Leonardo Menezes de Souza

Strategy | Product Management | Digital Innovation

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SUMMARY

Product Lead with 15+ years uncovering product needs, aligning stakeholders, and guiding delivery from discovery to implementation. I translate user and business objectives into requirements and roadmaps, balancing time/scope/budget constraints, and build shared understanding across designers, engineers, and client teams. Strong technical writing and documentation (user stories, acceptance criteria, flows, APIs), deep appreciation for user experience, and hands-on problem-solving in fast-paced, collaborative environments.

Core competencies: Strategy & Innovation | Digital Transformation | Governance & Portfolio Management | Product Management | OKRs & Value-Based Management | PMO & VMO | Agile & SAFe | Executive Leadership | Global Team Development | Corporate Venture & Startup Mentoring.

Tools: Jira/Confluence | Miro | Figma | Power BI/Looker | Adv. Excel/PowerPoint | Postman/Swagger | SQL | n8n.

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.
- Helped define product vision and user objectives for digital fiscal services; aligned stakeholders (Policy, Tech, Ops) and translated objectives into clear requirements and acceptance criteria.
- Facilitated scope management and feature prioritization under budget/time constraints; built a shared understanding through roadmaps, flow diagrams and technical writing.
- Developed and launched an executive PMO Portal featuring real-time dashboards and knowledge base.
- Mentored government teams in portfolio management, standardizing practices *(~$1.4M in efficiency gains through process optimization and reduced project overruns)*.
- Key Impact: Modernizing fiscal management and strengthening governance practices at state level.

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. Built a strategic product roadmap aligned to objectives; kept a living backlog with user stories, acceptance criteria and non-functional requirements.
- Launched 4 new digital products, one representing 5% of total revenue *(~$16M)*.
- Increased EBITDA by 22% *(~$70.4M impact)*, improved NPS by 6%, 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).
- led discovery to uncovering core user needs; built shared understanding via personas, flows and API specs; delivered MVP (Web/iOS/Android) under strict constraints with measurable outcomes.
- 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.
- 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%.
- Established documentation standards and technical writing templates to improve clarity, onboarding and stakeholder understanding.
- Spearheaded the launch of Banco Digital Next; Reduced service time by 20%.
- 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.
- Mapped data flows and interfaces to remove constraints and accelerate implementation; turned process insights into clear requirements for engineering teams.
- Delivered turnkey telecom programs for major operators (Vivo, Claro, Oi, TIM).
- 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

Next frontier – AI & Data - JoinIA, 2023

Innovating in Healthcare - Harvard School of Public Health, 2023

Product Management - PM3, 2021

Product Discovery - PM3, 2021

Future-oriented teams - Aerolito, 2020

LANGUAGES

English: Fluent   **Portuguese:** Native   **Chinese:** Beginner

CERTIFICATIONS

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