

CURRICULUM VITAE

Resume

[Monte Caparica, 20th of January 2013]

ANTÓNIO CARLOS BÁRBARA GRILO

1. IDENTIFICATION

Name: António Carlos Bárbara Grilo

Birthday: 29th of September of 1969

Place of Birth: S.Sebastião da Pedreira – Lisbon, Portugal

Nationality: Portuguesa

Address: Edifício Pratagi, Bloco 1, R/ch, Estrada Nacional 10, 2615-354 Alverca; Portugal

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2. ACADEMIC BACKGROUND

Degree	Organization	Scientific Area	Period
PhD	University of Salford (UK)	Industrial Management	1994-1999
MSc	University of Salford (UK)	Information Systems	1992-1994
Bachelor	Instituto Superior Técnico	Civil Engineering	1987-1992

Doctor of Philosophy (PhD) - “The Development of Electronic Trading Between Construction Firms”, University of Salford, UK (1999).

Master of Science (MSc) in Information Technology in Construction & Property, University of Salford, UK (1994). “Managing Information and Technology in Construction Firms”.

5 Year Bachelor, Civil Engineering, by Instituto Superior Técnico (1992). Structural Design and Engineering.

3. ACADEMIC ACTIVITIES

Institution	Function	Scientific Area	Period
FCT-UNL	Assistant Professor	Industrial Management	2006/...
ISEL	Invited Assistant Professor	Industrial Management	2000/05
Universidade Lusíada	Invited Assistant Professor	Industrial Management	2002/07
IST	Teaching Assistant	Information Systems	1994/95

4. RESEARCH ACTIVITIES

4.1 – Scientific Management

Member of the Board of Director of Unidade de Investigação e Desenvolvimento em Engenharia Mecânica e Industrial - UNIDEMI (FCT-UNL) (2006-...)

4.2 – Coordination of Scientific Projects in UNIDEMI (Total: 5)

Leading researcher of PTDC/EME-GIN/115617/2009 “Business Interoperability for Collaborative Platforms with Axiomatic Design Theory for Lean, Agile, Resilient and Green Industrial Ecosystems, financed by Fundação de Ciência e Tecnologia (2010-2013)

Leading researcher of VORTALWAY – “Cloud Computing For Electronic Platforms”, financed by IAPMEI (2010-2012)

Member of the coordination research team of PLAGE – “Electronic Platform for Procurement based on BIM”, financed by AdI, in partnership with Vortal, Primavera, Microfil and CESUR – IST (2009-2011)

Member of the coordination research team Construknowledge – “Knowledge management in Construction”, financed by AdI, in partnership with Contacto, VLM, CreatIT and IST (2010-2012)

Member of the coordination research team MIT-PT/EDAM-IASC/0033/2008 of MIT LARGE_SCM - “Lean, Agile, Resilient and Green Supply Chain Management”, in Task 6 – Information Systems Platform (2009-2012)

4.3 – Research Roadmaps (Total: 4)

Member of the Scientific Experts Committee for Research on Future Internet Enterprise Systems and Scientific Foundations of Enterprise Interoperability do ENSEMBLE (2011-2012)

Member of the Task Force da DG-INFISO na elaboração do Research Roadmap do Future Internet Enterprises Systems (FINES) Cluster (2009-2010)

Member of the Task Force da DG-INFISO na elaboração do Value Proposition for Enterprise Interoperability (2007-2008)

Member of the Task Force do Department of Surveying of the University of Salford (UK) e do Department of Environment (DoE) do British Governmen para elaborar: "A Scoping Study For A Process Strategy For The United Kingdom Construction Industry " (1995)

4.4 – Evaluation of Research Projects

External Expert for DGINFSO in “V”, “VI” e 7th Framework Programme for the Information Society Technologies” for EC (2000-2010)

Evaluator and coordination of team for Portuguese Government funded research projects for ICT (2007-2011)

Project reviewer for DG-INFISO of EC, for: IST 2001-34376 SMILE; IST 2000-25181 SMART; IST 2001-32035 PRODAEC (2001-2006)

4.5 – Organization of Scientific Events (Total: 3)

Co-Chairman of ICE 2008 Workshop on Value of Enterprise Interoperability in the context of Innovation Eco-systems, Costa da Caparica, June 2008

Chairman of the International Workshop “BIM and Interoperability supporting Collaborative Workspaces at AEC-FM”, Madeira, 25th of March 2007

Co-Chairman of International Workshop “Novos Modelos de Informação na Construção: Building Information Model (BIM)”, Lisbon, 28th and 29th of September 2006

4.6 – PhD and MSc Supervision

Current supervision of 4 PhD candidates.

Successful supervision completion of 11 MSc dissertations.

5. PUBLICATIONS AND COMMUNICATIONS

5.1 – Keynote Speaker

(Total: 5)

Grilo, A. (2010), Invited Keynote Speaker, “Building Information Model e as Aquisições Electrónicas em Projectos de Construção”, I Congresso Internacional de Obras Públicas, Brasília, Brasil, 1-3 de December

Grilo, A. (2007), Invited Keynote Speaker, 3rd TWO-DAY SPRING WORKSHOP: MAPS, MODELS AND METHODS, Tampere University of Technology, Finland, May 2007

Grilo, A. (2005), “Inovação na Indústria da Engenharia e Construção: O Papel da Gestão das Comunicações”. 3ª Conferência do Project Management Institute – Portugal Chapter, Lisboa, 7th of October of 2005

Grilo, A. (2003), “The Role of IT in Project Management”. In the 2nd Conference of the Project Management Institute – Portugal Chapter, Lisbon, 28th of November 2003

Grilo, A. (1999), “Electronic Trade in the Construction Industry: Problems and Solutions”. In the Electronic Trade in the Construction Sector, International Conference and Exhibition UICB 1999 Seminar, W102, Montreal, Canada.

5.2 – Book Edition (with ISBN)

(Total: 3)

Li, M., Crave, S., **Grilo, A.** and van den Berg, R. (2008), “Unleashing the Potential of the European Knowledge Economy: Value Proposition Enterprise Interoperability”, European Commission, Directorate General Information Society

Grilo, A. Valadares Tavares, L. (2008), Co-Editor of the book: "Building Information Model e a Competividade do Sector da Construção em Portugal", Edições OPET

Betts, M., Clark, A., **Grilo, A.** e Miozzo, M. (1995). Co-Editor of the book: “A Process-Based Study of an IT Research Work Plan”, Construct IT Centre of Excellence, UK.

5.3 – Guest Editor of the Scientific Journals (ISI – WoS)

(Total: 2)

Guest Editors: **Grilo, A.** and Jardim- Gonçalves, R. (2010), Automation in Construction, Special Issue of Automation in Construction "Building Information

Modeling and Collaborative Working Environments" Volume 19, Nr 5, August 2010 (ISI 5-Year Impact Factor: 1.510)

Guest Editors: Jardim- Gonçalves, R. And **Grilo, A.** (2010), Automation in Construction, Special Issue on "Building Information Modeling and Interoperability", Volume 19, Nr 4, July 2010 (ISI 5-Year Impact Factor: 1.510)

5.4 – Book Chapters (with peer review) (Total: 4)

Grilo, A., Lapão, L., Jardim-Goncalves, R. Cruz-Machado, V. (2010), "The Role of the CIO in the Development of Interoperable Information Systems in Healthcare Organizations". Published in the book *Handbook of Business Information Systems*. Edited by Angappa Gunasekaran and Maqsood Sandhu, World Scientific Publishing

Cabrita, M. R, Cruz-Machado, V. and **Grilo, A.** (2010), "Intellectual Capital: How Knowledge Creates Value". Published in the book *Knowledge Management for Process, Organizational and Marketing Innovation: Tools and Methods*, Edited by Emma O'Brien, Seamus Clifford and Mark Southern, IGI Global

Jardim-Gonçalves, R., **Grilo, A.**, Steiger-Garção, A. (2006) "Developing Interoperability in Mass Customisation Information Systems". Published in the book *Mass Customisation Information Systems in Business*, Edited by Blecker, T. and Friedrich, Idea Group Publishing, Information Science Publishing, IRM Press

Betts, M., Clark, A. **Grilo, A.** Miozzo, M. (1999). "Priorities for IT Innovation". *Strategic Management of IT in Construction*, Edited by Martin Betts, Blackwell Science

5.5 – Papers in Scientific Journals (ISI – WoS) (Total: 13)

Grilo, A. & Jardim-Gonçalves, R., "Cloud-Marketplaces: Distributed e-procurement for the AEC sector", *Advanced Engineering Informatics*, <http://dx.doi.org/10.1016/j.aei.2012.10.004>, (ISI, IF: 2.041)

Jardim-Goncalves, R., **Grilo, A.**, Agostinho, C., Lampathaki, F. & Charalabidis, Y. "Systematisation of Interoperability Body of Knowledge: the foundation for Enterprise Interoperability as a science", *Enterprise Information Systems*, Special Issue: Information Systems for Enterprise Integration, Interoperability and Networking: Theory and Applications, Volume 7, Issue 1, 2013, DOI:10.1080/17517575.2012.684401, (ISI, IF: 3.684)

Zutshi, A., **Grilo, A.** , Jardim-Goncalves, R., “The Business Interoperability Quotient Measurement Model”, *Computers in Industry*, Volume 63, Issue 5, June 2012, Pages 389–404 (ISI, IF: 1.937)

Jardim-Goncalves, R., Popplewell, K., **Grilo, A.**, “Sustainable interoperability: The future of Internet based industrial enterprises”, *Computers in Industry*, Special Issue on Sustainable Interoperability: The Future of Internet Based Industrial Enterprises, Volume 63, Issue 8, October 2012, Pages 731–738 (ISI, IF: 1.937)

Jardim-Goncalves, R., Agostinho, C., Sarraipa, J., **Grilo, A.** & Mendonça; J.P., “Reference framework for enhanced interoperable collaborative networks in industrial organisations”, *International Journal of Computer Integrated Manufacturing*, Special Issue: Collaborative Networks as Modern Industrial Organisations: Real Case Studies, Volume 26, Issue 1-2, 2013, DOI:10.1080/0951192X.2012.687130 (ISI, IF: 1.071)

Grilo, A., Zutshi, A., Jardim-Goncalves, R. & Steiger-Garcão, A., “Construction collaborative networks: the case study of a building information modelling-based office building project”, *International Journal of Computer Integrated Manufacturing*, Special Issue: Collaborative Networks as Modern Industrial Organisations: Real Case Studies, Volume 26, Issue 1-2, 2013 , DOI:10.1080/0951192X.2012.681918 (ISI, IF: 1.071)

Cabral, I., **Grilo, A.** & Cruz-Machado, V. “A decision-making model for Lean, Agile, Resilient and Green supply chain management”, *International Journal of Production Research*, Special Issue: Research and applications of AHP/ANP and MCDA for decision making in manufacturing, Volume 50, Issue 17, 2012, pages 4830-4845, DOI:10.1080/00207543.2012.657970 (ISI, IF: 1.115)

Grilo, A. and Jardim-Gonçalves, R. (2011), “Challenging Electronic Procurement in the AEC Sector: A BIM-based Integrated Perspective”. *Automation in Construction*, Special Issue on Building Information Modeling and Changing Construction Practices , Volume: 20 Issue: 2 pp: 107-114 Mar. 2011, Elsevier (ISI 5-Year Impact Factor: 1.510)

Jardim-Goncalves, R., **Grilo, A.**, Hassan, T., Steiger-Garcão, A. (2010), “Semiotics-based manufacturing systems integration in the advent of a single electronic market”. *International Journal of Computer Integrated Manufacturing*, Special Issue on Semiotics-based Manufacturing System Integration, Volume 23 Issue 8 & 9 2010, Taylor & Francis (ISI 5-Year Impact Factor: 0.659)

Grilo, A. and Jardim- Gonçalves, R. (2010), “Value proposition on interoperability of BIM and collaborative working environments”. *Automation in Construction*, Special Issue of Automation in Construction on "Building Information Modeling and Collaborative Working Environments" Volume 19, Nr 5, August 2010, Elsevier (ISI 5-Year Impact Factor: 1.510)

Jardim-Goncalves, R., **Grilo**, A. (2010), “SOA4BIM: Putting the building and construction industry in the Single European Information Space”. *Automation in Construction*, Special Issue on “Building Information Modeling and Interoperability”, Volume 19, Nr 4, July 2010, Elsevier (ISI 5-Year Impact Factor: 1.510)

Jardim-Goncalves, R., **Grilo**, A., Steigger-Garção, A. (2006) “Challenging the Interoperability in the Construction Industry with MDA and SoA”. *Computers in Industry*, Special Issue on Collaborative Environments for Concurrent Engineering, Volume 57 issues 8-9, December, Elsevier. (ISI 5-Year Impact Factor: 2.196, Citations: 25)

Miozzo, M., Betts, M., Clark, A. and **Grilo**, A. (1998). “Deriving an IT-enabled process strategy for construction”. *Computers in Industry*, vol **35**, Nr 1, February 1998, Elsevier (ISI 5-Year Impact Factor: 2.196)

5.6 - Papers in Scientific Journals (with peer review) (Total: 1)

Grilo, A., Gonçalves, R. (2005) “Analysing the Development of e-Platforms in the AEC Sector”. *International Journal of Internet and Enterprise Management*, Vol.3 N°2, Inderscience Publishers.

5.7 - Papers in Scientific Conferences (ISI – WoK) (Total: 20)

P. Espadinha-Cruz, **A. Grilo**, V. Cruz-Machado, (2012) “Fuzzy evaluation model to assess interoperability in LARG Supply Chains”, Proceedings of the 9th International Conference on Fuzzy Systems and Knowledge Discovery (FSKD), China, May 2012

R. Jardim-Goncalves, **A. Grilo**, C. Agostinho, (2012) “Interoperability Body of Knowledge: the genesis for the Enterprise Interoperability Science”, Enterprise Interoperability - Proceedings of the Workshops of the Sixth International Conference I-ESA '12, Valencia, Spain, March 2012

P. Martins, **A. Grilo**, (2012) “Evaluation Model For the Sustainable Use of Information Technology”, Proceedings of the International Conference on Industrial Engineering and Engineering Management, Hong Kong, China, December, 2012

R. Cabrita, V. Cruz-Machado, **A. Grilo**, (2012) “Linking knowledge management and intellectual capital: An evidence based on Portuguese banks study “,

International Conference on Innovation Management and Technology Research (ICIMTR), Malacca, Malasya, May 2012

P. V. Serra, F. Ribeiro & **A. Grilo**, (2012) "Knowledge management system in a construction company: A case study", Proceedings of the 9th European Conference on Product and Process Modeling, Reykjavík, Iceland, July 2012

M. Krippahl & A. Grilo, (2012) "Compatibility between design and construction building information models", Proceedings of the 9th European Conference on Product and Process Modeling, Reykjavík, Iceland, July 2012

P. Espadinha-Cruz, **A. Grilo**, R. Puga-Leal, V. Cruz-Machado (2011), "A model for evaluating lean, agile, resilient and green practices interoperability in supply chains", Internacinal Conference on Industrial Engineering and Industrial Management (IEEM 2011), Singapore

D. Aurelio, **A. Grilo**, V. Cruz-Machado (2011), "Lean management appropriateness: key potential limiting factors", Internacinal Conference on Industrial Engineering and Industrial Management (IEEM 2011), Singapore

Izunildo Cabral; **A. Grilo**; R. Puga-Leal; V. Cruz-Machado (2011), "An Information Model in Lean, Agile, Resilient and Green Supply Chains", International Conference on Industrial and Intelligent Information (ICIII 2011); Bali, Indonesia

Barreiro, M., **Grilo, A.** Cruz-Machado, V. and Cabrita, R. (2010) "Applying Fuzzy Sets for ERP Systems Selection Within the Construction industry", Conference on Industrial Engineering and Engineering Management, Macau, China, December

Cabrita, R. Cruz-Machado, V., **Grilo, A.** (2010) "Leveraging Knowledge Management with the Balanced Scorecard", Conference on Industrial Engineering and Engineering Management, Macau, China, December

Grilo, A. Gonçalves, R., and Cruz-Machado, V., (2009) "Analysis of Interoperability Value Proposition in the Architectural, Engineering and Construction Sector", Conference on Industrial Engineering and Engineering Management, Hong Kong, China, December

Grilo, A., Jardim.Goncalves, R., Lapão, L. Garção, A., (2009), "Challenges for the Development of Interoperable Information Systems in Healthcare Organiztions", International Conference on Interoperability of Enterprise Software and Applications, China, April

Grilo, A. Gonçalves, R., and Cruz-Machado, V., (2007), "A Framework for Measuring Value in Business Interoperability", Conference on Industrial Engineering and Engineering Management, Singapura, December

Grilo, A. Jardim-Goncalves, R., Steiger-Garcao, A. (2006) "Assessing construction interoperability using a MDA and SOA architecture from an e-business

perspective”; Presented and published at the 6th EC on Product and Process Modelling, ECPPM2006 – September 2006, Spain

Grilo, A., Maló, P., Gonçalves, R. (2004) “Assessment Methodology for e-Business and e-Commerce in the AEC sector”. Presented and published in the 5th EC on Product and Process Modelling, ECPPM2004 – September 2004, Turquia.

Gonçalves, R., Tavares, R., **Grilo, A.**, Steigger-Garção, A. (2000), “Integration of Resources and Scheduling Information for Building and Construction, linking IAI/IFC and ISO 13584”. Presented and published in the 3rd EC on Product and Process Modelling, ECPPM2000 – September 2000, Portugal

Almeida, L; **Grilo, A.**, Rabe, L. e Duin, H. (1998). “Implementing EDI and STEP in the Construction Industry”. Presented and published in the 2nd European Conference on Product and Process Modelling in the Building industry, 10-21 of October of 1998, Watford, UK

Grilo, A. e Almeida, L. (1997). “Developing IT-enabled virtual enterprises in the construction industry”, Presented and published in the ISIP’97 - “Integrated and Sustainable Industrial Production”, May of 1997, Lisbon, Portugal.

Mateus, M., **Grilo, A.** e Watson, I. (1995). “Knowledge Use Level: A Hybrid Knowledge Engineering Methodology For Construction Site Layout Design”. Published in the Development in Artificial Intelligence For Civil and Structural Engineering, pp 25-34, BHV Topping, Civil-Comp Press, Edinburgh, August.

5.8 - Papers in Scientific Conferences (with peer review) **(Total: 21)**

P. Espadinha-Cruz, I. Cabral, **A. Grilo**, V. Cruz-Machado, “Information model for LARGeSCM interoperable practices”, Proceedings of the 34th International Conference on Information Technology Interfaces (ITI), Cavtat, Croacia, June 2012

I. Cabral and **A. Grilo**, “Designing Interoperable Lean, Agile, Resilient And Green Industrial Ecosystems”, Proceedings of the 14th International Dependency and Structure Modelling Conference, DSM’12, Kyoto, Japan, September, 2012

Izunildo Cabral, Pedro Espadinha-Cruz, **A. Grilo**, Rogerio Puga-Leal, Virgilio Cruz-Machado (2011), “Decision-making models for interoperable lean, agile, resilient and green supply chains”, International Symposium on Analytical Hierarchy Process (ISAHP, 2011), Sorrento, Italy

Izunildo Cabral, **A. Grilo**, Rogério P. Leal, Virgílio C. Machado (2011), “Modelling Lean, Agile, Resilient, and Green Supply Chain Management”, International Conference on Information Technology Interfaces (ITI), Dubrovnik, Croatia

Silveira, F. and **Grilo, A.** (2011), "Prediction Markets in the Energy Sector: a Case-Study", International Conference on Industrial Engineering and Operations Management, Kuala Lumpur, Malaysia (accepted to be published)

Grilo, A. Jardim-Goncalves, R. (2010), "Electronic Procurement in the AEC Based on BIM", International Conference on Sustainable Conference, Hong Kong, China, December

Grilo, A. Jardim-Goncalves, R. (2010), "Changing e-Procurement in the AEC Sector", CIB W78 Conference, Cairo, Egypt, November 2010

Grilo, A. Jardim-Goncalves, R. (2010) "Electronic Procurement of Construction and Public Works: Towards a New Reality", International Public Procurement Conference, Seoul, Korea, September

Grilo, A., Pais, A., and Gonçalves, A. (2009), "Strategic Management of Public Administration: Applying Complex and Evolutionary Theories", European Group for Public Administration Conference, Malta, September

Grilo, A. van den Berg, R.(2008), "Identifying value of EI in the context of innovation eco-systems", 14th ICE Conference, Lisbon; Portugal, June (Published Conference Paper)

Grilo, A., Li, M., Crave, S., van den Berg, R. (2008), "An Enterprise Interoperability Value Proposition Framework", ISPIM 2008, Tours, France, May (Published Conference Paper)

Li, M., Crave, S., **Grilo, A.**, van den Berg; R. (2008), "A New Value Proposition of Interoperability for Enterprises to Advance the Frontiers of the European Knowledge Economy", eChallenges 2008 Conference, Stockholm, Sweden (Published Conference Paper)

Grilo, A. Jardim-Goncalves, R., Steiger-Garcao, A. (2007) "A methodology using Domain Ontology and SOA for better interoperability in AEC mass customization". Presented and published in the CIB W78 Conference, Maribor, Slovenia, June 2007

Grilo, A. Jardim-Goncalves, R., Pais, A. (2007) "Innovation in the Public Administration: The Interoperability Challenge". Presented and published in the 1st ISPIM-ASIA Conference: Innovation and Knowledge Management of Social and Economic Issues: International Perspective, New Dehli, India, January 2007

Cabrita, R. **Grilo, A.**, R., Pais, A. (2007) "Managing Knowledge to Leverage Innovation in Public Sector". Presented and published in the 1st International Conference on Technology and Innovation for Knowledge Management, New Dehli, India, January 2007

Gonçalves, R., **Grilo, A.**, Pais, A., Nunes, P., Pedroso, A. (2006) "Analysis of the Portuguese Practices Towards an Interoperable European eGovernment".

Presented and published in the I European Summit on Interoperability in the eGovernment, Valencia, November, Spain,

Grilo, A., Gonçalves, R., Steiger-Garção, A. (2005) "Shifting the construction interoperability paradigm, in the advent of Service Oriented and Model Driven Architectures". Presented and published in the CIB W78 Conference, Dresden, Germany, July 2005

Grilo, A., Almeida, L., Jardim-Gonçalves, R., Sousa, P., Pimentão, J. and Steiger-Garção, A. (1999). "Integrating Design and Construction Processes Using Standards - Experience from RoadRobot and SUMMIT initiatives". Presented and published in the 2nd International Conference on Construction Process Re-engineering, 12-13 of July of 1999, Sydney, Australia.

Jardim-Gonçalves, R., Sousa, P., Pimentão, J. and Steiger-Garção, A., **Grilo, A.**, Almeida, L. (1999). "Integration of Planning and Control Activities For Building and Construction: Experiencing Standards". Presented and published in the Workshop on Information Technology in Construction, CIB W78, Vancouver, Canada, 1-3 June of 1999

Grilo, A., Mateus, M. e Betts, M. (1996). "Electronic interaction in construction: why is it not a reality?" Presented and published in the Workshop Construction on the Information Highway, CIB W78 task group 10; Bled, Slovenia, 10-12 of June of 1996.

Mateus, Aoud, G., **Grilo, A.** e Watson, I. (1996). "An interpretative methodology for information systems strategy development in project management"; Presented and published in the workshop Construction on the Information Highway, CIB W78 task group 10; Bled, Slovenia, 10-12 of June of 1996.

Young, H., Clark, A., **Grilo, A.**, Betts, M. e Ibbs, C. (1995). "Contemporary Strategic Planning Tools and Applications For Construction Managers", Presented and published in the First International Conference on Construction Project Management: Innovation and Dynamism For Future Prosperity, Singapura, January of 1995.

5.9 - Papers in Portuguese Journals

(Total: 2)

Grilo, A. e Lapão, L. (2010), "Compras Públicas em Sistemas de Informação na Saúde", TecnoHospital, N°39, 3ºTrimestre 2010

Grilo, A. e Pais, A. (2009), "Outsourcing na Administração Pública", Interface Administração Pública, n°45

5.10 - Papers in Portuguese Conferences

(Total: 5)

Pais, A. e **Grilo, A.** (2005), “Medidas de Desempenho e Valor Público”, 3º Congresso Nacional de Administração Pública.

Grilo, A. e Pais, A. (2005), “Aplicação da Gestão Estratégica na Criação de Valor nos Organismos Públicos”, 3º Congresso Nacional de Administração Pública.

Lapão, L. e **Grilo, A.** (2005) “Desenvolvimento de Uma Metodologia para a Implementação Incremental de Projectos de Sistemas de Informação em Unidades de Saúde”, 3º Congresso Nacional de Administração Pública.

Grilo, A., Lapão, L. e Pais, A. (2005), “Balanced Scorecard e os Sistemas de Informação na Gestão dos Hospitais”, 3º Congresso Nacional de Administração Pública.

Grilo, A., Pais, A. Barrocas, C. (2004) “The Enabling and Supporting Factors for the Adoption of e-Platforms”. Presented and published in the 2nd Portuguese Conference of the ACEP (Electronic Commerce Association), December 2004, Lisbon, Portugal

6. PRACTITIONERS ACTIVITIES

Company	Function	Period
Neobiz Consulting	Partner	2005 - ...
TimeToDo	President	2004
New Link Solutions	Senior Manager	2001-2003
Grupo Altran	Manager	2000
Fordesi	Senior Manager	1998-1999
IST	Civil Engineer	1993-1994

7. OTHER

Member of the Board of the Project Management Institute Portugal Chapter (2005-...)

Member of the Project Management Institute (PMI) N° 352880

Member of the Board of the Observatório de Prospectiva Estratégica e Tecnológica (OPET) (2006-2009)