

# Danilo Carvalho

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## PROFESSIONAL SUMMARY

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I am a professional with over 20 years of experience in digital product development, working in an integrated manner across software engineering, product management, and business strategy, always focusing on innovation, efficiency, and value delivery.

My career combines a solid foundation as a Full Stack Developer with technologies such as Java (Spring Boot), Node.js, React, Vue.js, and Angular, and a strong strategic vision as a Product Manager, leading multidisciplinary squads in large enterprises.

I work throughout the entire product lifecycle, from Product Discovery to continuous delivery, always aligning user needs with the technical and strategic goals of the business.

## EXPERIENCE

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### TDG Labs

Jan 2008 – Present

#### Full Stack Developer

- **Developed** complete digital solutions, from high-performance APIs to modern interfaces, using stacks like Java (Spring Boot), Node.js, Python (Django), React, Vue, and Angular, focusing on scalability, security, and user experience.
- **Structured** relational and non-relational databases (PostgreSQL, MongoDB) and implemented REST and event-driven APIs, ensuring secure and scalable asynchronous flows with Kafka, RabbitMQ, and AWS SQS.
- **Executed** robust integrations with external systems, including payment gateways, marketplaces, and ERPs, automating critical business processes and reducing operational errors.
- **Created** landing pages and e-commerces optimized for technical SEO and UX, implementing A/B testing practices and achieving up to 40% increase in conversions and up to 60% reduction in loading time.
- **Delivered** strategic projects such as SaaS systems (FAPES), E-learning platforms (Plataforma Saber), digital therapeutic solutions (Serenitys), intelligent corporate integrations (Finexus, TalentSync), and customized e-commerces (Serena, PetLume, Trufart).

### TDG Labs

Jan 2008 – Present

#### Founder | Head of Technology & Product

- Founder and technology and product leader, **driving** the digital transformation of various clients, from defining technology strategy to continuous value delivery, promoting efficiency, scalability, and innovation.
- **Structured** solutions based on microservices and event-driven architectures, with automated CI/CD pipelines and modern observability practices, ensuring stability and security in multi-cloud environments (AWS and Azure).
- **Led** discovery processes and MVP design, applying Scrum, Kanban, and Lean Inception, focusing on strategic alignment, roadmap prioritization, and hypothesis validation.
- **Orchestrated** complex integrations between legacy systems, ERPs (SAP), CRMs (Salesforce), and messaging platforms (Kafka, RabbitMQ, AWS SQS), optimizing processes and reducing operational failures.
- **Mentored** startups and technical leaders, boosting skills in product management, software architecture, and continuous integration, and launched innovative digital products that enhanced operational efficiency and scalability for multiple clients.

**Suzano**  
**Product Manager**

**Aug 2024 – Jun 2025**

- **Led** the Product Discovery for the ALCE system, a strategic operational intelligence solution for Supply Chain, driving Suzano's digital transformation and logistics optimization.
- **Planned** and managed the product roadmap in four phases — Consolidation, Automation, Optimization, and Artificial Intelligence — promoting continuous evolution and increased operational efficiency.
- **Developed** and delivered critical modules such as Schedule Orchestrator, Smart Split, and Dynamic Stock, optimizing logistics processes and reducing operational costs.
- **Coordinated** agile teams with Scrum and Kanban, using Businessmap for flow management, ensuring alignment between stakeholders and development teams.
- **Acted** as a bridge between business and technology, using Lean Inception and Product Discovery practices to validate hypotheses, map processes, and identify continuous improvement opportunities in the Supply Chain.

**Hospital Israelita Albert Einstein**  
**Product Manager**

**Oct 2022 – Mar 2024**

- **Led** the integration of SAP, CRM, ERP, and legacy products through iPaaS APIs, reducing employee onboarding time by 50%.
- **Analyzed** critical processes and bottlenecks, conducted Discovery using ideation and observation techniques, mapped journeys, resulting in system redundancy elimination, reducing CAC by 97% and increasing PAR by 90%.
- **Defined** the MVP for the Interview Manager in the HR area using Lean Inception, aiming for holistic evaluation by managing soft and hard skills, improving accuracy and mitigating biases in talent selection.
- **Created** a dashboard using Power BI and gave presentations to stakeholders, users, and the team, creating transparency about metric impacts, sharing KPIs and North Star, engaging everyone on risks, business goals, and regulatory compliances.
- **Managed** multidisciplinary teams through agile methodologies such as Scrum and Kanban, using Azure DevOps, promoting collaboration and autonomy, maximizing productivity, prioritizing the backlog, and building roadmaps.

**RB Capital**  
**Product Owner**

**Jul 2020 – Aug 2022**

- **Managed** the squad throughout the product lifecycle using agile ceremonies and methodologies such as Scrum and Kanban, facilitating collaboration between Engineering, Data Science, Specialists, and UX/UI Designers, planning the roadmap, prioritizing and refining the backlog with a focus on team performance.
- **Led** the conception of the MVP for the store with AI-powered robots operating in the financial market. Through Discovery using ideation and observation techniques, journey mapping, and benchmarks, we gained insights that aligned the product with user pain points.
- **Monitored** metrics such as conversion, churn, and CAC, creating dashboards in Power BI to communicate business and product indicators, engaging the team around OKRs aimed at generating leads and conversions in a market of 3.8 million individual investors.
- **Delivered** AI-powered services, achieving a 50% increase in MAU, a 25% reduction in churn, and a 40% increase in new B2B user conversions since the product's inception, generating a 35% annual revenue growth.

**BRINK'S**  
**Product Manager**

**Feb 2015 – Mar 2020**

- **Led** the end-to-end lifecycle of the Corban B2B Management product, managing KPIs that guided development and rollout to the banking correspondence and acquiring network across more than 12 states and 3,000 stores.
- **Coordinated** a multidisciplinary team using Scrum, fostering a collaborative, results-driven environment, responsible for directing the product, communicating its mission and vision, and engaging with stakeholders, users, and impacted business areas.
- **Managed** the product backlog through Jira, conducted analysis sessions, wrote user stories following INVEST, BDD, and 5W2H standards, defined DOD and DOR, and prioritized initiatives using the User Story Mapping framework and business OKRs.
- **Used** SQL to analyze database information for data-driven decision-making, led Discovery sessions with ideation and observation techniques, mapped journeys, and identified patterns and trends that guided improvements to the Corban product and the definition of the Brink's Pay B2C solution.
- **Delivered** a disruptive Artificial Intelligence (machine learning) solution that enabled the visualization of possible scenarios. We achieved a 40% revenue increase through process tuning in the banking correspondence and acquiring operation.

**RNP**  
**Product Manager**

**Sep 2013 – Dec 2014**

- **Led** the lifecycle of the RNP Telepresence product using the Double Diamond framework for Discovery and Delivery, offering an advanced virtual interaction platform for over 4 million users.
- **Developed** the SGI and SGP systems in partnership with CAIS, integrating security databases and promoting coordinated protection policies for more than 800 academic institutions.
- **Structured** corporate portals with dashboards based on data extracted from the Protheus ERP, increasing transparency and the monitoring of organizational indicators and KPIs.
- **Collaborated** on the creation of SaaS products for the Federated Academic Community (CAFe), strengthening collaboration between more than 298 education and research institutions in the Ipê Network.
- **Managed** the squad with agile methodologies using Scrum and MoSCoW prioritization, creating strategic roadmaps aligned with academic infrastructure expansion and national security objectives.

**Oi S/A**  
**Product Manager**

**Aug 2012 – Aug 2013**

- **Led** the creation of segmented SMS campaigns for a base of 42 million users using Design Thinking, contributing to R\$556 million in profit, representing 66% of Oi's result in 2012.
- **Participated** the integration of Telecine Play into Oi's portfolio in partnership with GloboPlay, applying Lean Canvas and go-to-market strategies, increasing subscription to streaming-included plans by 25%.
- **Managed** SVA products and portfolios using Kanban for roadmap and OKR alignment, notably reducing Menu Oi churn by 30% by applying UX principles.
- **Restructured** the messaging system architecture, increasing capacity by 40% and reducing failures by 60%, ensuring national scalability of SMS services.
- **Coordinated** the regulatory transition of the Ninth Digit for over 50 million users, ensuring compliance with Anatel and uninterrupted services.

**Montreal Informática**  
**Product Owner**

**Jan 2011 – Aug 2012**

- **Led** the design and delivery of the FAETEC Academic Management Portal, covering ERP and EAD, benefiting 120 educational units, 50,000 students, and over 4,500 employees.
- **Planned** and implemented improvements to FIRJAN's ERP routines, optimizing the Financial, Projects, and Tax modules, integrating legacy systems and achieving efficiency gains for over 5,000 employees.
- **Managed** the squad using Scrum, conducting agile ceremonies, removing blockers, prioritizing the backlog using MoSCoW, and defining roadmaps aligned with business objectives.
- **Structured** documentation, prototypes, and user stories following the INVEST standard, with clear acceptance criteria, promoting alignment between stakeholders and development.
- **Participated** in strategic projects such as the modernization of FIRJAN's ERP, the creation of the largest public academic management system for FAETEC, and the Integrated Infrastructure and Asset System for PC Service, positively impacting efficiency, scalability, and service quality.

**Optiva Inc.**  
**Business Analyst**

**Nov 2009 – Nov 2010**

- **Worked** on the evolution of the Optiva BSS product, participating in the design and delivery of the TIM Liberty and Infinity plans, which boosted TIM's profit to R\$2.2 billion in 2010 — a 176% increase over the previous year.
- **Translated** business objectives into strategic requirements, supporting clients such as TIM SP and Claro Guatemala, and promoting alignment between teams in Brazil and Germany.
- **Structured** technical and functional documentation and processes using BPMN, applying elicitation techniques such as brainstorming, mind mapping, and starbursting, increasing specification quality and reducing development time.
- **Resolved** incompatibilities between legacy technologies and Optiva BSS, enabling the creation of the prepaid 3G plan for Claro Guatemala.
- **Contributed** to strategic projects such as the TIM Liberty, Infinity, and Da Vinci plans, helping to grow market share and strengthen brands in the Latin American market.

**BNDES**  
**Squad Leader**

**Nov 2008 – Nov 2009**

- **Led** changes in architecture, interfaces, and functionalities of BNDES's main portals, aligning customer needs with company strategies and contractual guidelines.
- **Increased** delivery quality by 40% through component standardization and the adoption of design patterns, contributing to contract renewal.
- **Structured** technical and functional documentation (UML, use cases, requirements, and manuals), optimizing development time and ensuring clarity in decision-making.
- **Facilitated** refinement, planning, and result presentation meetings, fostering a culture of feedback and continuous improvement.
- **Worked** on strategic projects such as SIPLAG, BNDESNet, Norms, Legal, Pulp & Paper, GTMA, GCA, and AGIR Portals, using technologies such as Java, JSP, Servlets, Struts, Hibernate, Oracle, SQL Server, HTML, CSS, JavaScript, and tools like Astah and Eclipse, modernizing public administration and enhancing internal processes.

**Nokia**  
**Tech Consultant**

**Sep 2008 – Nov 2008**

- **Acted** as a tech consultant in developing Oi's ADSL Signal Control and Monitoring Center, reducing customer churn by 70% and speeding up incident resolution times.
- **Gathered** requirements from stakeholders, drafted product briefs, and defined strategic requirements.
- **Implemented** real-time network monitoring, increasing customer conversion by 40% by enabling instant signal availability verification.
- **Applied** frameworks like CSD Matrix and SWOT Analysis to support strategic planning and solution definition focused on value delivery.
- **Collaborated** with the Data Administration and Network Operations teams, structuring hypotheses validated via POCs and MVPs, reducing uncertainties and accelerating delivery.

**Cultura Inglesa**  
**Java Backend Developer**

**Jul 2008 – Sep 2008**

- **Worked** on refactoring Cultura Inglesa's Central System, modernizing legacy applications and improving performance and scalability.
- **Performed** reverse engineering of .jar files to recover source code, redesigning architecture with UML and normalizing the data model.
- **Migrated** data from MySQL to SQL Server, ensuring integrity and efficiency in the new environment.
- **Contributed** to the creation of a new e-learning solution, expanding the institution's course offerings and reach.
- **Developed** integrations and features using Java, Struts, Hibernate, Wildfly, HTML, CSS, and JavaScript, ensuring robustness and maintainability.

**Petros – Fundação Petrobras de Seguridade Social**  
**Full Stack Java Developer**

**Feb 2006 – Jul 2008**

- **Worked** on the development of the Petros MERX system, an integrated multi-market home broker platform covering REITs, dividends, investment clubs, and swing/day trade operations.
- **Developed** solutions using Java, Struts, Hibernate, SQL Server, JavaScript, HTML, and Shell Script, ensuring efficiency, security, and scalability.
- **Modeled** databases, created UML diagrams, and automated unit tests, resulting in an 80% reduction in production issues and doubling monthly delivered features.
- **Led** architectural improvements that reduced dependencies, accelerated deliveries, and strengthened product quality.

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**EDUCATION**

- Product Product Management – PM3 – July 2023
- MBA in Project and Business Management – UCB – April 2013
- Bachelor's Degree in Systems Analysis – UNESA – December 2009

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**CERTIFICATIONS**

Product Management PM3 • Professional Scrum Product Owner (PSPO I) Similar to CSPO • Scrum Fundamentals Certified (SFC) • Project Management Professional (PMP) • Product Discovery PM3 • Product Growth PM3 • Product Leadership PM3 • Product Analytics PM3 • Lean Seis Sigma Yellow Belt •

COBIT FOUNDATION • ISO/IEC 20000 • Information Security Foundation (based on ISO/IEC 27001) • Miro • Jira • Green IT Citizen • OCJA • OCJP • Voxy Proficiency Achievement Certificate - High Intermediate • Management 3.0 • OKR • Professional Scrum Master I (PSM I) • Confluence

## SKILLS AND TOOLS

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Java (Spring Boot) • Node.js (Express) • Python (Django, FastAPI) • JavaScript (ES6+) • TypeScript • HTML5 • CSS3 • React.js • Vue.js • Angular • Next.js • Microservices • Event-driven Architecture • RESTful APIs • GraphQL • Webhooks • OAuth2 • Swagger/OpenAPI • Middleware Development • API Gateway • Kafka • RabbitMQ • AWS SQS • ERP Integration (SAP) • CRM Integration (Salesforce) • Payment Gateway Integration (PagSeguro, PayPal, Stripe) • Marketplace Integration (Mercado Livre, Magalu, Amazon) • PostgreSQL • MySQL • MongoDB • Redis • Data Modeling • SQL • NoSQL • CI/CD (GitLab, GitHub Actions) • Docker • Kubernetes • AWS • Azure • Observability • Monitoring • Logging • Infrastructure as Code • Responsive Design • Server-Side Rendering • Technical SEO • A/B Testing • UX/UI Best Practices • Design Systems • Git • Jira • Trello • Agile (Scrum, Kanban) • Lean Inception • Product Discovery • Test Driven Development (TDD) • Behavior Driven Development (BDD) • Unit Testing • Integration Testing • Businessmap • Power BI • LGPD • GDPR • API Security • Authentication & Authorization • Product Discovery • Product Strategy • Roadmap Planning • RICE Score • MoSCoW • User Story Mapping • User Stories • Lean Inception • Agile (Scrum, Kanban) • OKR • KPI • Planning Poker • Customer Experience • Growth Hacking • Product Growth • Negotiation • Conflict Resolution • Management 3.0 • Test Driven Development (TDD) • Behavior Driven Development (BDD) • Continuous Delivery • MVP Design • Process Automation • Go-to-Market Strategy • Business Model Canvas • Lean Canvas

## LANGUAGES

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- Portuguese – Fluent
- English – Intermediate