

# Success with. humility

With more than 20 years' experience in the petroleum market, and some stays with companies in other industries, Rosângela Nucara, Global Industries' communications and marketing manager for Latin America is a global professional. She joined the petroleum industry on the occasion of the 17th World Petroleum Congress in Brazil in 2002. by Cassiano Viana



"I WAS BORN IN RIO DE JANEIRO, and like most Italian immigrants, in Santa Teresa. I have dual nationality, but I am very proud to be Brazilian, and that is not because Brazil is in fashion", states this carioca, who today lives in Leblon. "I have always lived in Rio, although I have travelled a lot for work and to study."

Rosângela is the eldest of three children: Rosanna, the youngest, is a systems analyst, and Francesco is a manager of Baker. "He didn't enter the oil and gas industry on account of me, and he has no regrets", states the proud sister.

Her first degree was in literature. She studied in the Universidade Federal do Rio de Janeiro (UFRJ) and the Universidade Estadual do Rio de Janeiro (UERJ). "My passion has always been languages, and I speak five of them, including Portuguese. My fascination with other cultures always led me to study languages."

In 1998, she did her MBA in Marketing at the Getúlio Vargas Foundation (FGV). Working with communications over the years, she participated in several specialization courses. "Although I am not a journalist, I have always been fascinated with our own language. I love writing and I admire the journalism profession", she comments. "Communication is so broad and powerful that it can transform many situations if used properly. Unfortunately, many neither recognize nor know how to use this resource."

Rosângela points out that not all of her career has been in the petroleum market. Her first job was in the Norwegian company, Uni-tor Ships Services, where she spent three years in the commercial department. "Afterwards, I went to a holding company of three enterprises: Delba Marítima, Delba Baiana and Aeróleo. I stayed there many years, working in several different areas, until I had my first

child, when I decided to take a break and pursue some personal projects."

Two years later, she was back in the marketplace, with a company of the group Telecom Itália. Three years later, she had the opportunity to work in the organization of the World Petroleum Congress (WPC) in Brazil and left her job for the two-year project.

### Petroleum school

"The WPC was my school", she points out. The 17th edition of the WPC was the biggest event of its kind ever held in Brazil. Rio de Janeiro had won the bid to hold the event in 2002, coordinated by the Brazilian Oil, Gas and Biofuels Institute (IBP). "Thus, in the beginning of 2000, a group was formed to manage the project for two years, for which I had been invited for the position of manager of communications and marketing."

Rosângela remembers being interviewed for the position by the project manager at the time, Milton Costa Filho, today at Petrobras in Mexico. "When he interviewed me, he asked me if I was prepared to completely dedicate myself for two years", she recalls. "At the time, my friends thought that I must have been crazy to give up a fixed job for a mere two year project that would be extremely fast-paced and demanding. But I was enamored by learning opportunities the position would bring me."

According to Rosângela, the WPC project in Brazil included developing all the communications and marketing tools imaginable: from press releases to crisis management, media trainings, digital communications resources, publicity, and much travel and organization of events abroad.

"Wherever there was an oil and gas event in the world, there we went to publicize ours, looking for partnerships, building alliances", she recounts. "The backup from the IBP was fundamental, because the event happened in parallel with Rio Oil & Gas", she states. "Our team was well-prepared, which was paramount to the success of the event. We were all decommissioned upon con-



cluding the project, but we keep in contact today and I made great friends from that team."

"After the WPC, I participated in another very interesting project from the Ministry of Science and Technology, via the Gênesis Incubator at PUC", she recalls. The Ministry, via incentive funds, had a partnership with PUC to give support to new companies in the oil and gas industry that were spin-offs of university projects. The Gênesis Institute gave support by supplying consultants, the corporate entity, market study, positioning, publicity, business planning and legal advice "I worked for three years on that project, mostly giving support to Pipeway, preparing it to go to market. Today I am very happy to see that the company already has clients abroad."

### New paths

Afterwards came Gaia, a company that had no communi-

cations department and whose main concern at the time was developing and implementing its Customer Relationship Management (CRM). "Actually, everything had to be developed: the website, institutional communications, etc. There I had to return to the commercial area and I decided it was time to take up new paths. That was when Global invited me", she recalls.

Since June 2009, she has been the manager of communications and marketing for Global Industries Latin America. Besides managing the offices here in Brazil, she also manages the area in Mexico, where Global has an operational base and two offices, one in Mexico City and the other in Carmen. "Since the Latin American division is new in the group, and there is an integration strategy for the region, there is a lot of work ahead" she explains. "The teams are very good and the marketing vice-president is very active and filled with ideas, but there are still many challenges. These are two different peoples, two different cultures, and the petroleum industry also has its own culture."

According to Rosângela, it is fundamental to plan her work from the very beginning to integrate the external and internal communications while maintaining the specific characteristics of each country. "Furthermore, although we do not have offices in other Latin American countries, we have all the infrastructure and capacity to take on projects in any of these countries. That is why we monitor and research these markets, which involves a lot of work from the marketing areas", she points out. "This alone is much work, since

it involves so much planning, analysis. It is not just ready."

Speaking of which, the offices in Brazil are also new. Global Industries has been present in the Brazilian market for only two years, although the company has been international for more than 35 years. "When I was invited to develop the communications area for the company here in Brazil, I was quite motivated, since I already knew the company and knew there would be much work ahead – generally I am not interested when things have already been set up and it is just a question of following up", she admits.

After two years at the head of her area, it is now possible to reap the benefits of some seeds that had been sewn. "The company is being recognized in the market and, much more than its advertising campaigns, it has been due to its dedication to client satisfaction", she states. "This is truly a value for the company. And in order to make it happen, the areas must work together, such as HR, Quality, and of course, the Communications area, with the support of the upper management of the company", she observes. "We aim to be agents for transformation so that the operational people bring this value more and more to their day-to-day: 'Everyday I do my best.' This is one of our values".

### Intangible assets

According to this executive the real difference between



companies is not in their tangible assets. "Many may have vessels, technology, but their differential lies with its people are the companies that have the best chances of getting ahead in the market. I am quite sure that the professionals at Global are always giving the best of themselves, but we still have to work on time management, because projects can get crazy, things can happen suddenly."

Her day can be a hurricane. Besides all her other responsibilities, Rosângela still has to dedicate special attention to the tasks that are inherent to her area: institutional relations, press agents, developing marketing actions items, internal communications, organizing events, etc. "I am the institutional representative of Global Industries before the market institutions, such as the IBP and the National Organization for the Petroleum Industry. Besides this, I am part of the consulting committee of Rio Voluntário."

A hint for anyone entering the business? "When starting a career, you really have

to study, specialize, be good in exactly that which you do. But once that is done, I think it is more important to be humble, friendly and sincere. Always be the same person, treat everyone equally, regardless of their position. What comes around, goes around, and one day you might be on top, the next day on the bottom", she advises. "maybe that is why I have great friends in the market, of all ages and in various positions. I treat everyone with the same respect; it is a shame there is so little time to meet with everyone. Life is always on the run. There were some examples of people that inspired me: great executives in the oil industry that were humble and successful. I think that is the great secret.

That said, sometimes short courses with experts can be much more valuable than many MBAs and degree programs. "... what you learn from your elders, also. The oil industry is becoming more and more saturated with young professionals with master's degrees and doctorates, but nothing compares to the experience of those who started this industry here in Brazil and in the world. I learned a lot from these people."

Free time? "What I most like to do with my free time is be with my family, at home, or on nature trips. Walking on the beach, climbing the rock at Arpoador... I also love reading, seeing films, being with friends – although I don't see them as much as I'd like." ■

# T&B Petroleum Newsletter

Every week, on your computer screen, the news from the shipbuilding and offshore industry. Subscribe at [www.tbpetroleum.com.br](http://www.tbpetroleum.com.br)