



Marcos Do Olival

Founder & Principal | Technology & Operations Executive | Fractional CIO | Enterprise Transformation Leader



Executive Profile

Marcos Do Olival is a technology and business transformation executive with more than 20 years of experience helping manufacturing and consumer products organizations modernize operations, integrate acquisitions, strengthen governance, and translate technology investment into measurable business value.

Through Sankaku Advisory, he provides CIO-level leadership to private equity-backed and mid-market organizations navigating growth, transition, operational complexity, or a leadership gap. His work begins with the business context: the strategy, economics, people, operating model, and risks that technology must support. From there, he establishes priorities, ownership, governance, and an executable path forward.

Marcos is an operator rather than an advisory-only consultant. He works directly with CEOs, CFOs, COOs, boards, investors, and cross-functional leaders to stabilize technology foundations, reduce cybersecurity and operational risk, focus enterprise investments, and lead transformation through execution. His approach combines calm leadership, direct communication, practical judgment, and disciplined follow-through.

Who He Helps

Organizations: Private equity portfolio companies; mid-market enterprises; multi-site operations; organizations managing acquisition integration, rapid growth, transition, or technology leadership gaps.

Industries served: Manufacturing; consumer packaged goods; food manufacturing; distribution; global and regional business services.

Executive Focus Areas

Technology Strategy | Enterprise Transformation | Enterprise Portfolio Management | Operational Excellence | Cybersecurity & Risk | ERP / SAP | AI & Data Strategy | Executive Governance | Digital Transformation | Post-Merger Integration

SANKAKU DIFFERENCE Executive perspective with operator-level accountability: strategy connected to execution, investments connected to outcomes, and technology aligned to enterprise priorities.

SELECTED EXPERIENCE

Representative Executive Engagements

Fermented Food Holdings

Fractional CIO / Head of Technology & Enterprise Portfolio Management | 2026-present

Business context. A private equity-backed food manufacturing platform with a fragmented post-acquisition technology environment and a need for stronger visibility, prioritization, security, and executive ownership.

Leadership mandate. Reposition technology from reactive support into a strategic business capability; stabilize core services; strengthen vendor and cybersecurity governance; establish enterprise portfolio management; and advise the CEO, CFO, COO, board members, and private equity stakeholders.

Representative outcomes. Established the company's first enterprise portfolio framework; launched an Azure-based Commercial Intelligence Platform with an estimated \$150K+ annual impact; sponsored HR automation designed to reduce administrative workload by approximately 25%; and strengthened MFA, password management, security awareness, and operational accountability.

Kyndryl

Director, IBM Software Operations | 2022-2025

Business context. Global software operations supporting an IBM software estate valued at approximately \$1.6B, spanning multiple geographies, complex stakeholder relationships, and significant opportunity for tighter governance and operational efficiency.

Leadership mandate. Direct senior leadership teams across geographies; improve service consistency and operational performance; align technology operations with financial objectives; and redesign governance and processes to identify value opportunities.

Representative outcomes. Identified approximately \$50M in optimization opportunities through governance enhancements, process redesign, and operational efficiency initiatives.

Nestle

Regional Technology & Business Transformation Director, Latin America | 2018-2022

Progressive global leadership roles across Brazil, Switzerland, and the United States | 2005-2017

Business context. A global consumer products enterprise executing ERP-enabled business transformation, operational modernization, and post-merger integration across 21 Latin American markets.

Leadership mandate. Govern a \$50M portfolio of more than 40 strategic initiatives; lead cross-functional transformation across finance, procurement, HR, operations, and technology; execute ERP programs; integrate acquired operations; and establish global change, release, service, and vendor governance.

Representative outcomes. Delivered more than \$200M in business value; achieved approximately 80% consolidation of Nestle Guatemala and Malher within 10 months, enabling an estimated \$10M in annual operating efficiencies; executed ERP transformations in Guatemala, Panama, and Trinidad & Tobago; and sponsored early AI-enabled commercial analytics.

Executive Expertise

CIO Leadership | Private Equity Value Creation | Manufacturing & CPG | ERP / SAP Transformation | Post-Merger Integration | AI & Data Strategy | Cybersecurity & Risk Management | Enterprise Portfolio Governance | Executive Stakeholder Management | Organizational Change Leadership



Executive Leadership Philosophy

Marcos leads with a servant-leadership mindset: understand the organization, create clarity, remove barriers, and enable people to perform. He builds trust through candor, consistency, and respect for the culture already in place. Technology choices are framed as business choices, with explicit ownership, measurable outcomes, and a practical path from decision to adoption.

His operating cadence is deliberate. First, listen and understand the stakeholders, risks, economics, and operational realities. Next, align priorities and define the few initiatives that matter most. Then execute through transparent governance, cross-functional collaboration, and regular measurement. The objective is not simply to complete projects, but to leave stronger leadership practices, clearer accountability, and durable organizational capability.

Representative Career Impact

20+ years in technology and transformation leadership	21 Latin American markets supported in a regional portfolio	\$200M+ business value delivered through enterprise transformation
\$50M strategic transformation portfolio governed	80% operational consolidation achieved within 10 months	\$50M optimization opportunities identified in global operations

Education, Credentials & International Experience

Education. Executive MBA, Washington University in St. Louis (2015); Bachelor of Marketing & Communication, Universidade Anhembí Morumbi, São Paulo, Brazil (2001).

Credentials and methods. Lean Six Sigma Green Belt; ITIL and service-management disciplines; Agile, SAFe, Scrum, and Kanban operating practices; SAP / ERP transformation.

International experience. Leadership roles across Brazil, Switzerland, and the United States; regional transformation responsibility spanning 21 Latin American markets.

Languages. Portuguese (native); English and Spanish (professional); French (working); German (conversational).

Engagement Models

Fractional CIO | Interim Technology Executive | Enterprise Transformation | Enterprise PMO | Technology Due Diligence | Executive Advisory | AI Strategy | Cybersecurity Leadership

Connect



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Helping executive teams transform technology into measurable business outcomes.