



International go-to-market and services leader.
Scaled a SaaS platform across three
continents; a consultant by training who helps
businesses evolve through technology.

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PROFILE

Twenty years turning technology into business change: five as a consultant inside the operations of major banks in Portugal and Angola, then twelve at OutSystems as it grew from a few hundred people to thousands, across eight roles on three continents and two platform pivots (web to mobile-first, then to AI-first). Now VP, EMEA Professional Services, and part of the executive leadership team that sets the region's strategy with Sales, Customer Success and Partners.

What I bring: go-to-market leadership with a regional P&L that has beaten its revenue and bookings targets five years running; partner and alliance programmes that make partners part of the solution rather than a channel; teams grown at every phase, from a region built up from three to seventy to a global organisation of over a hundred; and a working, hands-on grasp of what AI agents change for how software is sold, scoped and delivered.

EXPERIENCE

OutSystems — enterprise low-code platform, now positioned as an agentic systems platform. Joined at a few hundred employees; now thousands. Privately held, KKR-backed since 2021. 2013 – present, Lisbon → Dubai → Singapore → Dubai.

EMEA

2022 – present
Dubai

Vice President, EMEA Professional Services

- Member of the EMEA executive leadership team: define and guide regional strategy with the Sales, Customer Success, Solutions and Partner leaders.
- Own the services P&L across EMEA: five consecutive years over target on revenue and bookings, with customer satisfaction and delivery quality held alongside.
- Expanded the go-to-market team and the co-sell model; positioned solution design as a revenue function rather than a support layer.
- Grew the team's influence with partners: defined regional partner programmes and co-delivery models that make partners part of the solution and of the growth plan.
- Rolled out an AI-native, agent-driven delivery methodology and the tool that supports it, built from research and from real experience delivering agentic systems with my teams: governed and safe, so the business gets the speed and potential of AI with the control an enterprise requires.
- Created the pilots for agent-driven pre-sales and delivery and stood up the forward-deployed-engineering function for EMEA; leading the shift to a tiered market model, technical adoption governance and outcome-based commercial pilots.

GLOBAL

2020 – 2022
Dubai

Senior Director, Global Delivery and Practices

- Led a global delivery organisation of over a hundred people across every region.
- Refactored the offering to raise billability and customer centricity, and made the team more flexible without losing depth: career paths that let people take the most demanding engagements while becoming the subject-matter expert in one area.
- Created the global practices, the OutSystems way of working and the capability map that services teams still run on.
- Unified pre-sales practices and onboarding that had grown apart across regions and geographies.
- Created the Experts World Roadshow: a delivery-focused mini-conference taken around the world for partner and customer teams, to grow their skills and bring us their problems first-hand.

APAC

2017 – 2020
Singapore

Director, Professional Services, Asia-Pacific

- Grew the regional services team from 3 to 70 through hiring and the practices built around them; ran delivery and transformation programmes for customers from Japan to Australia.
- Created the OutSystems Delivery Centre model for expansion: partnerships with local systems integrators that ramped up with us and became the de facto delivery and sales partners in each country.
- Opened the Malaysia office; started the Professional Services practices in Japan, Australia, Indonesia, the Philippines, Thailand and Vietnam, and grew the Singapore practice.
- Built the regional leadership structure for services: go-to-market, technical services and experts, engagement and experience.

MIDDLE EAST

2014 – 2017
Dubai

Expert and Customer Success lead, Middle East

- Opened the expert and customer-success practices for the region: first services presence, first renewals and expansion motion.
- Demand management and product management for a customer-facing product in the region.

LISBOA

2013 – 2014
worldwide travel

Delivery Manager, then Acceleration team

- Led delivery teams, then joined the acceleration team that kicked off customer adoption teams around the world: trained them and built their first OutSystems applications with them. The forward-deployed-engineer model before the name existed.

FSI

2008 – 2013
Lisboa · Luanda

Consultant, Financial Services IT · Deloitte

- Consultant to major banks in Portugal and Angola: reviewed operational and accounting processes and implemented the systems that control them.
- Deep functional and technical view of a bank's business units, from front office to finance.

BRAGA

2006 – 2008

Software developer · Wintouch, restaurant software house

- In parallel, freelance developer for Delta Consultores: camera-simulation software for photography training and assessments of e-learning tools.

EDUCATION

MSc, Software Engineering

Universidade do Minho · 2008 – 2010

Licenciatura, Mathematics and Computer Science

Formal methods and cryptography · Universidade do Minho · 2003 – 2008 · Erasmus at Utrecht University, 2006

BEYOND WORK

Writing on AI delivery and services operating models at elisiosimao.com/writing. Off-road and overland travel, diving, woodwork, astronomy. Dubai in the school year, Portugal in summer.

SKILLS AND LANGUAGES

GO-TO-MARKET

Regional strategy on an executive leadership team; co-sell with Sales; quota, pricing and commercial models; outcome-based pilots; value discovery and ROI cases.

PARTNERS & ALLIANCES

Regional partner programmes, co-delivery models, partner enablement and governance; systems integrators and advisory firms.

SCALING SAAS

Hundreds to thousands with the company; a region from 3 to 70; a global organisation of 100+; offerings, career paths, hiring and onboarding.

CONSULTING & AI

Five years in financial-services IT consulting; agent-driven pre-sales and delivery, forward-deployed engineering, agentic systems engineering; hands-on with agent tooling.

PLATFORMS

OutSystems (expert), enterprise architecture, legacy modernisation, integration. Worked across Europe, the Middle East (UAE, Saudi Arabia, Oman, Kuwait, Bahrain), Africa (Angola, South Africa) and Asia-Pacific.