

Carlos Denner dos Santos Jr.

Montréal, QC, Canada

+1 438-836-4116 | carlosdenner@gmail.com | datascientech.ca | linkedin.com/in/carlosdenner | ORCID: 0000-0002-1783-7896

Research Metrics — 82 publications | 637 citations | h-index: 10 | 9 PhD supervised | 6 Masters supervised | 0 research projects | 8 awards

Education

Universidade Estadual de Montes Claros

BACHELOR'S DEGREE IN ADMINISTRAÇÃO

1999 – 2002

- Thesis: Concepção do projeto de administração de sistemas de informação da Unimed Montes Claros

Universidade Federal de Minas Gerais

MASTER'S DEGREE IN ADMINISTRAÇÃO

2003 – 2005

- Thesis: ANÁLISE DA SUBSTITUIÇÃO DE UM SOFTWARE PROPRIETÁRIO POR UM SOFTWARE LIVRE SOB A ÓTICA DO TCO (CUSTO TOTAL DE PROPRIEDADE):ESTUDO DE CASO DO SETOR DE PEÇAS AUTOMOBILÍSTICAS

Southern Illinois University Carbondale

PHD IN MANAGEMENT INFORMATION SYSTEMS

2005 – 2009

- Thesis: Open Source Software Projects? Attractiveness, Activeness, and Efficiency as a Path to Software Quality: An Empirical Evaluation of their Relationships and Causes

Université du Québec à Montréal

POST-DOC

2019 – 2020

Universidade Federal de Pernambuco

POST-DOC

2019 – 2019

Universidade de São Paulo

POST-DOC

2009 – 2011

University of Nottingham

POST-DOC

2011 – 2011

Professional Experience

Videns Analytics (now Cofomo)

Montreal, Canada

Jul 2025 – Present

AI EXPERT / CONSULTANT

- Lead AI strategy and implementation projects for enterprise clients
- **Project:** AI Strategy and Roadmap for LGI Healthcare Solutions (LGI Healthcare Solutions (Novacap Portfolio))
 - Identified and prioritized 50+ AI use cases across hospital management systems
 - Developed phased AI implementation roadmap (3 phases)
 - Provided technical architecture recommendations for predictive patient flow optimization
- **Project:** AI Upskilling and Maturity Evaluation (LGI Healthcare Solutions)
 - Created bilingual (French/English) AI training modules on Generative AI fundamentals
 - Facilitated AI maturity assessment using Videns' Lucia platform
 - Delivered executive and technical training on ChatGPT use cases in healthcare
- **Project:** LLM Security Research (Prompt Injection Defense) (Videns Internal R&D)
 - Created 'prompt-injection-security' GitHub repository with defense prototypes
 - Implemented multi-layer defense pipeline (input sanitization, intent verification, output filtering)
 - Developed proof-of-concept LLM Firewall using multi-agent guardrails

Bell Canada

Montreal, Canada

Nov 2021 – 2025

DATA SCIENTIST CONSULTANT

- Data analytics and visualization for 5G migration, IoT, big data (Hadoop, MongoDB), AI for management automation

Jooay App, McGill University

Montreal, Canada

Feb 2020 – Present

Co-PRINCIPAL INVESTIGATOR

- Data analytics and visualization, content management systems for accessibility app

Federal University de Pernambuco

Brazil

Feb 2019 – Present

INFORMATION SYSTEMS JOURNAL

Brazil

Dec 2017 – Dec 2017

Fundação de Empreendimentos Científicos e Tecnológicos

Brazil

Aug 2017 – Present

University of Brasilia

Brazil

Feb 2017 – Present

Programa de Pós-graduação em Administração (PPGA/UnB)

Brazil

Oct 2016 – Oct 2018

Programa de Pós-graduação em Administração (PPGA/UnB)

Brazil

Aug 2016 – Present

Centro de Desenvolvimento Tecnológico

Brazil

Jul 2016 – Dec 2017

Centro de Desenvolvimento Tecnológico

Brazil

Jul 2016 – Sep 2018

JOURNAL OF INTERNET SERVICES AND APPLICATIONS

Brazil

Jun 2016 – Present

Journal of Global Information Technology Management

Brazil

May 2015 – Present

Coordenação de Aperfeiçoamento de Pessoal de Nível Superior

Brazil

May 2015 – Present

Coordenação de Aperfeiçoamento de Pessoal de Nível Superior

Brazil

May 2015 – Jun 2015

Fundação de Apoio à Pesquisa do Distrito Federal

Brazil

Apr 2015 – Present

BAR. Brazilian Administration Review

Brazil

Sep 2014 – Present

Journal of Global Information Technology Management

Brazil

Apr 2014 – Present

Universitat Jaume I

Brazil

Jan 2014 – Feb 2014

RAC. Revista de Administração Contemporânea (Impresso)

Brazil

Aug 2013 – Present

University of Brasilia

Brazil

Aug 2012 – Present

RAM. Revista de Administração Mackenzie (Impresso)

Brazil

Mar 2012 – Present

University of Brasilia

Brazil

Dec 2011 – Present

Behaviour & Information Technology (Print)

Brazil

Sep 2011 – Present

International Journal of Open Source Software and Processes (IJOSSP)

Brazil

Sep 2011 – Sep 2011

University of Sao Paulo

Brazil

Aug 2010 – Jan 2011

Fulbright Comissão para o Intercâmbio entre os Estados Unidos e o Brasil*Brazil*

Mar 2010 – Mar 2015

Revista de Gestão da Tecnologia e Sistemas de Informação (Online)*Brazil*

Oct 2009 – Nov 2009

University of São Paulo*Brazil*

Aug 2009 – Aug 2011

Centro de Tecnologia da Informação Renato Archer*Brazil*

Jul 2009 – Dec 2010

Southern Illinois University Carbondale*Brazil*

Jan 2008 – May 2008

IEEE Transactions on Professional Communication*Brazil*

Feb 2007 – Mar 2007

Fundação de Amparo à Pesquisa do Estado de Minas Gerais*Brazil*

Jun 2005 – Jun 2005

Universidade FUMEC*Brazil*

Aug 2004 – Jul 2005

Bioquímica e Química do Brasil Ltda*Brazil*

May 2004 – Dec 2004

Federal University of Minas Gerais*Brazil*

Mar 2004 – Aug 2005

State University of Montes Claros*Brazil*

Aug 2002 – Feb 2003

Fundação Educacional Montes Claros*Brazil*

Aug 2001 – Feb 2003

Unimed Montes Claros Coop de Trabalho Médico*Brazil*

Mar 1999 – Jan 2003

Selected Publications**JOURNAL ARTICLES****Artificial intelligence governance: Understanding how public organizations implement it**

2025

GOVERNMENT INFORMATION QUARTERLY

Cited 4 times

- Authors: Patricia Gomes Rêgo de Almeida, Carlos Denner dos Santos
- DOI: <https://doi.org/10.1016/j.giq.2024.102003>

First Report of *Ralstonia syzygii* Causing Bacteria Wilt on Eucalyptus in Brazil

2025

PLANT DISEASE

Cited 1 times

- Authors: Rafael Reis de Rezende, Túlio Morgan, Fabíola OCampo Quintero, Carlos Denner dos Santos, Leonardo S. S. Oliveira, Reginaldo Gonçalves Máfia, Gabriel Dehon Sampaio Peçanha Rezende, Poliane Alfenas-Zerb...
- DOI: <https://doi.org/10.1094/pdis-10-24-2229-pdn>

Gamification strategies that promote leisure participation in children and youth with disabilities

2025

DISABILITY AND REHABILITATION ASSISTIVE TECHNOLOGY

- Authors: Ebrahim Mahmoudi, Mehrnoosh Movahed, Annette Majnemer, Carlos Denner dos Santos, Gillian Backlin, Alexandre Siou, Stephanie Glegg, Lesley Pritchard, Janet McCabe, Keiko Shikako-Thomas
- DOI: <https://doi.org/10.1080/17483107.2025.2529508>

Gamification in Mobile Apps for Children With Disabilities: Scoping Review

2024

JMIR SERIOUS GAMES

Cited 16 times

- Authors: Ebrahim Mahmoudi, Paul Yejong Yoo, Ananya Chandra, Roberta Cardoso, Carlos Denner dos Santos, Annette Majnemer, Keiko Shikako-Thomas
- DOI: <https://doi.org/10.2196/49029>

The Over-Concentration of Innovation and Firm-Specific Knowledge in the Artificial Intelligence Industry

2024

JOURNAL OF THE KNOWLEDGE ECONOMY

- Authors: Pedro Jácome de Moura, Carlos Denner dos Santos, Carlo Gabriel Porto Bellini, José Jorge Lima Dias
- DOI: <https://doi.org/10.1007/s13132-024-01974-1>

Cited 2 times

Ensinando estratégia empresarial usando jogos sérios na graduação: estado atual e potencialidades futuras

2024

GESTÃO ORG

- Authors: Luiz Felipe Pimenta de Araújo, Carlos Denner dos Santos, Isabela Neves Ferraz, Pablo Peron de Paula
- DOI: <https://doi.org/10.51359/1679-1827.2023.256871>

Cited 1 times

VULNERABILIDADE INICIAL PÓS-INCUBAÇÃO: PREVENDO A SOBREVIVÊNCIA

2024

ORGANIZACIONAL COM APRENDIZAGEM DE MÁQUINA

REVISTA GESTÃO E DESENVOLVIMENTO

- Authors: Pablo Peron de Paula, Carlos Denner dos Santos
- DOI: <https://doi.org/10.25112/rgd.v21i1.3250>

Como Promover a Colaboração em Plataformas de Dados Abertos?

2024

REVISTA DE CIÊNCIAS DA ADMINISTRAÇÃO

- Authors: Dyego Alves da Silva, Carlos Denner dos Santos, Isabela Neves Ferraz
- DOI: <https://doi.org/10.5007/2175-8077.2024.e76382>

Organizational Survival of Technology-Based Companies after Incubation: A Qualitative Comparative Explanation

2023

REVIEW OF BUSINESS MANAGEMENT

- Authors: Pablo Peron de Paula, Carlos Denner dos Santos, Felipe Fróes Couto
- DOI: <https://doi.org/10.7819/rbgn.v25i4.4247>

Crowdfunding for Entrepreneurial Education

2022

INTERNATIONAL JOURNAL OF INFORMATION AND COMMUNICATION TECHNOLOGY EDUCATION

Cited 2 times

- Authors: Carlos Denner dos Santos, Marina Moreira, Amanda Panis, Dyego Alves
- DOI: <https://doi.org/10.4018/ijicte.315762>

TRANSFORMATION OF FREE AND OPEN SOURCE SOFTWARE DEVELOPMENT PROJECTS: GOVERNANCE BETWEEN THE CATHEDRAL AND BAZAAR

2022

REVISTA DE ADMINISTRAÇÃO DE EMPRESAS

Cited 3 times

- Authors: Isabela Neves Ferraz, Carlos Denner dos Santos
- DOI: <https://doi.org/10.1590/s0034-759020220104>

The diffusion of innovations under normative induction in Brazil

2022

RAUSP MANAGEMENT JOURNAL

Cited 1 times

- Authors: Gustavo de Freitas Alves, Carlos Denner dos Santos
- DOI: <https://doi.org/10.1108/rausp-10-2020-0250>

Artificial Intelligence Regulation: a framework for governance

2021

ETHICS AND INFORMATION TECHNOLOGY

Cited 245 times

- Authors: Patricia Gomes Rêgo de Almeida, Carlos Denner dos Santos, Josivânia Silva Farias
- DOI: <https://doi.org/10.1007/s10676-021-09593-z>

Organization of Free and Open Source Software Projects: In-between the Community and Traditional Governance

2021

BRAZILIAN BUSINESS REVIEW

Cited 9 times

- Authors: Isabela Neves Ferraz, Carlos Denner dos Santos
- DOI: <https://doi.org/10.15728/bbr.2021.18.3.6>

Gestão de riscos no setor público: revisão bibliométrica e proposta de agenda de pesquisa

2021

REVISTA DO SERVIÇO PÚBLICO

Cited 6 times

- Authors: Dyego Alves da Silva, JEOVAN ASSIS DA SILVA, Gustavo de Freitas Alves, Carlos Denner dos Santos
- DOI: <https://doi.org/10.21874/rsp.v72.i4.3991>

Changes in Use of a Leisure Activity Mobile App for Children With Disabilities During the COVID-19 Pandemic: Retrospective Study

2021

JMIR PEDIATRICS AND PARENTING

Cited 6 times

- Authors: Paul Yejong Yoo, Mehrnoosh Movahed, Ishana Rue, Carlos Denner dos Santos, Annette Majnemer, Keiko Shikako-Thomas
- DOI: <https://doi.org/10.2196/32274>

GRUPO FOCAL: APLICAÇÕES NA PESQUISA NACIONAL EM ADMINISTRAÇÃO

2021

DIALNET (UNIVERSIDAD DE LA RIOJA)

Cited 5 times

- Authors: Anna Carolina Mendonça Lemos Ribeiro, Gisela Demo, Carlos Denner dos Santos

- Authors: Carlos Denner dos Santos, Mário A. R. Dantas, Rogério Atem de Carvalho, Hélio Lemes Costa Júnior, Letícia Almeida Amaral

Isso não é uma pirâmide: revisando o modelo clássico de dado, informação, conhecimento e sabedoria

2020

CIÊNCIA DA INFORMAÇÃO

Cited 1 times

- Authors: Anna Carolina Mendonça Lemos Ribeiro, Carlos Denner dos Santos
- DOI: <https://doi.org/10.18225/ci.inf.v49i2.5066>

Bucking the Trend: An Agentive Perspective of Managerial Influence on Blog's Attractiveness

2020

PROCEEDINGS OF THE ... ANNUAL HAWAII INTERNATIONAL CONFERENCE ON SYSTEM SCIENCES/PROCEEDINGS OF THE ANNUAL

HAWAII INTERNATIONAL CONFERENCE ON SYSTEM SCIENCES

- Authors: Carlos Denner dos Santos, Isac de Castro, Silvia Satiko Onoyama, Marina Figueiredo Moreira
- DOI: <https://doi.org/10.24251/hicss.2020.341>

CONFERENCE PAPERS**Unlocking New Frontiers: The Versatile Potential of the Brazilian Multipurpose Reactor**

2025

ARXIV (CORNELL UNIVERSITY)

- Authors: Luiz P. de Oliveira, Alexandre P. S. Souza, Carlos Denner dos Santos, Iberê R. S. Júnior, Bárbara Silva, Marco Antônio Pereira, Frederico A. Genezini, J.A. Perrotta
- DOI: <https://doi.org/10.48550/arxiv.2510.10657>

Gamification in Mobile Apps for Children With Disabilities: Scoping Review (Preprint)

2023

- Authors: Ebrahim Mahmoudi, Paul Yejong Yoo, Ananya Chandra, Roberta Cardoso, Carlos Denner dos Santos, Annette Majnemer, Keiko Shikako-Thomas
- DOI: <https://doi.org/10.2196/preprints.49029>

Review of: "Artificial Intelligence and Organizational Change"

2023

- Authors: Carlos Denner dos Santos
- DOI: <https://doi.org/10.32388/5se6l0>

ICT Governance Performance Implications in Higher Education: A Systematic Review of the Literature

2022

Cited 4 times

- Authors: Ali Etkkali, Poba-Nzou Placide, Carlos Denner dos Santos
- DOI: <https://doi.org/10.1109/icencos55801.2022.10032465>

The influence of sponsors on organizational structure of free software communities

2022

ARXIV (CORNELL UNIVERSITY)

- Authors: Daniel Esashika, Carlos Denner dos Santos
- DOI: <https://doi.org/10.48550/arxiv.2007.02426>

Individual Factors that Influence Effort and Contributions on Wikipedia

2022

ARXIV (CORNELL UNIVERSITY)

- Authors: Luiz Fernando Silva Pinto, Carlos Denner dos Santos, Silvia Satiko Onoyama
- DOI: <https://doi.org/10.48550/arxiv.2007.07333>

Home Advantage in the Brazilian Elite Football: Verifying managers' capacity to outperform their disadvantage

2022

ARXIV (CORNELL UNIVERSITY)

- Authors: Carlos Denner dos Santos, Jessica Alves
- DOI: <https://doi.org/10.48550/arxiv.2007.12255>

Bucking the Trend: An Agentive Perspective of Managerial Influence on Blogs

2022

Attractiveness

ARXIV (CORNELL UNIVERSITY)

- Authors: Carlos Denner dos Santos, Isadora Castro, George Kuk, Silvia Satiko Onoyama, Marina Figueiredo Moreira
- DOI: <https://doi.org/10.48550/arxiv.2006.16944>

Changes in Use of a Leisure Activity Mobile App for Children With Disabilities During the COVID-19 Pandemic: Retrospective Study (Preprint)

2021

- Authors: Paul Yejong Yoo, Mehrnoosh Movahed, Ishana Rue, Carlos Denner dos Santos, Annette Majnemer, Keiko Shikako-Thomas
- DOI: <https://doi.org/10.2196/preprints.32274>

This is not a pyramid: revising the data, information, knowledge and wisdom classical model

2020

Cited 1 times

- Authors: Anna Carolina Mendonça Lemos Ribeiro, Carlos Denner dos Santos
- DOI: <https://doi.org/10.21452/1518-83532020006>

Bucking the Trend: An Agentive Perspective of Managerial Influence on Blogs

Attractiveness

ARXIV (CORNELL UNIVERSITY)

- Authors: Carlos Denner dos Santos, Isadora Castro, George Kuk, Silvia Satiko Onoyama, Marina Figueiredo Moreira

Home Advantage in the Brazilian Elite Football: Verifying managers' capacity to outperform their disadvantage

2020

ARXIV (CORNELL UNIVERSITY)

- Authors: Carlos Denner dos Santos, Jessica Alves

No data? No problem! A Search-based Recommendation System with ColdStarts

2020

ARXIV (CORNELL UNIVERSITY)

- Authors: Pedro M. Gardete, Carlos Denner dos Santos
- DOI: <https://doi.org/10.48550/arxiv.2010.03455>

The influence of sponsors on organizational structure of free software communities

2020

ARXIV (CORNELL UNIVERSITY)

- Authors: Daniel Esashika, Carlos Denner dos Santos
- DOI: <https://doi.org/10.48550/arxiv.2007.02426>

Editorial

2014

REVISTA ELETRÔNICA DE SISTEMAS DE INFORMAÇÃO

- Authors: Carlos Denner dos Santos
- DOI: <https://doi.org/10.21529/resi.2014.1302000>

Editorial

2014

REVISTA ELETRÔNICA DE SISTEMAS DE INFORMAÇÃO

- Authors: Carlos Denner dos Santos
- DOI: <https://doi.org/10.5329/resi.2014.1302000>

BOOK CHAPTERS

The Relevance of Simons' Levers of Control Model on Individual Performance

2025

LECTURE NOTES IN NETWORKS AND SYSTEMS

- Authors: Rosane Moura Aguiar, Carla Campos, Carlos Denner dos Santos
- DOI: https://doi.org/10.1007/978-3-032-00701-8_3

Automação e mercado de trabalho: análise da literatura e evidências empíricas

2024

IPEA eBooks

- Authors: Anna Carolina M. L. Ribeiro, Pedro Cavalcanti Ferreira, Carlos Denner dos Santos
- DOI: <https://doi.org/10.38116/9786556350660cap7>

Open Innovation in the Public Sector

2018

SPRINGER PROCEEDINGS IN COMPLEXITY

- Authors: Leonardo Ferreira de Oliveira, Carlos Denner dos Santos

• DOI: https://doi.org/10.1007/978-3-319-96661-8_4

Apache Sustained Competitive Advantage in the Web Server Industry

2011

IGI GLOBAL eBooks

- Authors: Carlos Denner dos Santos, Márcio Augusto Gonçalves, Fábio Kon
- DOI: <https://doi.org/10.4018/978-1-61350-519-9.ch013>

PhD Supervisions

In Progress

Masters Supervisions

In Progress

Awards & Honors

- 2009 **Bolsa de Estudo para Projeto de Pesquisa (3 meses)**
- 2009 **Bolsa FAPESP para realização de Pós-doutorado (24 meses)**
- 2008 **Bolsa de Estudos para Projeto de Pesquisa (3 meses)**
- 2007 **John M. Fohr Memorial Scholarship for Management**
- 2005 **Bolsa de Estudos de Doutorado**
- 2003 **Bolsa de Estudos de Mestrado (24 meses)**
- 2002 **Professor Homenageado (Turma de Processamento de Dados)**
- 2001 **Administração de Redes Linux - Certificado**