
Claudio Garcia Costa Carvalho

New York/NY

+1 917 400 2183

cg3787@nyu.edu

www.linkedin.com/in/cgcc74/

Global Strategy, Transformation, and General Management Executive with over 25 years of relevant experience in leadership positions in professional services, financial, media, and entertainment industries.

PROFESSIONAL EXPERIENCE

OUTTHINKER STRATEGY NETWORK (January/2022- current)

President - New York, USA

- Responsible for operating the most prominent peer network of Chief strategy officers of global organizations.
- Focus on improving the members' experience and expanding the business in Europe and Latin America.
- Launched a new network focused on Innovation Executives.
- Launched Internal peer networks for organizations looking for learning models that accelerate connectivity and mutual learning among its workforces.

NEW YORK UNIVERSITY (NYU) (2020- current)

Adjunct Assistant Professor

- Teach graduate students business strategy, global management, and international human resource management.

PONTO CARE (April/2020 – January/2022)

Co-Founder and Chief Operating Officer - New York, USA

- Launched a tech-enabled service that brings complex Medical Exams to the patient's place of choice. The company aimed to address a significant gap in the health system. Millions of patients with chronic conditions have convenience and mobility challenges to do regular exams that would avoid worsening their conditions. The business enabled the collection of adequate data that allows the expansion of telemedicine – which is limited today by the lack of proper patient information.
- Responsible for the design, implementation, and management of Ponto Care Operations
- Accountable for the fund-raising rounds and prospecting of investors

LHH/DBM (February/2006 – March/2020)

Executive Vice-President Strategy and Corporate Development– LHH (December/14 – March 2020) –New York, USA

Lee Hecht Harrison (LHH) is a global professional services organization in the Human Capital industry operating in more than 60 countries, supporting more than 8 thousand companies and 350 thousand individuals every year with career continuity, Coaching, Talent and Leadership Development, and transformation consultancy, and in the context of transformation. Career Opportunity is still a significant economic challenge for individuals around the world, and the longer the gap between a termination and a new job, the more intricate it becomes for households to stabilize economically and return to the labor force.

- Member of the Global Executive Team, accountable for the development, execution, and monitoring of the global corporate strategy for the organization - focus on the growth of the organization both organically and through acquisitions and its impact in each of the 64 countries it operates:
 - Led the Global Transformation Office – Focus on implementing eight large foundational projects with global impact for the organization.
 - Managed 28 affiliates – Licensed partners operating under the LHH brand, in key countries around the world, which allowed coverage of contracts for LHH's global clients.
 - LHH has grown 50 % in this period, being able to achieve the highest Operating efficiency in the industry
 - Responsible for Acquisitions and partnership opportunities in the Human Capital Space:
 - Mapped over 250 potential partners/acquisitions from early-stage startups to consolidated companies.
 - Six acquisitions were executed in the period – 5 with a geographical focus and one with a global, scalable solution focus. Co-managed the integrations as a member of the steering committees for each of them
 - Served as executive sponsor of major global accounts. Executive sponsors are members of the Executive Committee accountable for enabling deal teams with the right resources for successful relationships with large clients and as “the last resort” for the client when addressing unexpected situations.
 - Responsible for the Practice and Solutions Development Teams for the development, innovation, and sales of the Global Solutions portfolio to address the workforce transformation and People Management needs of LHH clients. As part of this specific role:
 - Re-designed the Career Transition Business Model (from Outplacement to Active Placement) – through a change in the operational design, leveraged by Machine Learning and Data Analytics. LHH has significantly outpaced the competition, increasing 5-8% market share year over year in key geographies, increasing LHH candidates' efficiency in career mobility.
 - Responsible for implementing the Talent management and Leadership growth strategy - Designed and Executed the Talent management and Leadership Development growth plan for LHH. Launched twelve new solutions in five years, integrating New digital platforms into the experience provided. The Global Talent and Leadership Development business unit has grown over 10% year over year in the first two years of the initiative
 - All initiatives were strongly dependent on influencing and managing the relationship with many different areas of the organization, from Sales, Finance, and Legal to Technology
 - Implemented LHH Transformation Insights -the Company's Thought Leadership and Research Initiative

EVP, President Latin America – LHH (September/11 –November /2014) – Sao Paulo, Brazil

- Member of the Global Executive Team, full P&L responsibility for the Latin-America Operations, including Brazil (which was the third-largest LHH operation worldwide) and 14 other countries
- During my six-year tenure (including the previous three years at DBM), the Brazilian operation grew by approximately 150% in revenue in local currency, impacting more than 50,000 individuals with career continuation, training, and development.
- Managed the merger process (legally and operationally) between LHH and DBM for Latin America. Even in the context of a merger, the business grew 24%, and the profitability grew 22% Year over Year
- Personally involved in all major regional deals (above US\$ 2 MM).

President Latin America (April/08 – August/11) and Global Head of the Talent Management Business (January/10 – August /11) – DBM – Sao Paulo, Brazil

DBM was a global Career Transition and Talent Development Company acquired by LHH in 2011.

- Member of the Global Executive Team, full P&L responsibility of 11 countries in Latin America - The growth of Brazilian operation made the country the 2nd largest operation worldwide at DBM, impacting more than fifteen thousand individuals annually.
- Also responsible for the deployment of the successful implementation of the Talent Management Business in Brazil and Latin America to other DBM operations around the world
- Greenfield implementation of the Talent Development business line in South America. In Brazil, after six years, this line of business represented approximately 35% of the total revenue

- Team member of the Executive group (with the Private Equity owner of DBM) responsible for preparing and offering DBM to potential buyers, coordinated by Goldman Sachs.
- Developed a new brand and business line (CTS) to attend non-executive levels, a segment not fully developed in Brazil by then. In 3 years, CTS represented 10% of the revenue of the local operation with Annual growth of around 54%
- Coordinated the restructuring of the operation of the business, which resulted in an increase of 24% in the profitability

Sales and Marketing Director (March /06 - April/08) – Sao Paulo, Brazil

- Hired to develop and execute the go-to-market strategy of the operation in Brazil and support the brand's repositioning to be recognized as a Talent Development Company. Until then, the company was managed by the founder and owner (operating as an affiliate of DBM Inc.), whose revenues were heavily based on her personal reputation. After the acquisition by DBM Inc., it was necessary to restructure the business to keep the same level of revenue and reduce the founder's association with the brand.
- Established consulting solutions to support organizations in complex changes (merger, restructuring, acquisitions)

HEDGING-GRIFFO (Current Credit Suisse) (January/2005 -February/2006) – Sao Paulo, Brazil

Head of Marketing

- Restructured customer experience for the three Business Units (Private banking, Asset Management, and Brokerage). This action created opportunities to increase the relationship with selected customers and subsequently increased assets under management. (61% in a moment of a local downturn in the local financial market)

JCTM MARKETING INDUSTRIAL (July/2003 – January/2005) – Sao Paulo, Brazil

Consultant

- Client Lead in Industrial marketing projects (B2B Marketing) in multinationals and relevant national companies for one of the most relevant Brazilian consulting companies

HOPI HARI S/A (December/2001 – June/2003) – Vinhedo, Brazil

General Sales Manager

- Responsible for pre-sales efforts of the biggest Brazilian theme park, leading a sales team of 150 people, generating attendance of 1, 5 million and revenues of US\$ 30 million

REDE GAZETA DE COMUNICAÇÃO (August/2000 – December/2001) – Vitoria, Brazil

Commercial Manager –Circulation

- Established the new commercial and customer relationship practices for the two major regional newspaper in the state of Espírito Santo/Brazil, with revenues of US\$ 35 MM

Financial Planning Coordinator

- Responsible for analysis and implementation of the company operational restructuring, consisting of:
 - Business portfolio analysis resulting in the sales of two regional radios and one broadcast operation of the Corporation (originally, it owned four broadcast television stations, six radios, and 2 newspapers)
 - The design and implementation of a shared services area to the group and all related systems (ERP and Production Management), increasing corporate services efficiency and quality of managerial information
 - Revised the group's Commercial efforts, resulting in an improved commercial and client support structure.
 - Implemented the company's budget process and business performance analysis for all business units.

PLAYCENTER S/A (February/1998 – August/2000) – Sao Paulo, Brazil

Deputy General Manager

- Full P&L responsibility - Management of 28 million dollars in Revenues of a Business unit with costs estimated at 20 million dollars a year, leading a team of 160 professionals

Performance Coordinator

- Developed analysis and interventions to implement operational improvements in the business: The main achievement was the improvement of client experience through actions to reduce the cyclicity of attendance and improve visitors' perception of the park as well as increase internal revenues

Project Coordinator

- Member of a team responsible for the turn-key implementation of the largest Theme Park in Latin America, with an overall budget of US\$ 300 million.

AB-INBEV (Former BRAHMA) (January/1997 – January/1998) – Estancia, Brazil

Intern

OTHER EXPERIENCES

Columnist for the Main Economy and Business/Economy newspaper in Brazil (Valor Economico) (2014-current) – a monthly column for the Management, Innovation and Career session. Based on recent research about people and organizations, articles are focused on new points of view and ideas about strategy, human capital, companies, and their impact on society. Articles can be accessed [here](#).

Winx – Member of The Advisory Board (2022-current) – Startup in the employee experience space located in Brazil.

Enova– Member of the Advisory Board (2022- Current) – Brazilian Organization focused on the export of sustainable agriculture products to underdeveloped countries.

New3plus – Member of the Advisory Board (2020 -current) – Startup launching a Marketplace for connecting disruptive digital artists with curators and organizations.

Endeavor (Since 2006) – NGO that focuses on supporting the development of startups with high growth potential in Developing economies, generating inclusion and positive economic impact – as a volunteer mentor, supported Endeavor's entrepreneurs in incorporating Management practices into their fast-growth Businesses. Awarded Mentor of the year in 2009 and by 2010 was awarded as a Mentor Hors-Concours

Angelus - Member of the Advisory Board (2013 -2014) – most innovative and fast-growth odontological products company in Brazil

Tecno Logys – Member of the Advisory Board (2013 -2015) – Company that produces innovative building technologies for civil construction

SOME RELEVANT ARTICLES:

- **Is Organizational Hierarchy Getting in the Way of Innovation?** Harvard Business Review
- **How to cultivate an innovation mindset across your company's culture** (2023) [Quartz Magazine](#)
- **5 ways to increase clarity and accountability at the office** (2023) -[Quartz Magazine](#)
- **The Power of Generosity in Ecosystems** (2023) –[Strategy + Business](#)
- **The New Strategy Playbook for Boards** (2022) – [The Corporate Board](#)
- **Why your Board needs a Chief Strategy Officer** (2022)– boardember.com
- **How to Survive in a World of Perpetual Transformations** (2021)– as a Chapter of the book [Perpetual Transformation – Practical tools and best practices to constantly transform your world](#) – Thinkers 50
- **People are your strategy** (2019)– as a chapter of the [Chief Strategy Officer Playbook](#) – Thinkers50

- **Four transformation traps and how to avoid them** (2018) -Written in collaboration with other 16 Heads of Strategy and Thought Leaders as a chapter of [The Transformation Playbook](#) – Thinkers50
- **People strategy for successful strategies** (2017)- as a Chapter of [Transforming Beyond the Crisis](#) book - Thinkers50

EDUCATION:

Advanced Management Program (AMP) – Wharton Business School

Master of Science Behavioral Sciences - London School of Economics

Executive MBA (with an emphasis in Technology) - Fundação Getúlio Vargas/Ohio University(complement)

Major in Civil Engineer – Universidade Federal de Sergipe – UFS - Brazil

LANGUAGES:

Portuguese- Native

English – Fluent

Spanish - Fluent