

# Leonardo Menezes de Souza

UX/UI Designer | Digital Transformation | Public Sector Systems

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## SUMMARY

UX/UI and Digital Product Strategist with 15+ years leading user-centered innovations in public sector systems, justice tech, and critical digital services. Experienced in delivering high-impact solutions with a focus on usability, accessibility, and agile methodologies. Proven ability to translate complex requirements into intuitive digital experiences.

**Core competencies:** UX/UI Design | User Research | Human-Centered Design | Design Systems | Accessibility | Agile & Scrum | Public Sector Platforms | Prototyping & Wireframing | Digital Inclusion | Design Thinking | Product Strategy.

### Tools & Technologies:

- Design: Figma, Adobe XD, Sketch, InVision, Axure
- Prototyping & Testing: Maze, Marvel, UsabilityHub
- Research & Analytics: Hotjar, Google Analytics, Microsoft Clarity, Mixpanel
- Dev Handoff & Components: Zeplin, Storybook
- Frontend Notions: HTML, CSS, JavaScript (basic reading and developer collaboration)
- Methodologies: Design Thinking, Lean UX, Scrum, Kanban

## EXPERIENCE

### Advisor (CAGE / Executive Office)

07/2024 – Present

RS State, Brazil

#### Secretaria da Fazenda do RS



State Treasury of Rio Grande do Sul, responsible for fiscal management and tax administration.

- Led the PMO for the Profisco II Program in partnership with the Inter-American Development Bank (IDB).
- Designed and implemented value-based management frameworks, OKRs, and governance processes.
- Developed and launched an executive PMO Portal featuring user-centered design dashboards and a knowledge base.
- Mentored government teams in agile portfolio management, standardizing practices (~\$1.4M in efficiency gains through process optimization and reduced project overruns).
- Key Impact: Strengthened public service delivery and digital capabilities through human-centered systems and evidence-based management.

### Strategy Advisor / Group Product Manager

05/2021 - 02/2024

Porto Alegre, Brazil

#### Unimed



Largest healthcare cooperative in Southern Brazil (695k members; \$3.2B revenue).

- Reported to CEO/Board, advising on strategy and market positioning.
- Designed and implemented corporate OKR & KPI frameworks.
- Launched 4 digital health platforms applying UX best practices, improving accessibility and usability for 600k+ members, one representing 5% of total revenue (~\$16M).
- Applied user research, prototyping (Figma), and stakeholder alignment to drive adoption and satisfaction (NPS ↑ 6%). Increased EBITDA by 22% (~\$70.4M impact), reduced app churn by 15% (~\$45M savings).
- Key Impact: Boosted financial performance and customer satisfaction, positioning Unimed Porto Alegre as an industry innovator.

## Product Strategist

05/2018 - 05/2021

Brazil

Sicredi

Brazil's first cooperative financial institution (6.4M+ members, \$263B assets).

- Defined product strategy and lifecycle management (discovery → delivery).
- Released 15+ digital products; increased adoption of Woop Digital Bank App by 25% (~\$50M revenue).
- Contributed as board advisor in transformation planning and change management, applying UX research, flow optimization, and agile delivery. Supported compliance and accessibility in fintech context.
- Evaluator in Inovar Juntos Innovation Program (PUC).
- Key Impact: Expanded Sicredi's digital portfolio while strengthening product management maturity.

## PMO Manager & Agile Leader

05/2015 - 05/2018

Global

HSBC & Bradesco

One of the world's largest banks (60+ countries, \$2.9T assets) / Brazil's largest private bank (\$1.7T assets; 36M+ clients).

- Directed PMO for Banquo Program, HSBC → Bradesco migration; transitioned (\$3B migration) accounts with 0 data loss.
- Ensured seamless migration with FATCA compliance and client retention;
- Increased private banking portfolio by 30%.
- Co-led the launch of Banco Digital Next; Collaborated with cross-functional squads in agile delivery; Reduced service time by 20% through design optimization and user flow redesign.
- Co-founded Agile Community @ InovaBra, scaling Agile across 2k+ professionals.
- Key Impact: Delivered strategic digital transformation and embedded agile culture in a top-tier bank.

## Program & PMO Manager

10/2009 - 04/2015

Latin America

Huawei

Global ICT leader (170+ countries; \$90B+ revenue).

- Led PMO War Room; mentored 30+ PMs, managed 20+ subcontracted teams.
- Delivered turnkey telecom programs for major operators (Vivo, Claro, Oi, TIM). Managed digital rollout for critical infra; applied UX/UI principles in configuring user-facing monitoring dashboards for telecom systems.
- Reduced SLA from 382 to 62 days by implementing a proprietary TO-BE process model, adopted globally (~\$120M in efficiency gains).
- Managed Brazil's first 4G station (2012) and FIFA World Cup 2014 telecom rollout.
- Key Impact: Awarded as Global Excellent PM (2012, 2013 and 2014) for operational efficiency at scale.

## EDUCATION

MSc, Business Management (Innovation & Sustainability) - Unisinos, 2022

Postgraduate, Cooperative Financial Institutions Management - Escoop, 2021

MBA, Digital Product Leadership - TERA, 2019

MBA, Project Management - FGV, 2012

BSc, Business Administration - Unicruz, 2009

## TRAINING / COURSES

AI Agent Manager Program - NoCodeStartup, 2025

Product Management - PM3, 2021

Next frontier – AI & Data - JoinIA, 2023

UX Research & Product Discovery - PM3, 2021

## LANGUAGES

English: Fluent

Portuguese: Native

Chinese: Beginner

## CERTIFICATIONS

CPA-10 | CPA-20 | PMP® | CSM® | SFC® | PMO-CP® | CAC® | SAFe SSM® | VMP®