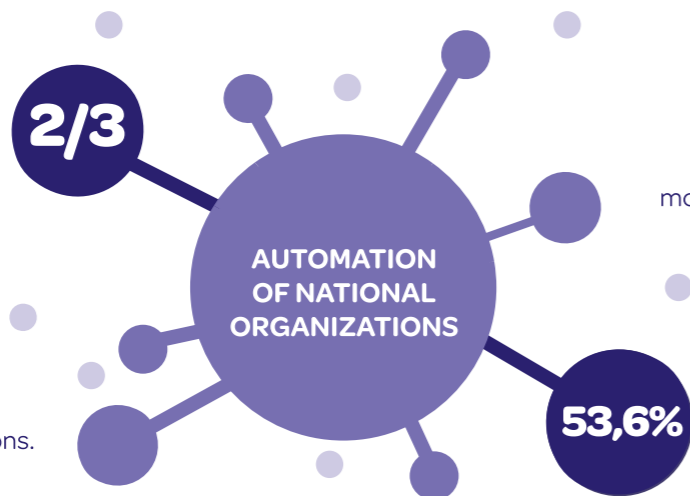


The COVID-19 pandemic substantially changed the activities of organizations worldwide. Most studies carried out by IDC in the last 12 months show the growing interest in **adopting solutions for automating business processes and IT operations**. This shows that organizations are starting to look at **automation** as a crucial means to ensure **resilience** and **business continuity**.

## Growing demand from organizations



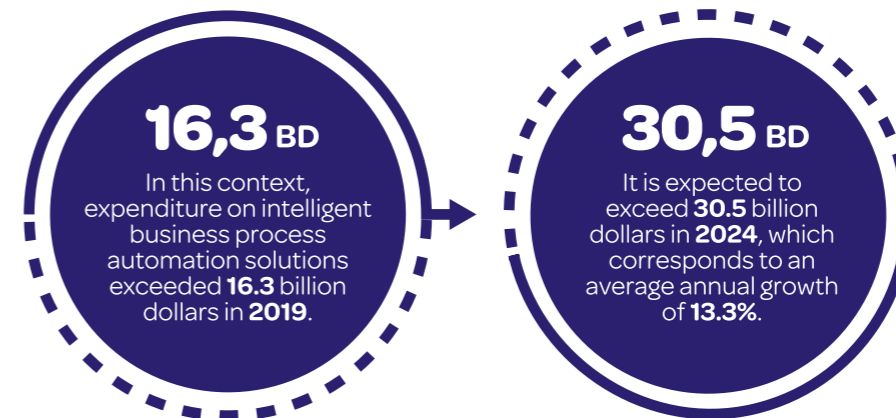
A recent study by IDC Portugal showed that more than **2/3** of national organizations reported that **automation**, together with the transformation of work, digital infrastructure, and software development, was one of the technologies that allowed a better **adaptation to changing** business conditions.



On the other hand, the aforementioned study also showed that most national organizations (**53.6%**) stated that their operational models needed to be **more digital** in order to include, among other things, greater automation.

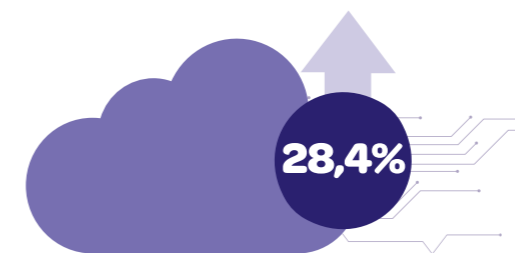
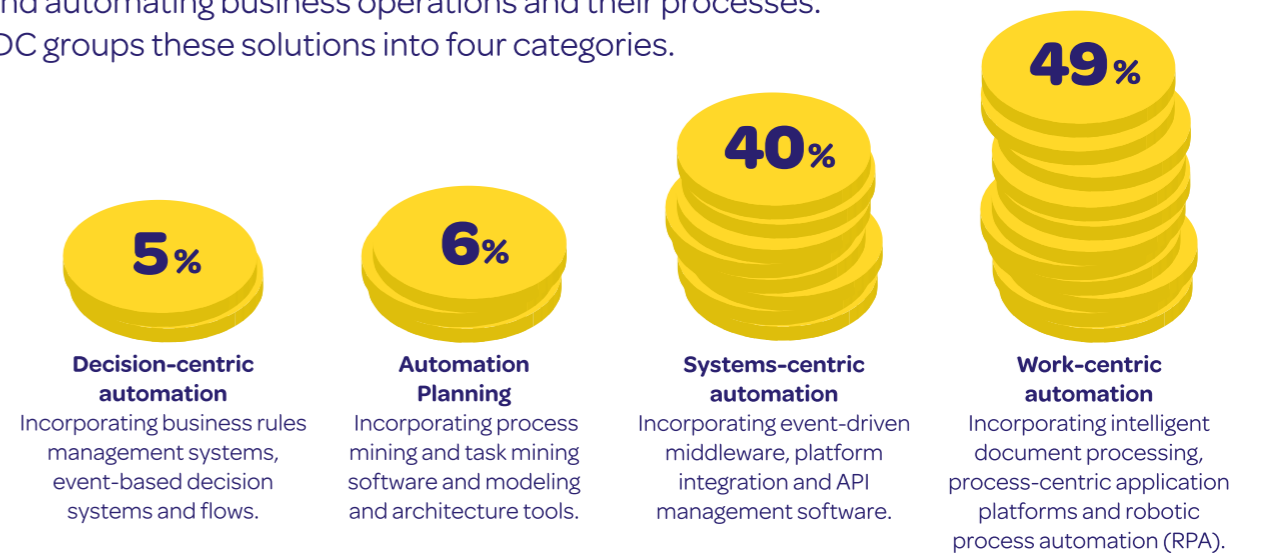
## ADVANTAGES OF AUTOMATION

- Develop capabilities for future businesses using new technologies.
- Strengthen and expand customer experiences and relationships.
- Improve operational efficiency.
- Improve employee efficiency through AI-based automation.



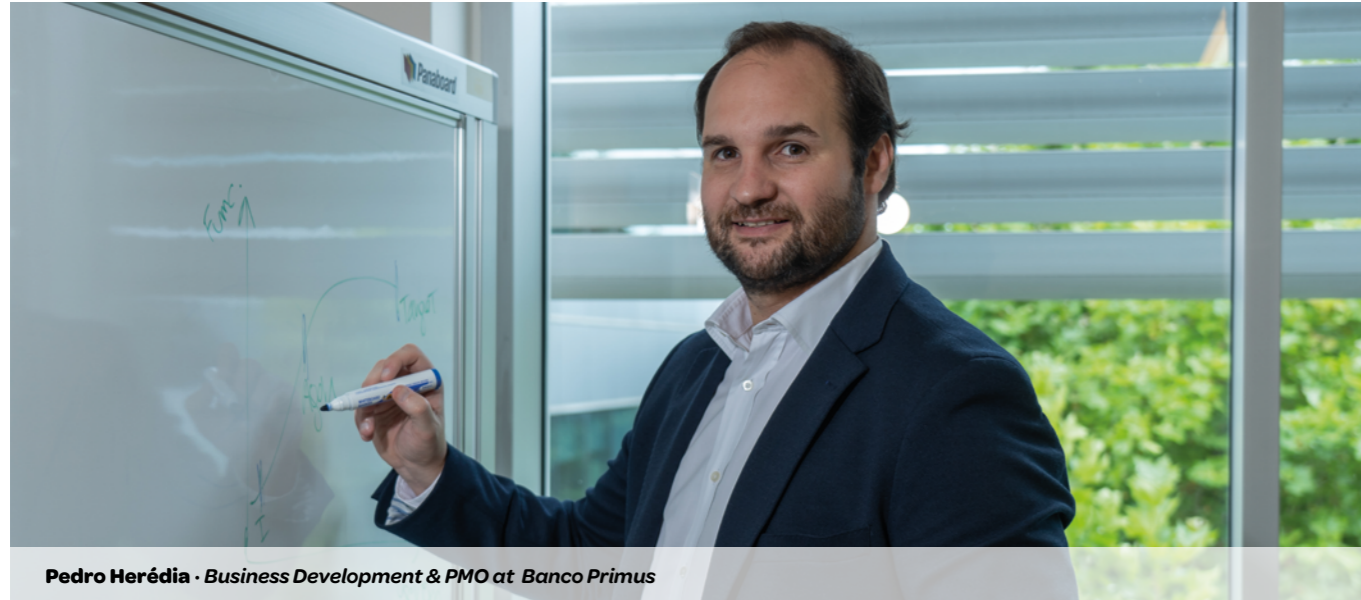
## REVENUES

Intelligent Process Automation (IPA) solutions are a set of technologies aimed at reengineering, integrating, orchestrating, and automating business operations and their processes. IDC groups these solutions into four categories.



While the demand for solutions based on cloud computing infrastructures will grow at an average annual pace of **28.4%**, revenues from 'on-premise' implementations will register a more modest growth rate - just **3.3%**.





# BANCO PRIMUS ON THE DIGITAL ROUTE

The **One app**, developed in conjunction with Noesis, reinforces and facilitates the bank's relationship with its business partners.

Banco Primus, with its headquarters in Lisbon, was created in 2005 and is part of the BPCE Group, the 2nd largest banking group in France. It started its activity offering innovative financing solutions in the debt restructuring and mortgage-backed credit market. The success of this business model in Portugal allowed international expansion into the Spanish market in 2007. In 2008, the bank expanded its product offer to the market, launching car financing with Credit, Leasing and ALD. That same year, it reinforced its internationalization strategy with the opening of a branch in Hungary.

In 2012, the bank completed a strategic change with the aim of concentrating its activity on the auto finance business, thus reducing its exposure to international activities and other businesses. Currently, car financing represents more than 90% of the bank's business.

## The first steps of the new app in 2018

The Bank moved forward with a process of internal reflection, seeking to understand where it was and where it intended to go in the future in order to explore new growth opportunities. As Pedro Herédia, Business Development & PMO of Banco Primus says, "all aspects of the organization were evaluated, hearing from customers, bank partners, shareholders, and employees, resulting in a new roadmap with a set of initiatives to be implemented in the medium/long term" and "One app was one of them".

As car stands and brokers are Banco Primus' closest partners and the channel that represents most of the bank's business, One app is the natural path to follow.

At that time there was already a portal for partners that did not respond to all the needs that arose "and whose use had a penetration of only 4% of the total number of proposals that reached the bank". Pedro Herédia explains that the remaining proposals "were sent through other channels "such as telephone and e-mail".

Some of the needs raised by the partners for the new platform were, therefore, for "greater convenience, autonomy and self-service in some tasks, minimizing the existing entropy as much as possible". Banco Primus also sought, through its One app, "to provide some degree of disruption and innovation to strengthen the relationship between partners and the bank once again". Therefore, a set of web services was developed and made available "to speed up the filling in of data automatically" and OCR technology was also implemented which, with the submission of documents such as the citizen card and IBAN proof, "allows the extraction of data automatically and the filling in of the proposals without the partner needing to enter information".

One app is a progressive web app, so Banco Primus partners do not need to download it from an app store, "thus bringing the convenience of being able to work anywhere" and also "multidevice, web responsive and mobile first".

Ricardo Carvalho, Senior Manager at Noesis, explains that the challenge had exactly these parameters: "To have an application that was responsive to the various devices, with an omni-channel approach and fully adapted to the modern times, simple to use and reversing the trend of partners in using more telephone lines and less digital". The application thus features "a high number of automatism and is, at the same time, very safe".

Pedro Herédia says that the application goes far beyond simulations and submission of credit proposals "since it provides all the management information the partner needs, such as the number of proposals submitted, commissions to be received, insurance penetration rate, status proposals, communication of campaigns, trips, points platform, etc".

## A full year ago

On the Noesis side, the project development began in 2019 and "we opened a pilot with three partners in January 2020, with the remaining partners starting in February 2020". The official launch took place in May 2020 and currently, Noesis is carrying out "applicational maintenance of the system, some adaptations or evolutions given the needs presented and we have planned to implement the process of signing contracts electronically for the second half of the year", according to Ricardo Carvalho, from Noesis.

Pedro Herédia reveals that, last year, "about 40% of the proposals that enter the bank already arrive through the One app" and the objective is not "that this channel will represent 100%".

The application uses "the core of Banco Primus' current services, according to the needs of this app" and Noesis "put a presentation layer, with business rules but always connected to the core of Banco Primus", says Ricardo Carvalho from Noesis.

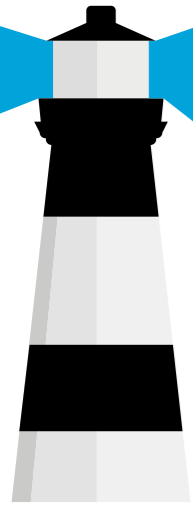


## Successful partnership

The partnership between Banco Primus and Noesis is seen as a success. Pedro Herédia added that "monitoring done by Noesis has been constant and transparent" and the fact that the company "knows our business and gives priority to the projects we do together were also positive points".

Also, for this reason, Banco Primus is now "extending the partnership with Noesis, through the implementation of a new project associated with a CRM tool" and, "for important high impact areas, we prefer to work with Noesis because it gives us security", said Pedro Herédia.

In the case of One app, this is an application that lays the foundations for other business "such as the fact that the bank is investing in B2C". Also, a new functionality "the digital signature" will be integrated, which will be developed by Noesis. Pedro Herédia, therefore, emphasizes that "the relationship between Banco Primus and Noesis goes beyond technology alone".



# 2021, THE YEAR OF NEW DIGITAL RESILIENCE

The pandemic has brought new challenges to companies that are difficult to overcome without a strong commitment to technological infrastructure and the benefits of new technologies.

In the aftermath of a frankly atypical 2020, the result of all the impositions left by the Covid-19 pandemic and the restrictions that were experienced (and still exist) in society in general, and in the business market in particular, a certainty has emerged: nothing will ever be as it was before.

The year 2020 revealed how imperative it is to embrace digital transformation as an essential path to ensure effective resilience and, consequently, the survival of the business.

In fact, digital resilience is gaining weight in EMEA; according to data from "IDC's COVID-19 Impact on IT Spending Survey, June 4-15, 2020" a still insignificant focus of the business on digital resilience among EMEA companies in the pre-pandemic period could be seen, but this reality has changed. Thus, in EMEA, in June, this was only 18%, rising to 19% in August and reaching 20% between October and November 2020.

For its part, IDC also says that, despite the global pandemic, investment in direct digital transformation (DX) will keep its pace of constant growth, at a compound annual rate (CAGR) of 15.5% between 2020 and 2023 and should reach 6.8 trillion dollars. The need is to operate as a kind of software-oriented "digital innovation factory", giving the company the ability to differentiate itself and compete sustainably in its own sectors.

## Before, everything was different

In the pre-covid period, the market was experiencing a kind of 1.0 resilience in which business units and the IT department had different perspectives on the subject. The former sought business resilience, that is, the ability of an organization to respond to disruptions and restore the business in a short space of time,

maintaining its operating purpose. The IT department, on the other hand, understood IT resilience as the ability of a company to maintain acceptable service levels, even with severe disruptions. Organizations are currently going through the concept of Resilience 2.0 in which business units and the IT department merge to foster resilience as a whole.

Going forward, we are moving towards a unique concept of digital resilience. IDC data indicates that the organizations' ability to adapt quickly in the face of business disruptions should be taken into account. At the same time, it's necessary to leverage digital assets to keep operations running and quickly adjust to take advantage of change, capturing new opportunities.

## Preparing for future crises

Faced with reality, the general feeling among IT managers is one of precaution. IDC says that 60% of EU organizations in 2021 say this issue of resilience is paramount, not least because one of the main lessons learned from the pandemic is that traditional approaches to IT risk and business recovery may not be enough to face the problem.

In recent months, business managers have turned to digital technologies to keep operations running, quickly streamline their businesses and capitalize on changing market conditions.

Not surprisingly, IDC believes that to succeed in the digital economy, IT and business resilience approaches must be merged into a new approach, which IDC calls digital resilience.

This digital resilience must encompass each of the following dimensions:

**Leadership and organization:** the company's management and the CIO must work together with the rest of the organization, helping to mitigate weaknesses in all dimensions;

**Personnel:** in this case, the objective is to optimize the experience of employees in times of uncertainty while promoting their involvement and productivity;

**Clients and ecosystems:** in this field, we include relationships with clients, suppliers, and partners in all their varied aspects;

**Brand and reputation:** Clients, partners and suppliers consider a company's response to a crisis as a measure of an organization's quality and integrity. As such, brand reputation is decisive, slowly acquired but quickly lost;

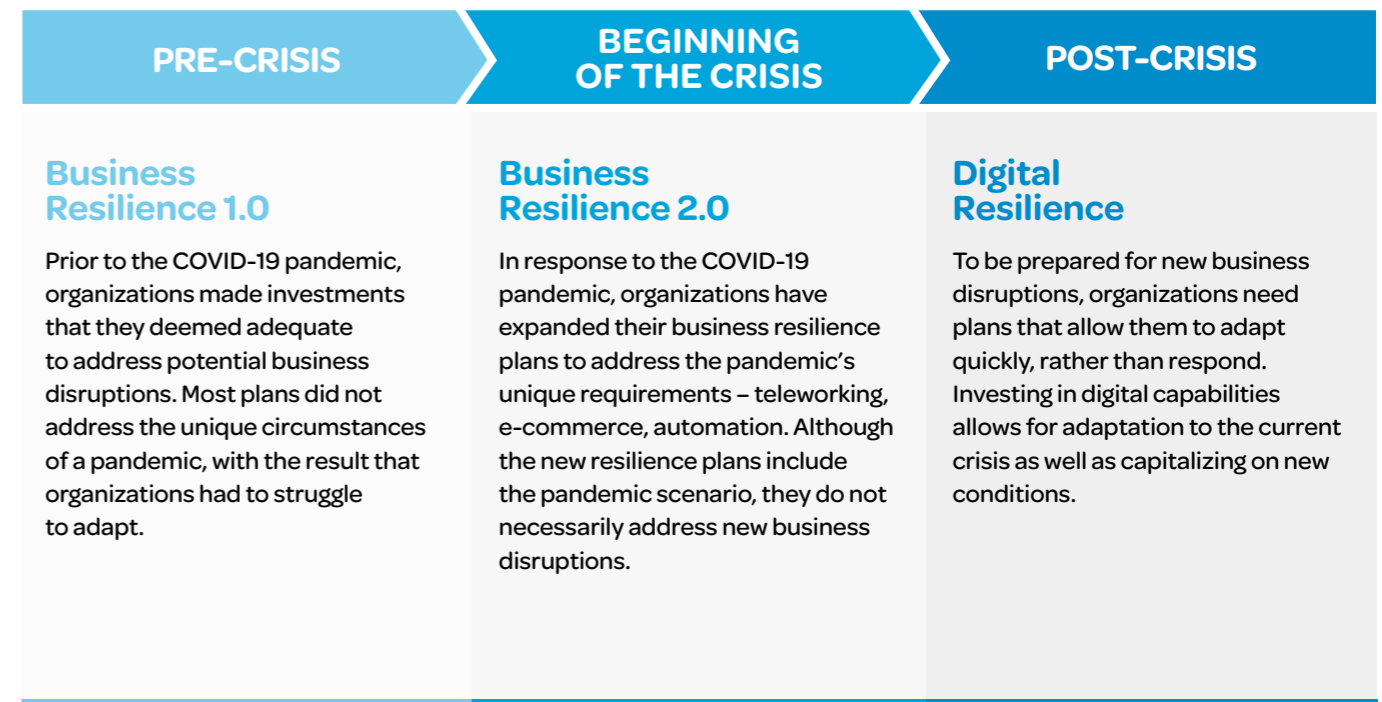
**Financial:** The available financial resources clearly determine the organization's survival in the short term. But beware, financial resilience is more than just that. This should also include an organization's ability to learn from the past and anticipate potential future financial threats;

**Operations:** Operational resilience goes beyond traditional business continuity planning as it uses agile and adaptive planning techniques to build incremental responses to operational problems.

## A Digital Resilience Framework

To help CEOs, CIOs and other business leaders overcome not only this latest crisis, but others that may arise, IDC presents a digital resilience framework that combines technology to support the business at different stages of any business crisis. This framework is based on a scorecard that executives can draw on to identify digital resilience, the weaknesses the brand faces, and prioritize specific technology initiatives, use cases as well as process and policy changes that enhance resilience across different functions and in the company. This IDC digital resilience framework includes three phases that describe the timeline of business responses to a crisis across a set of six organizational dimensions that are enabled with a shared technology / digital architecture. Resilience must be achieved within each of these organizational dimensions, which are interdependent; a weakness in the digital resilience of one dimension will likely affect other dimensions.

Digital resilience across all of these organizational dimensions must be underpinned by an open, integrated, and holistic technology architecture. IDC calls it the DX platform and defines it as a combination of an intelligent data analytics core, automation and decision support, a wide range of intelligent applications and intelligent services such as governance, DevOps, and orchestration.

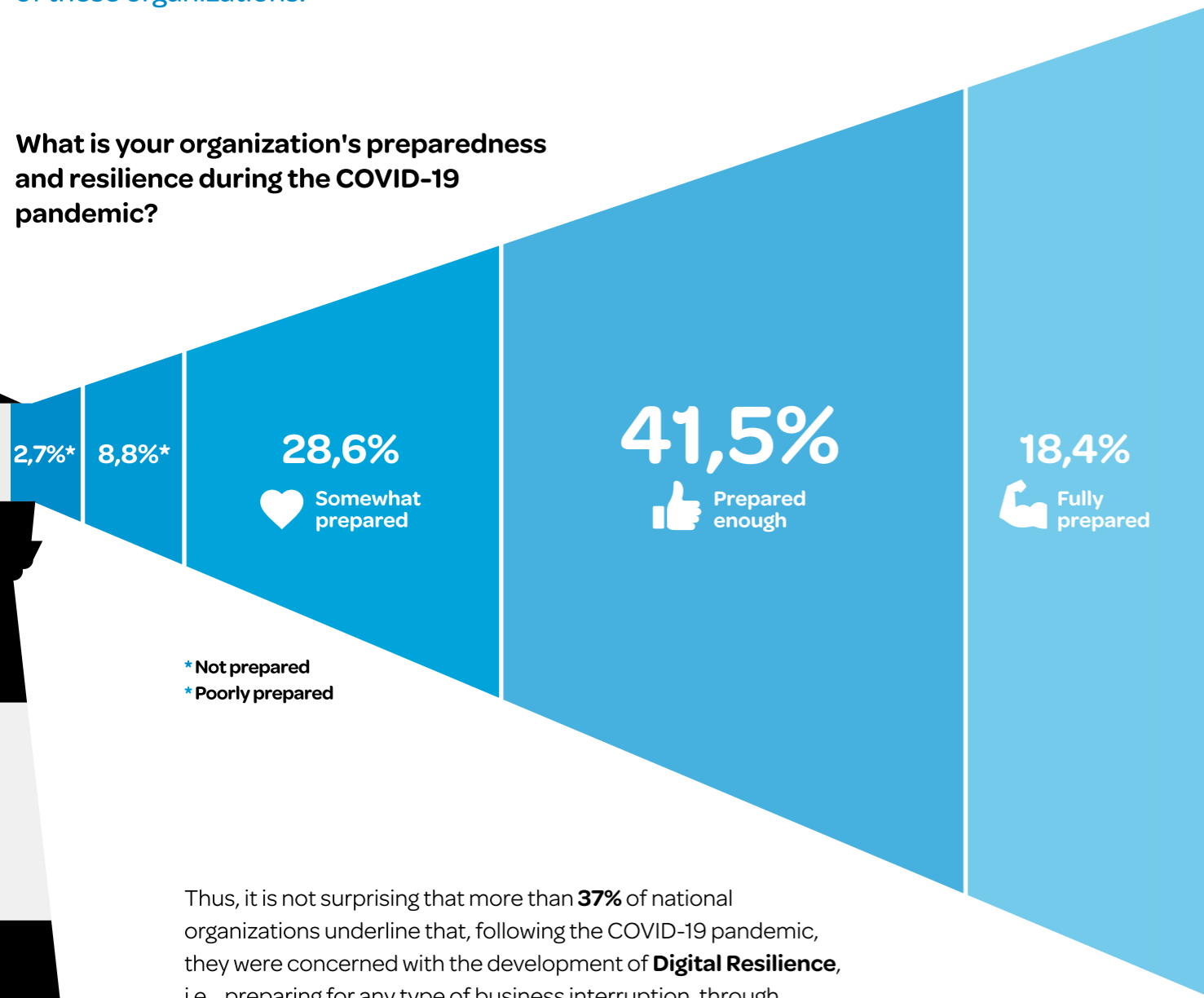




# NATIONAL ORGANIZATIONS STRENGTHEN THE DIGITAL RESILIENCE OF THEIR OPERATIONS

The COVID-19 pandemic substantially changed the activities of organizations in Portugal. Although most national organizations considered that they were sufficiently prepared (41.5%), that is, they managed to adjust quickly to the changes, or fully prepared (18.4%), that is, they ensured the continuity of the business without interruptions, the pandemic outbreak would eventually affect the activity of these organizations.

## What is your organization's preparedness and resilience during the COVID-19 pandemic?



\* Not prepared  
\* Poorly prepared

Thus, it is not surprising that more than **37%** of national organizations underline that, following the COVID-19 pandemic, they were concerned with the development of **Digital Resilience**, i.e., preparing for any type of business interruption, through investment in digital resources.

In addition, around **23.1%** of organizations expanded their continuity plans with the aim of reinforcing the **resilience** of their operations. However, more than **4%** of organizations surveyed do not intend to invest in this area.

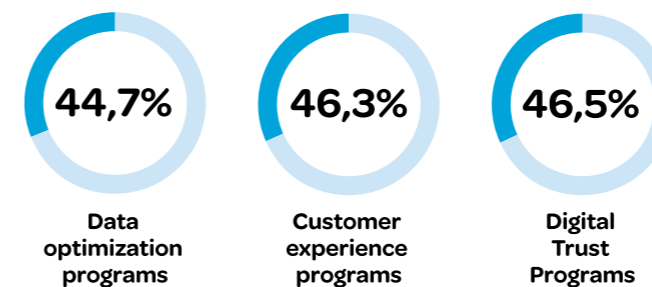
## Which option reflects your organization's resilience goals for 2021-2022?

1. None
2. Business Continuity Plan
3. Business Continuity Plan +
4. Resilience
5. Digital Resilience



In this context, and with the objective of building the digital resilience of their activities in Portugal, most national organizations highlight **Digital Confidence** and **Customer Experience** programs as their main technological priorities for the next 2 years. It should also be noted that national organizations highlight **Data Optimization** programs as crucial to ensuring the digital resilience of their organizations.

## Technological priorities



**António Monteiro**  
Head of IT & Innovation, Brodheim Group

## BRODHEIM GROUP

At the Brodheim Group, the Covid-19 pandemic brought added challenges in terms of management and resilience. At the very beginning of the pandemic, at the front-office level, the Group was "forced to close all stores with a high impact in terms of business", explained António Monteiro, Head of IT & Innovation of the Brodheim Group. In the back-office, "the technological infrastructure with load tests, security reinforcement and network authentication methods for an eventual activation of remote work" had already been prepared. When the time came, we were prepared, and we did not have any breakdowns or service failures working remotely.

This was "a very demanding period in terms of responsiveness to the various requests" of the business, and "straightaway in April 2020, after the lockdown, development of E-commerce began in order to sell the products online". Two months later, we had some brands online and, since then, "our presence has been growing with products from various brands and we are committed to also serving customers through digital platforms that, especially recently, have emerged exponentially and they are certainly here to stay, causing a change in consumer habits that organizations must understand and enable their technological infrastructure to respond effectively to demand," says António Monteiro. This past year, cybersecurity and communications infrastructure has also been strengthened to make the organization's systems more resilient and secure.

António Monteiro believes that "many changes and consumption habits that have taken place in the last year and a half will continue to be felt in the future, and great resilience will be required for organizations to adapt to a new context and new ways of placing their goods and services at the service of the consumer". In this context of an increasingly digital economy, "emerging technologies such as Artificial Intelligence, Machine Learning, Augmented Reality, among others, will certainly increase their penetration in organizations and contribute to continuous innovation".



**Paulo Macedo**  
Head of Enterprise App. Maintenance and Infra & Opps, Galp

## GALP

Two fundamental changes took place at Galp Portugal throughout this pandemic period that began in 2020. Paulo Macedo, from Galp, explains that there has been “a change in mindset and behavior as well as a technological change”. In the case of the first one, there was a need to “change the practices of teams that were afraid of losing efficiency because they were not on-site”. Paulo Macedo believes that exactly the opposite happened, with evident efficiency gains.

At the technological level, Galp had to prepare quite well “because there were people who were not able to work at home, there were problems with the internet and there was also a change in computer equipment because there were many desktops that we had to switch to portable equipment to work remotely”. Galp also invested “in communications and, especially, security and reinforced VPNs, servers and this entire area”. The change and adaptation of processes to this new scenario “was equally necessary and achieved”.

But Paulo Macedo recalls that this resilience also implies “having various partners for various systems and together with technological resilience this allowed Galp not to stop”. One year on, Galp “managed the changes very quickly and well, with very little impact”, and this need to change and this investment began right away “with a clear message from the administration that we live in new times with new challenges”. Since in IT “there is always a lot of work to be done”, Paulo Macedo underlines that Galp has ongoing “important initiatives such as the preparation of its new data center, which will ensure two active spaces and an extremely high operational resilience”. The organization is still investing in cybersecurity issues.

In the event of a similar situation in the future, he believes that “no one is ever prepared”, but even so, “let’s look at what can happen with fewer upsets”. We already “look at resilience in a different way” as it is no longer “limited to the Galp world in the sense of its towers, refineries and offices around the world, but it has also become possible for any Galp operator to work remotely anywhere of the world, in their homes. Paulo Macedo knows that “the concept of physical presence has changed” and if in the past “it was necessary to be present to work”, nowadays “efficiency is not measured in this way and remote work is a reality with technology breaking down barriers”.



**Hugo Rosado Santos**  
Head of Application Management, ANA Aeroportos

## ANA AEROPORTOS DE PORTUGAL

At ANA Aeroportos de Portugal, Hugo Rosado Santos, Head of Application Management at the company explains that there was already a plan for remote work, so “the impact at a technical level was small or non-existent”. The organization “had all the systems already prepared and the processes to be able to work from home” because ANA “has had a Work From Home culture for some years now”.

At the team management level, the opportunity was taken “to implement a more agile component of daily activities management, with a daily meeting, and other team sessions to recoup some proximity that was lost with the move to telework”, says Hugo Rosado Santos.

More than a year after the beginning of the pandemic, operational and technological resilience acquired a new meaning, but, in the case of ANA Aeroportos, “the paradigm has not changed, the meaning has not changed”, only “the rest of the organization is more exposed to it”. Even so, Hugo Rosado Santos says that they are continuing “to look at building internal operational resilience in the same way and in a process of continuous improvement”.

Over the next 12 to 18 months, the focus in terms of projects to reinforce operational and technological resilience “will be the same, always focused on operational resilience and continuity of service at our airports”.

Hugo Rosado Santos argues that, in the future, ANA Aeroportos has “the capacity and preparation to deal with similar or different situations”. Disruptions are always significant changes that have to be taken notice of, and it is important to “adopt the necessary measures until the disruption becomes a part of our processes and our daily lives, until the next disruption”.

He says that “technology is the vehicle for any business to transform itself” and, in the case of ANA Aeroportos, “the pandemic has affected us like never before and unexpectedly, so we have to be prepared and look at the changes as opportunities to create value for the future”. Because “today is a pandemic, tomorrow...”.



**Miguel Cordeiro**  
Corporate Info. Technology Manager at Rangel Logistics Solutions

## RANGEL

At the beginning of the pandemic, Rangel’s main priorities were business continuity and people’s safety, “both for employees and the ecosystem of partners that dictate the activity of an organization like Rangel”, explained Miguel Cordeiro, Corporate Information Technology Manager at Rangel Logistics Solutions.

Due to the nature of its activity, “a large part of the workforce had to continue to work in person, but a very significant number of people also adopted telework practices”. The company “had already started an ambitious program of revision and transformation of its technological infrastructure, from the reinforcement of the datacenter, connectivity, renewal of the endpoints and a full adoption of collaborative tools from Office365”, explained Miguel Cordeiro.

In addition to these aspects, cybersecurity was also being strongly addressed “with the implementation of an integrated and global solution that covers everything from perimeter protection, endpoints, mobile devices and cloud services”. However, and despite the plan having been drawn up and being executed, “nothing prepared us for the speed that it was necessary to act nor for the increase in the number of people to be reached” and “the biggest challenge turned out to be the management of change with the people and the speed at which it was needed”.

After the work that was done, this last year turned out to be “the conclusion and consolidation of ongoing projects”, adapting Rangel “to work in this new normal”, says Miguel Cordeiro. Today Rangel is “a more mobile organization, more agile and with a more digital mindset”, at the same time “the concept of technology and digital has been emphasized at the core of the services we provide”.

Among the ongoing initiatives, aimed at strengthening operational and technological resilience in the medium/long term, is the need to “structure and systematize the approach to information security in line with good practices and frameworks”. Miguel Cordeiro recalls that “putting an increase in maturity in terms of information security as a strategic objective is a structured way of increasing operational and technological resilience, aligning the main actors: technology and people.”



**Susana Pereira Barbosa**  
Head of Information and Technology, CMVM

## CMVM

The concept of resilience is not something new at the CMVM. In 2018 this entity started an organizational transformation program, based on technology, updating computer equipment “which included a lot of replacement – for example, desktops with laptops –, the acquisition and implementation of corporate work tools and the reinforcement of communication structures in VPN”, explained Susana Pereira Barbosa, Head of Information and Technology at CMVM.

This strategy meant that, at the very beginning of the pandemic, the CMVM was already “armed with the tools to place employees in a telework regime, which was done in less than 48 hours”. It was thus possible to “continue all activity at a distance, including the ability to communicate and respond to our stakeholders”.

More than a year after the start of the pandemic, operational and technological resilience has acquired “very significant importance”. In the case of the CMVM, and as the supervisor of the securities market, “we have been closely monitoring this issue and its impact, not only for our own activity but also for the national market”. The truth is that the European financial digitization package “has deserved special attention from the CMVM, including the Proposal for a Regulation of the European Parliament and of the Council on the digital operational resilience of the financial sector”.

The proposed legislation aims to establish operational resilience requirements for most entities, ensuring a secure financial system. Thus, all participants in the financial system must adopt the necessary means “to prevent the risks associated with cybercrime and all types of disturbances and threats related to Information and Communication Technologies”, stresses Susana Pereira Barbosa.

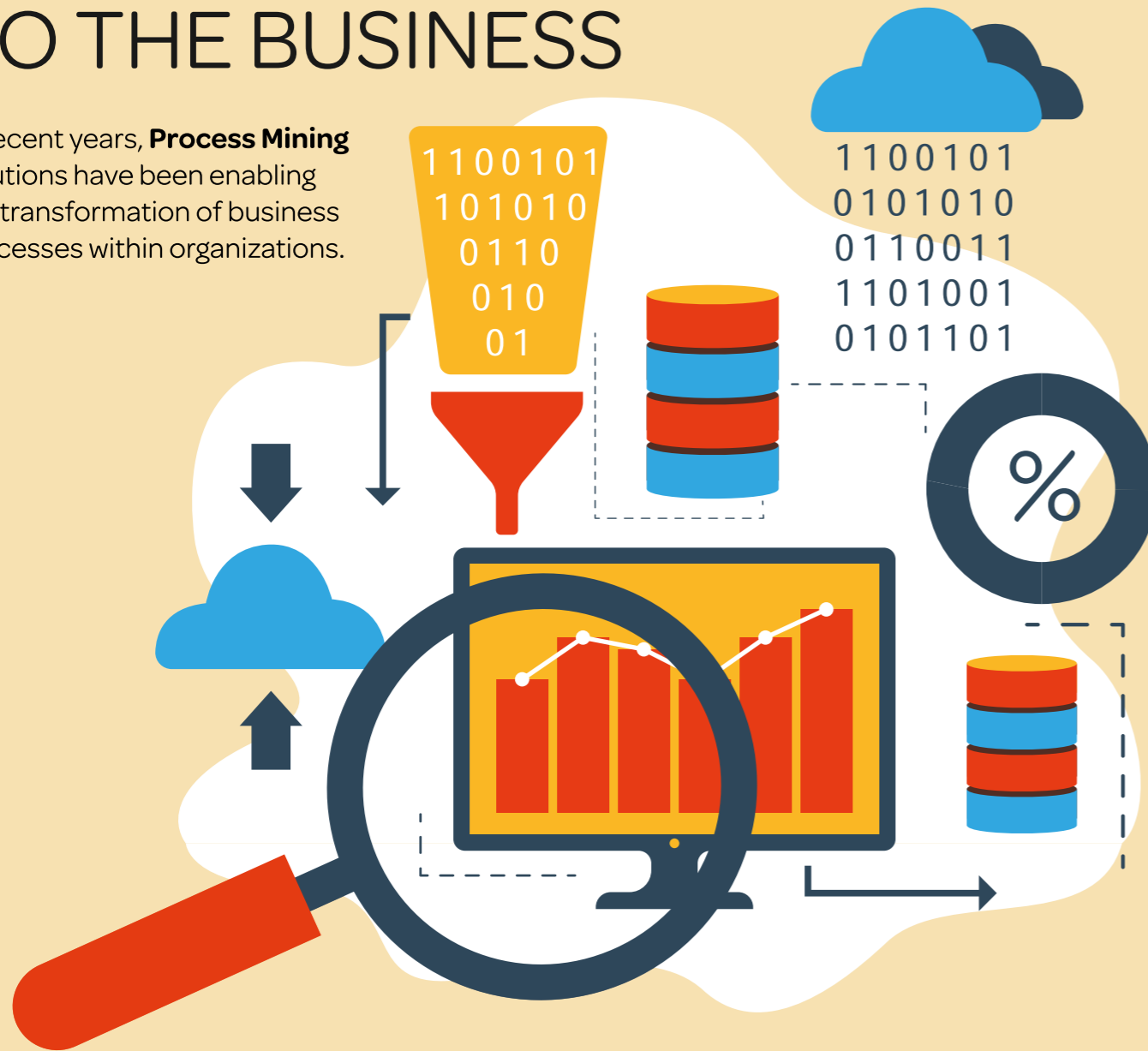
In the coming months, and in addition to the traditional prevention mechanisms, the CMVM has several initiatives planned. Thus, “next year there will be specific awareness and training programs regarding the organization’s digital literacy.” In the cybersecurity area, the implementation of information classification and protection technologies is underway, as well as a security event correlation system. The implementation of an integrated architecture for monitoring and managing the CMVM’s technological infrastructure, with associated alarm systems, is also planned.



# PROCESS MINING

## EXPANDING THE VALUE TO THE BUSINESS

In recent years, **Process Mining** solutions have been enabling the transformation of business processes within organizations.



The pandemic accelerated interest in these technologies, as organizations found that these solutions could help them:



Business resilience



Make traditional systems more accessible



Automate administrative tasks



Develop automated response systems



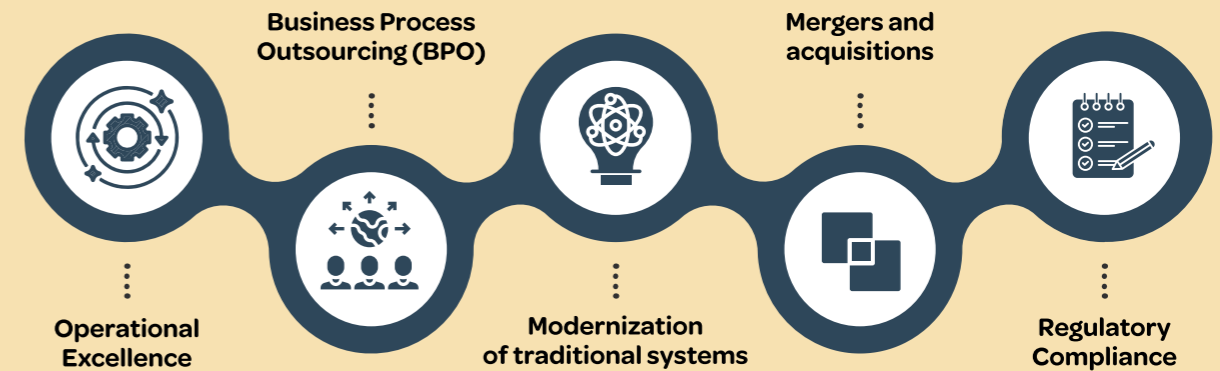
Coordinate remote work

With this goal in mind, analysts use **tools** to perform **statistical analysis of the health and performance of business processes** by “mining” the data that is used in IT systems. To do this, they use two features:

- **PROCESS DISCOVERY**
- **VERIFICATION OF PROCESS COMPLIANCE**



Organizations have been using process mining tools and practices in different use cases. More recently, it has been used to identify **processes** that are **best suited for automation**. In addition to these projects, organizations have turned to project mining solutions for:



In response to the needs of organizations, process mining technology manufacturers have been **expanding** their **portfolios in three** dimensions:



**Immediate action.**  
Act in a timely manner in the processes.

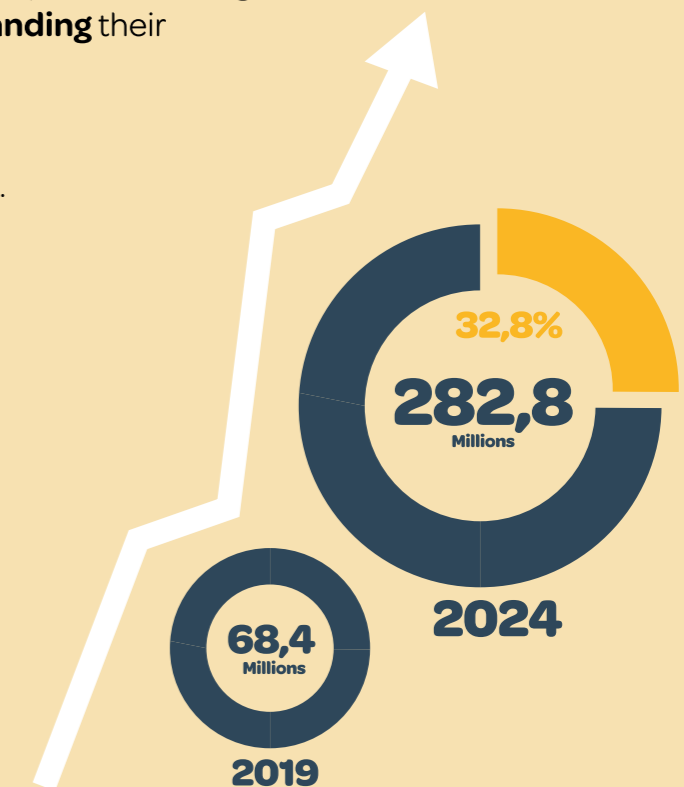


**Be more comprehensive.**  
Inclusion of multidimensional analysis.



**Go farther.**  
Inclusion of process behavior.

IDC predicts that the process mining software market has reached **68.4** million in **2019**, and that it is expected to grow at a rate of more than **32.8%** to surpass **282.8** million in **2024**.





**“Noesis was the company that fully fulfilled the criteria we had, namely, in terms of the technical knowledge of the teams, and in the monitoring and actual success of the project”.**



**Pedro Figueiredo - Strategy & Business Insights Manager at McDonald's**

# MCDONALD'S PORTUGAL FOCUSED ON DATA QUALITY

**The Business Intelligence project developed by Noesis allows the brand to add greater value to the information generated in its restaurants, always for the benefit of the customer.**

McDonald's Portugal has more than 180 restaurants in our country, more than 90% of which are managed under a franchising regime, by 42 Portuguese entrepreneurs. Thus, the large amount of data that exists needs to be grouped in the best way, to generate useful information for the business.

Furthermore, Pedro Figueiredo, Strategy & Business Insights Manager at McDonald's, explained that they see the data generated "as an extremely precious source of information on customer behavior". Therefore, it became clear that "to extract the most from the data" it was necessary to have "more sophisticated tools that would allow them to be analyzed more quickly, in more detail and, of course, with

complete reliability". Thus, the project for the development of a Business Intelligence (BI) system in partnership with Noesis came about.

When work of this nature begins, Pedro Figueiredo considers that there is "a set of benefits that are seen as mobilizing". The main one was "the possibility of getting to know consumers better and the ability to permanently deliver what they are really looking for at McDonald's". The truth is that, with the very significant amount of data that the brand generates, it has become essential to "take a step forward in data analysis systems, in order to generate more and better diagnoses and, thus, obtain more in-depth knowledge of the

consumer". An idea corroborated by Miguel Cunha, Senior Consultant and Noesis responsible for the development of the project at McDonald's: "It was necessary to have a tool that would allow the analysis of sales dynamically and ensure that the various McDonald's systems were interconnected, integrating information and generating coherent data with value for the business." All the work was developed with Qlik Sense technology, a leading tool in the market for the new generation of Data Analytics.

Pedro Figueiredo recalls that "there are several benefits of a Business Intelligence system", the first of which is related to "the structured and fast way in which it presents the evolution of the business in its main indicators", but also with "the intuitive way it allows investigation of other complementary business indicators". A "relative simplicity" that gives teams the opportunity to focus on their expertise. "In the case of marketing, for example, it means more attention to analysis and less time dedicated to structuring the data".

## Business Intelligence isn't scary as it sounds

Business Intelligence does not scare Pedro Figueiredo as he recognizes that McDonald's sees the BI project "as the basis of a set of possibilities that technology allows and that are in rapid development right now". As such, Noesis' approach to exploiting this potential ended up "feeling natural". João Gonçalves, Senior Manager at Noesis, said that the objective was "to present a solution to monitor sales by store, by product and with very detailed drill-down" with the ultimate objective of "understanding results and the performance of the stores". This project has already been finished and is in production.

Pedro Figueiredo says that McDonald's BI platform "is widely used in terms of marketing, and product managers are very satisfied with the results". The main asset for these teams "is the possibility of carrying out multiple investigations in an extremely fast, intuitive way and allowing different measures and dimensions to be cross-referenced". Its perspective and use "are also very important for us to be able to continue to improve the tool". Pedro Figueiredo explains that "this is a complex transformation process for the organization" so its success depends largely on having "the right resources and at the right time". To these we should also add "concrete goals and understanding exactly what we want from these types of tools, given that their potential for knowledge of the business is very considerable."

## A successful partnership

It was not by chance that Noesis was chosen to carry out this work at McDonald's. Pedro Figueiredo explains that the brand has "very demanding criteria when choosing business partners". Therefore, when it was decided to go forward "with a project of this nature, we consulted the market and Noesis was the company that fully complied with the criteria we had, namely, in terms of the technical knowledge of the teams, and in the monitoring and actual success of the project".

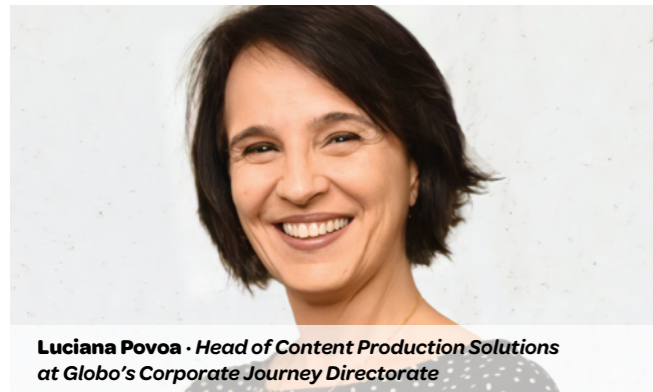
The partner brought, and continues to bring to McDonald's, "competencies in terms of technological development and the way in which we can integrate them into our business".





# GLOBO INSTILLS QUALITY INTO ITS PROCESSES

Quality management has become mandatory in all departments of the Brazilian television production company, which has Noesis as its main ally for this work.



**Luciana Povoia** - Head of Content Production Solutions at Globo's Corporate Journey Directorate



**Thaís Juncá Corrêa** - IT Solutions Manager for Entertainment at Globo

Quality management at Globo is taking an increasingly relevant role in all of the company's processes. The Brazilian producer has understood for several years that this is a key area for the business and has in Noesis one of its most important partners in all the work it has been developing.

As José Miguel Ferreira, director of Noesis in the Brazilian market explained, "the invitation came from Globo, which has a lot of partners with expertise in the Quality area, but due to our experience, since we have already worked in other departments at Globo with good results, the possibility of leading projects together with Luciana Povoia's team arose". In fact, one of the challenges was "to convert all the people in this department to the theme of quality, because it was something that was being done in a non-professional way", said José Miguel Ferreira.

Luciana Povoia, Head of Content Production Solutions in the Corporate Journey Directorate, which is part of Globo's Digital Hub, adds that "Noesis started working at Globo at a time when an application area was developed". In fact, Globo "was a company in which everything in the IT area was very vertical, with different divisions working within the business units". In 2014 an IT unification began "and the creation of a large area of applications, to centralize everything in a single unit for the entire company". At that time, Noesis "entered as one of the strategic partners in the area and, later, in 2017/18 we chose to start working on a product-based model in which Noesis consolidated its role as our major partner, as a result of its in-depth know-how in the area", concludes Luciana Povoia. Working in Luciana Povoia's team, Thaís Juncá, IT Solutions Manager for Entertainment at Globo, is responsible for

all solutions related to the management and production of studios, where the testing and quality model is integrated to all products. She explains that "bringing the culture that the responsibility for testing is not only the test analysts but also the developer, was a challenge we achieved". Luciana Povoia stresses that, in this field, "Noesis was fundamental in creating a strong culture and became a leader in the area of Quality". But more than working on quality, it was also necessary to work on changing mindsets: "Currently we work with a multidisciplinary team, all with the same direction and with the same objective and giving fluidity to the processes. We have a new, more agile work model, supported by DevOps and which, in terms of added value, goes far beyond quality."

## GMusic sets the example

Nickson Chagas, responsible for the technical leadership in the quality area at Noesis Brazil, explains that one of the first projects developed was GMusic: "Two and a half years ago, Globo was changing and adopting an agile culture, so they felt the need to work not only on quality in general, but also to have someone who was responsible for that role in the team and Noesis was chosen."

The challenge at the time was to understand the context in which a mature quality process did not exist "and to identify the needs, draw up a strategic plan to develop the entire quality culture process, with the validation of unit tests, manual tests, automated tests, integration tests, etc".

GMusic was one of the first projects that responded to a strong need within Globo in terms of music management: "The production of a soap opera or a video is not designed without music and this platform allows you to manage Globo's whole musical collection, thus aiming to enhance the use of music from in-house producers and reduce the payment of rights to third parties." Nickson Chagas explains that Globo started "to produce its own quality music, making it available to internal editors and sound engineers, through a library full of searchable songs". Hence the example of GMusic "evolved into other products within Globo in the areas of journalism and sports".

## More digital soap operas and actors

Also, the famous soap operas by Estúdios Globo (formerly Projac) benefited from this quality work. Thaís Juncá explains that it became necessary to give greater security to "the great heart of Globo and what it produces", ensuring "greater operational efficiency, greater and

faster availability of information, safer and more assertive for the entire cast, and guaranteeing that it reached everyone on time".

The application created and supported by quality concepts, came to integrate all the scripts that actors needed to record their part in soap operas, allowing not only a reduction in the use of paper due to sustainability issues, "but also the fact that the cast gains between 7 to 8 hours a week, by using a solution that allows the organization of all the work, leaving the actor only the role of studying". Thaís Juncá recalls that this "question of efficiency of the entire process was really important for both the actor and the production".

Luciana Povoia explains that there is another major project that will allow "the modernization of a solution that is the Production Management System (SGP) and that has also been developed based on a more product-based development model. In this way, Globo is closer to users and the business, while at the same time it understands the dynamics of text study and recording of the team on a daily basis and is evolving towards a solution with clear gains in efficiency and agility". In Globo's new mega-studio, MG4 (Recording Module 4), with thousands of runners, the new solution also made it possible to move from managing the processes of recording scripts on paper "to something completely digital, through TVs throughout the studios, fully focused on quality and efficiency gains for everyone". Also here, "Noesis played a decisive role in leading and automating the testing of this product," says Luciana Povoia.

## An even more agile role

With regard to Noesis' role in all these processes, Luciana Povoia explains that, in the case of projects developed by Thaís Juncá's team, "the Quality part is 100% Noesis, and the company

brought important knowledge" that was disseminated in other areas: "Instilling the concept of Quality for any project or realizing what kind of tests to do has always been the responsibility of Noesis".

Luciana Povoia recalls that Globo, in the product-based performance model, "has a delivery window that is much shorter than that of a traditional project with continuous deliveries and it is hugely important that quality is always present in everything". In the case of the PAS@Nuvem project (Planning, Allocation and Simulation of Resources in the Cloud), which is a structuring and transformational project, "every part of integrated and functional testing is also the responsibility of Noesis". Luciana Povoia says that "the leadership of this project is very large and divided into several fronts, one of which is just tests".

Moreover, she stresses that, "in the day-to-day work, we do not have company names on the table, since we are all one team working for the same thing." This is also an idea shared by José Miguel Ferreira, responsible for Noesis in Brazil, who states: "our work was helped a lot by having great support from all of the Globo directors who were very active and participative at all times."

In terms of the future, Luciana Povoia explains that the work involves increasingly expanding the product-based model: "Today we are working on a hybrid model in which we have areas operating in the product model and others operating in the project model, and this year, we are in the process of transforming the company and trying to start working with all areas in a Value Stream model. That will be the next step."

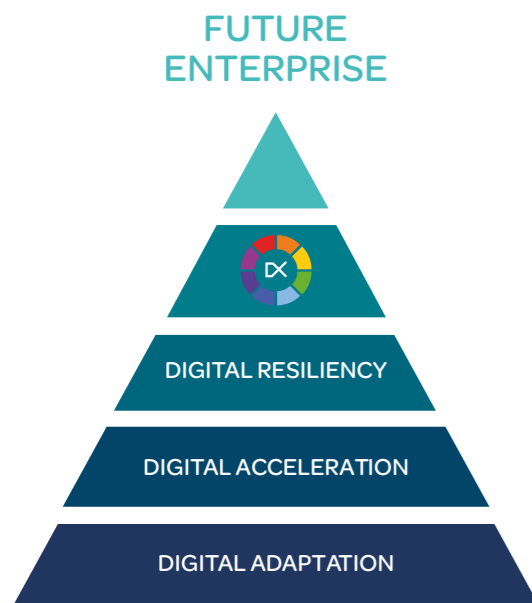


**Gabriel Coimbra**  
Group Vice President & Country Manager, IDC Portugal

## FUTURE ENTERPRISE AND DIGITAL RESILIENCE

In 2020, we witnessed progressive **digital adaptation** as organizations invested in projects capable of facing the challenges resulting from the pandemic. This reality will continue for some companies, as new operational requirements emerge. 2021 will open new chapters for organizations on their way to the enterprise of the future, with the emergence of two key interconnected DX concepts – **digital acceleration** and **digital resilience**. The priority of these new organizational concepts (and associated new or incremental investments) will depend on the maturity of the organization’s DX, its ongoing responses to the COVID-19 crisis, as well as broader organizational and business objectives.

Figure 1 – Future Enterprise and Digital Resilience



Source: IDC, 2021

Future Enterprise is IDC’s vision for how companies should organize and invest to ensure their presence in markets increasingly focused on digital. The companies of the future are organizations that support their business processes with technology, that are innovation-driven, platform-based, ecosystem-focused, and that are digitally resilient at their core. These companies embrace a technology-driven, ecosystem-centric culture. At heart, the company of the future is IDC’s vision for the ultimate level of DX.

IDC’s **digital resilience framework** integrates **three distinct phases**, involving a timeline for corporate responses to a crisis, in six organizational dimensions powered by a **shared technology/digital architecture**. For each dimension, we describe critical digital resilience use cases considered relevant for each phase and supported by specific technology investments.

## DIGITAL RESILIENCE FRAMEWORK: THE THREE PHASES OF RESPONSE

In the event of a disruptive event, IDC has identified three phases of response that all companies must follow:

- **Respond and Restore:** organizations in this phase focus more on “response” activities and the ability to “restore,” emphasizing workforce protection, disaster recovery, and saving money. The most critical digital technologies that provide support during this stage focus on BCP, crisis management and communications. This is not the right time to move forward with in-depth analysis as the onus is on action and the ability to act quickly.
- **Expand and optimize:** In this phase, organizations focus on “expand and optimize” activities, giving relevance to productivity, faster decision making, customer reach, stabilizing supply chains and reducing costs. Now there is time to analyze, plan and invest, but always with care. Existing technology capabilities are enhanced, expanded, and optimized to help the company operate as a digital business in a crisis environment. Typical digital investments are more modest and involve reporting and improved intelligence, cloud migration, telecommuting, privacy and security, data optimization and supply chain.
- **Accelerate and innovate:** Organizations in this phase are already operating as future companies in formation, focusing on “acceleration and innovation” activities. But new crises will eventually emerge, and it will be necessary to incorporate digital resilience as a basic principle of the future company, in order to prosper. The priorities are, after all, to create an organization that learns from the entire process; leverage and create new ecosystems and agile business operations; the redesign / reinvention of business models; and, of course,

planning for the next crisis. Digital investments in this phase are more substantial and are centered on dynamic, perception and response architectures, cognitive models, real-time analytics, digital twins, cloud-native development, reputation management and knowledge management.

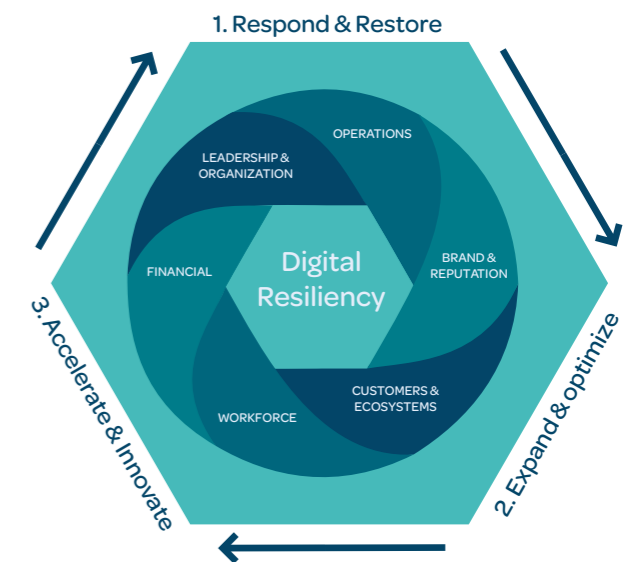
## DIGITAL RESILIENCE FRAMEWORK: SIX ORGANIZATIONAL DIMENSIONS

Framework highlights six distinct but interdependent organizational dimensions necessary to achieve digital resilience (Figure 2). These dimensions are:

- **Organizational leadership and resilience:** This is the touchstone for all other dimensions, ensuring that the business leadership and CIO work together with the organization to mitigate digital and business technology weaknesses across all its dimensions, understanding the interdependencies and fostering both aspects.
- **Workforce resilience:** The workforce dimension focuses on optimizing the employee experience in times of extreme uncertainty. More specifically, it covers important issues such as employee engagement and productivity, retention and integration, skills and learning, health, and well-being.
- **Customers and ecosystems resilience:** The customers and ecosystems dimension include commitments to customers, suppliers and partners and addresses how to develop, retain, renew, and optimize these relationships in times of crisis.
- **Brand and reputation resilience:** Customers, partners and suppliers all notice how a company responds to crises, considering it a good measure of the quality and integrity of an organization and its leadership.
- **Financial resilience:** All of an organization’s outstanding liabilities and its available financial resources help determine its short-term survival. However, financial resilience is much more than that; it includes the ability to learn from the past to anticipate potential future financial threats and thereby help the business and the wider ecosystem respond to new threats and opportunities.
- **Operational resilience:** This dimension is traditionally focused on protecting and maintaining “business as usual”. Operational resilience goes further, however, and also uses agile and adaptable planning techniques to build incremental and opportunistic responses to operational problems due to internal challenges and external ecosystem dynamics.

Resilience must be achieved according to each of these organizational dimensions. Weaknesses in any dimension are revealed and punished by a crisis, while strengths are the springboard for taking advantage of a crisis. But organizational dimensions are interdependent; a weakness in the digital resilience of one of them is likely to affect the others. For example, a stronger vulnerability in operations will significantly affect finances, workforce, brand, and reputation, as well as the resilience of customers and ecosystems.

Figure 2 – Phases of Digital Resilience and Organizational Dimensions



Source: IDC, 2021

Digital resilience in all these organizational dimensions must be underpinned by an open, integrated, and holistic technology architecture. IDC calls it the DX platform, which it defines as the combination of an intelligent core of data analysis, automation and decision support, a wide variety of intelligent applications (usually enterprise application programming interfaces [APIs]) and intelligent services, like governance, DevOps, and orchestration. The implementation of this platform uses digital technologies in the most diverse forms, including, but not limited to, data, analytics, cloud-centric infrastructure, resources based on edge computing and robotics. Aligning the platform with the company’s digital resilience needs is the role of the CIO. The leadership and organization dimension, of which the CIO is an essential part, ends up acting as an antechamber to ideas, opportunities, and problems that the CIO must respond to (see Figure 2).





# Geo Noesis



## 1 USA

### EXPANSION IN THE NORTH AMERICAN MARKET

Noesis gained new renowned clients in the United States. Thus, the company entered into a partnership with a leading biopharmaceutical company, which is focused on the research, development and commercialization of innovative therapies and medicines, at the end of last year. The project includes the implementation of the OutSystems platform, the creation of a software factory and the development of seven applications throughout 2021. The applications developed will cover different areas, allowing for more efficient management of human resources, the logistics of medicines and clinical materials, the management of suppliers, among other operations of the organization.

Also in 2020, Noesis also started a project with one of the leading brands in the production and sale of snowboard equipment, boards, and other accessories, with the provision of specialized development services in OutSystems.

Earlier this year, a well-known kitchen robot manufacturing brand challenged Noesis to develop a lead management application to be used by its sales teams in the North American market. This solution will create and manage leads, as well as create and manage product demo schedules for end customers. This application is intended to be a pilot that will serve as the basis for a more complete application for the consultants/salespeople of this North American company.



## 2 BRAZIL

### NOESIS ON IDC DIGITAL ROADSHOW DYNAMIC ENTERPRISE BRAZIL

IDC Digital Roadshow Dynamic Enterprise Brazil is part of IDC's calendar of initiatives in Latin America and is the consultancy company's main event in Brazil. The 2021 edition was attended by Noesis and brought together several experts who highlighted cloud, automation, and intelligent management as the priorities of the new organizational models at a time when all companies are focused on accelerating to digital.

"NTX: no-Code Test Automation", was the session presented by Noesis, with the participation of the customer Tokio Marine who shared its experience in the field of test automation and the benefits of NTX, Noesis' test automation software. José Miguel Ferreira, Managing Director of Noesis in Brazil, spoke with Israel Santana Matos, Test Manager at Tokio Marine about the Brazilian insurance company's journey.



## 3 SPAIN

### NOESIS STRENGTHENS ITS PRESENCE IN SPAIN WITH OUTSYSTEMS PROJECTS

With its integration into the Spanish group Altia, Noesis has been consolidating its position in the Spanish market. The Low-Code Solutions business unit, specialized in application development with the OutSystems platform, is working on several projects in Spain. The Government of Andorra's digital transformation and simplification of public strategy administration is one of the highlighted projects.

The Noesis and Altia teams have been collaborating, since the end of 2020, in the implementation of the OutSystems technology in the Principality of Andorra, with the aim of improving the relationship between the Andorran Public Administration and its citizens.

The project includes the provision of the OutSystems programming platform, the development of a set of applications and the training and support of the Government Information Systems Department team, which will be responsible for conducting its implementation and evolution.

The work being developed by the Noesis and Altia team includes applications for the Registration and issue of Academic certificates, an employment portal and a support portal for unemployed citizens, an application that brings together all the socioeconomic support that the Government Andorra provides its citizens with an application for the online reporting of situations of family abuse and a solution for the application and issue of tourist fishing licenses. A case of modernization and digital transformation in Public Administration, which contemplates an ambitious roadmap for the development of solutions based on OutSystems technology, with the technical expertise of Noesis teams and the vast experience of Altia in the development of projects in the public sector.



## 4 UNITED KINGDOM

### RICARDO BATISTA IS HEAD OF IRELAND & UK

With over 15 years dedicated to the IT area, many of which managing projects in Ireland and the United Kingdom, Ricardo Batista was chosen to take on the responsibility of managing this market and Noesis' presence in these countries.

Having graduated in Computer and Systems Engineering, he started his career at Noesis more than 13 years ago as a test engineer. The skills and consolidated experience in the Quality Management business unit as manager of several national and international teams and projects made him the natural choice for Noesis to take on the new challenge.

The appointment of Ricardo Batista as head of this region is the result of Noesis' commitment to strengthening its internationalization. After the Netherlands and Brazil, the Irish and United Kingdom market now also has management focused on the development of this market.



## 5 NETHERLANDS

### NOESIS IN THE NETHERLANDS WORKING AT A GOOD PACE

Noesis maintains its business consolidation strategy in the Benelux region, expanding the portfolio of services available to its clients in the region. Among the various new projects that have started, those carried out in two of Noesis' main clients in the Netherlands stand out: the redesign of the OutSystems platform architecture, with the IT Operations team; and the roll-out of a performance testing service to one of the world's leading OutSystems installations.

Automation has also been a highly requested topic in the region and where the expertise of our DevOps & Automation business unit has been highly valued. Another investment was the modernization of Legacy systems leveraged on a nearshore service strategy.





**Nelson Pereira**  
Chief Technology Officer (CTO) at Noesis

## IN 2022, WILL RESILIENCE CONTINUE TO BE ONE OF THE KEYWORDS OF THE YEAR?

**Invariably the answer is yes and enthusiastically so!**

Organizations will have to continue to adapt to the new reality we live in and increasingly adopt architectural models **MASA (Mesh Apps and Services Architecture)**.

Historically, IT departments responded to the needs of their business, developing applications based on one or two programming languages, with their components running in the same environment. They had structured custom data sources, with business logic and processes based on a single application.

### Today, the paradigm has changed!

The pressure to reduce time-to-market is growing. Thus, the choice of architecture is one of the main factors in meeting the requirements.

These architectures must be based on some essential pillars:

- Ease of adapting technology to Agile methodologies
- *Cloud as a mandatory pillar*
- Multiplatform
- Service orientation
- All components must have API's
- Event orientation

For this definition of architecture to be successful, it is necessary to evolve from a vision of **project management** (typically far from concrete knowledge of the end goals and the business) to a **product management** (intimately linked to the business).

For a service **oriented architecture**, it is critical to abandon **monolithic systems**. **Reusing components**, as well as replacing any of them, will be facilitated by the architecture itself. Applications will become just an ecosystem of services called on to ensure the intended purpose. Knowing which service to "call", guaranteeing the necessary levels of performance, identifying which data to use and supply, will become central factors in the management of these systems.

The era of "endless" planning, with heavy and long development cycles and often with an end result that does not meet the requirements previously outlined, is over. We live in an era where it is important to deliver fast, test and adjust. Fail fast, so you can tweak, reset, and re-feed the development cycle.

**The shortage of professionals in the technology sector** in which we live forces the IT teams of organizations to be equipped with technology that guarantees **business continuity even when human resource** turnover occurs with no-reliance on the know-how of those who designed, implemented and/or managed the solution.

**In this context, Low-Code solutions will be dominant in the coming years**, whether we are talking about creating a system from scratch – frontend and backend – or we are talking about all the other areas. In the coming years, we will also see a **strong commitment to RPA** (Robotic Process Automation) as a solution to communication problems between Legacy systems, which are expensive and difficult to evolve. Still, it will have to coexist and be changed whenever a system changes its functions, be tested in conjunction with any major software release in the organization, enter the adopted global software development lifecycle, and should not be a watertight solution.

In the present and in the future, the importance given to **Digital Customer Experience** will be increasingly present. Looking at the customer experience in different channels, with the introduction of other variables such as Artificial Intelligence (AI) and personalization. Chatbots, with the incorporation of AI, natural language, voice, among other features, will strongly contribute to this experience improvement. The recent presentation of Windows 365, from Microsoft, confirms the great transformation of Modern Workplace that we will continue to see. A simple smartphone can have the computing power that the user wants, based in the Cloud and independent of the performance of the local machine where we work now.

**We live in times of great transformation and acceleration. The future is exciting!**



## Do you know your organization vulnerabilities?

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Decrease your testing time with NTX, a no-code test automation engine



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