

Mário Vicente

18 Years of Experience

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Business and Functional Analysis / Information Systems

The Consultant has 18 years of professional experience in IT projects, as a Business Analyst and previously as a Developer. He is a certified Senior Scrum Master, Value Stream Manager, Enterprise Coach and specializes in hybrid Agile/Lean management (PMI Disciplined Agile), PMP and Volere, with expertise in scope and stakeholder management, process optimization and project delivery across banking, defense, biometrics, healthcare, air transport, utilities, civil engineering and fisheries control. Proficient in .NET/C#, Oracle SQL/PLSQL and Outsystems, with strong skills in holistic analysis, communication and leadership.

Among the clients are the French Interior Ministry, the Switzerland Interior Ministry, Gatwick International Airport in the UK and the European Commission (DG MARE).



Projects Experience

Please note: the entities listed below are the consulting clients.

BNP Paribas

AUG 2025 – Today

Project Scope

Improvement of Top Day processes on derivatives clearing. Support the Operations. Manage the evolution and support requests for the LISA clearing system. Coordinate with the Portugal, India and France Top Day layer teams.

Position

Senior business analyst. Product manager. Functional support.

Methodologies

- Agile

Technologies

- BPM
- MS Office suite
- JIRA
- LISA, UBIX
- Oracle, SQL Server

Oney

JAN 2025 – AUG 2025

Project Scope

Methodologies

Evolution of functionalities for financial services to private customers via Home Banking and Mobile Banking.

Position

Scrum master. Senior functional analyst. Business requirements elicitation and specification. Functional support.

- Agile

Technologies

- BPM
- MS Office suite
- JIRA

TAP

AUG 2023 – JAN2025

Project Scope

Large scoped project for business & IT services management. Focus on the projects transition to support and operations.

Position

Service Manager. Project Manager. Senior functional analyst. Business and IT service management requirements elicitation and specification for the rollout of a new aircraft maintenance system. Interface with the IT teams and the business units.

Technical validation interviews for Business Analyst candidates.

Methodologies

- Agile

Technologies

- BPM
- MS Office suite
- JIRA

Direção-Geral de Recursos Naturais, Segurança e Serviços Marítimos

DEC 2021 – AUG 2023

Project Scope

Large scoped project in fisheries inspection and control for DGRM as the national fisheries authority.

Position

Senior functional analyst in a 6 element functional team. Requirements elicitation and specification. Defining business analysis standards and supporting the analysts and developer teams. Support to project management with project execution control and reporting.

Methodologies

- Volere (adapted)
- Agile

Technologies

- BPM
- MS Office suite

ProCME

FEB 2020 – NOV 2021(1.5Y)

Project Scope

New management system for the Group companies' production activities in the areas of engineering and operations of infrastructures (construction and operations, renewables).

Processes digitalization (human resources and financial) – 21 small scope projects and functional integration between them.

Assessment and review of a large scope project requirements to setup project execution and planning (working hours for field operationals).

Position

Functional Analyst. Requirements elicitation and documentation, support to business and development teams, coordination & management with vendors in the project scope. Improvement of undergoing projects where an increase in productivity was needed.

Methodologies

- Volere (adapted)
- Waterfall
- Agile

Technologies

- BPM
- MS Office suite
- Ticketing systems

Vision-Box

MAI 2019 – FEB 2020(9M)

Project Scope

Biometric enrollment and identification solutions for the UK, Switzerland and France public sector clients (border control, air passenger processing, biometric identification).

Position

Business Analyst. Elicitation and documentation of requirements. Support

Methodologies

- Volere (adapted)
- Agile

Technologies

- BPM
- Confluence

to the client, project management and internal teams (business analysis, product engineering, development, SQA) on project deliverables.

Assessing the client's specific needs, matching them against the product portfolio, identifying gaps and improvements and supporting the internal product and development teams on requirements.

- MS Office suite

EDP

APR 2017 – MAI 2018(1Y)

Project Scope

New collection system, integration with the client's commercial systems and payment channels. Large scope project with a large project team.

Position

Functional analyst. Support to the client's BA team, the project management, development and QA teams.

Create user stories, validate and clarify requirements, use cases and scenarios. Support the end-to-end process functional validation, in coordination with the SW development, SQA, business analysts and management teams.

Methodologies

- Agile

Technologies

- BPM
- Confluence
- JIRA
- MS Office suite
- .NET
- Outsystems

TAP

JAN 2015 – JAN 2017(2Y)

Project Scope

Technical governance. Continuous improvement in the application development lifecycle (best practices and process improvement). Interface for the client's different business, functional and technical areas including project teams.

Development of core functionalities to support common business and projects needs.

Position

Systems analyst and developer consultant.

Methodologies

- Agile

Technologies

- MS Office suite
- Ticketing systems
- Outsystems
- .NET

Dixior

JUL 2014 – NOV 2014(8M)

Project Scope

Development of an interface between end-users and banking transactions operations and client's profiling systems (AML).

Position

Systems analyst and developer consultant.

Methodologies

- Agile

Technologies

- Outsystems
- .NET

Randstad Technologies

OCT 2011 – APR 2013(1Y/7M)

Project Scope

Development on internal projects. Recruitment, Sales, Clinical Staff Payroll.

Position

Developer.

Methodologies

- Agile

Technologies

- Outsystems
- .NET

Portuguese Air Force

NOV 2002 – APR 2009(7Y)

Project Scope

New information systems to address the organization needs in the areas of Recruitment, Operations, Inspection, Document Management, Public Relations, Social Action.

Position

Methodologies

- Waterfall

Technologies

- Oracle (SQL / PLSQL)
- VB6

Active duty as an Officer in the PoAF General-Staff, Informatics Specialty. Analyst and developer. Engaged in the complete application lifecycle, from projects kickoff to end-user training. Technical coordination with vendors and internal systems users (military and civilian personnel).

I was awarded a Major-General commendation for the contribution to the different projects and departments involved, along with other team members.

- MS Office suite



Education and Complementary Training

Disciplined Agile Leadership – Value Delivery for Enterprise Agility (PMI)

Agility Academy 2026

<https://www.pmi.org/learning/agile/disciplined-agile#leadership>

M.O.R.E. – Maximizing Project Success

PMI 2026

AI in Agile Delivery

PMI 2026

Disciplined Agile Value Stream Consultant (PMI)

PM Training School 2025

<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/davsc-eco-2022.pdf>

Disciplined Agile Senior Scrum Master (PMI)

Expleo 2024

<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/dassm-eco-2022.pdf>

Disciplined Agile Scrum Master (PMI)

Tactec 2023

Project Management for Professionals

Pluralsight 2022

Resourceful Exformation Workshop

Francis Laleman 2021

Project Management for Business Analysts

Udemy 2021

Practical Project Management

Udemy 2021

Agile, AI and Technologies for Managers

O'Reilly 2020

Agile People Conference 2020 – Emergent strategy, feedback, relative goals, agile cultures

Agile People 2020

Business Analysis & BPM

Vision-Box 2019

Preparation for the PMI PMP Certification (PMPBOK 5th Ed)

Rumos 2014

Applied Mathematics and Computation

IST 2011-2013 (incomplete)

Military and Technical Training for Contract PoAF Officers – IT Specialty

CFMTFA 2002-2003 (best graduate)

Nursing

ESECGL 1999-2001



Language Skills

	Excellent	Good	Regular	Basic	Observations
Portuguese	X				Native
English		X			
French				X	
German				X	A1 level (Goethe Institut)



Technical Skills

	Versions	Years of Experience	Rating (0 – 10)	Observations
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Business Analysis

Volere	-	4	7	Adapted. Requirements modelling and specification.
Agile	-	3	4	User stories, backlog management.
Requirements elicitation	-	6	8	Documental analysis, live interviews (remote and on site), workshops, mockups. I developed a document model for elicitation.
Requirements specification	-	6	8	BPMN, use cases, context diagrams, entities, business rules, documental references.

Development Frameworks

C# .NET	-	3	5	
Oracle PLSQL	-	3	5	
Mathematica	-	1	5	mathematical modelling and computation.
Outsystems	-	4	7	
VB6	-	6	7	as of today MS Excel VBA.

Database Management

Oracle	9i, 10g	4	5	
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Operating Systems

Windows	-	-	5	
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Other Technologies

BPT	-	2	6	
Oracle Designer	9i	4	7	process and application modelling, integrated with database and Visual Studio.



Awards & Achievements

Machine Cognition

February 7th 2026

I have created the first proper, scientific Cognitive system. More details at:
<https://mariovicente.ltd/2026/02/07/true-machine-cognition/>

Machine Reasoning

March 7th 2025

I have created the first proper, scientific Reasoning system. More details at:
<https://mariovicente.ltd/2025/03/07/true-machine-reasoning/>

Machine Learning

August 1st 2023

I have created the first proper, scientific Learning system. More details at:
<https://mariovicente.ltd/2023/08/06/true-machine-learning/>

Major-General Commendation

2006

This recognition was granted for the contribution in different projects while on duty in the Portuguese Air Force Information Systems and Technologies Direction.
