

Heller de Paula

Product Design Leadership | Product Strategy | DesignOps | AI

São Paulo, Brazil – www.hellerdepaula.com

About

Product Design leader with 16+ years of experience building digital products, developing people, and scaling design practices across complex organizations. Led multidisciplinary teams across Product Design, UX Research, and Strategy, including an organization of 50 professionals supporting multiple products and platforms.

Work at the intersection of Product Strategy, DesignOps, Discovery, governance, metrics, and collaboration across Product, Engineering, Data, and Business. Experience spans financial services, payments, B2B and B2C products, and platforms used by millions of customers, as well as AI-assisted research, synthesis, ideation, prototyping, and documentation.

Selected Outcomes

- Led and developed a multidisciplinary organization of 50 professionals across Design, Research, and Strategy.
- Reduced operating costs by 15%, increased team productivity by 10%, and achieved an average NPS of 75, with a peak of 80.
- Enabled a 12% migration of customer support demand to digital channels by redesigning a self-service platform.
- Led a portfolio of 6+ products and delivered growth outcomes including 369% higher ROAS and 257% higher landing-page conversion.

Core Expertise

Design Leadership · People Management · Product Strategy · DesignOps · Product Discovery · UX Research · Stakeholder Management · Design Systems · Product Metrics · Product Analytics · Service Design · Operational Efficiency · AI for Design · Fintech and Payments

Professional Experience

Istituto Europeo di Design – Postgraduate Professor in Product Design | Part-time *(Feb 2025 – Present)*

Teach postgraduate courses connecting Product Design, Strategy, Business, Discovery, Research, Innovation, Experimentation, and Design Metrics to business decisions and measurable product outcomes.

Faberhaus Play – Head of Product Design *(Feb 2024 – Present)*

- Lead end-to-end Product Design for a portfolio of 6+ digital products, connecting strategy, Discovery, research, validation, go-to-market, metrics, and continuous optimization.
- Shape product positioning, customer journeys, experience flows, and conversion strategies by balancing customer needs, business goals, data, and execution feasibility.
- Apply AI-assisted workflows to research, synthesis, ideation, prototyping, experimentation, and documentation, improving the speed and quality of decisions.
- Outcomes: 78,6% lower cost per purchase, 369% higher ROAS, 257% higher conversion, 40% lower CPL, and 3x more qualified traffic.

Wunderman Thompson – Head of Product Design *(Jun 2022 – Jan 2024)*

- Led a multidisciplinary organization of 50 professionals across Product Design, UX Research, and Strategy, supporting multiple products and platforms in complex, regulated environments.
- Defined and evolved the Product Design operating model, including DesignOps, governance, processes, quality standards, resource allocation, and collaboration across Product, Engineering, and Business.
- Developed design leaders and individual contributors while aligning squads and stakeholders around quality, consistency, predictability, and delivery effectiveness.
- Outcomes: reduced operating costs by 15%, achieved an average NPS of 75 with a peak of 80, and improved operational efficiency across product teams.

Wunderman Thompson – Product Design Manager *(Feb 2021 – May 2022)*

- Led Product Design initiatives for complex digital platforms and established scalable processes, governance, and cross-squad collaboration to improve strategic alignment, predictability, and operational efficiency.
- Facilitated Discovery, solution validation, prioritization, and stakeholder alignment, generating evidence to inform roadmaps and product evolution; increased team productivity by 10%.

PagSeguro PagBank – Product Design Manager *(Jan 2019 – Feb 2021)*

- Led Product Discovery and Design for large-scale financial products in partnership with Product, Engineering, Data, and Business, developing designers and coordinating research and validation.
- Translated complex financial, regulatory, and operational requirements into intuitive, accessible, and scalable experiences, improving critical journeys used by millions of people.

PagSeguro PagBank – Product Designer Specialist *(Apr 2018 – Jan 2019)*

- Applied Service Design and Human-Centered Design and led journey mapping, service blueprints, co-creation, and alignment across Product, Engineering, Operations, and Business.
- Strengthened Discovery practices to improve prioritization, reduce uncertainty, and increase operational efficiency.

Cielo – Product Designer Specialist *(Feb 2017 – Mar 2018)*

- Led a large-scale Design Sprint with 200+ participants to define and validate a new Smart POS for the payments market.
- Facilitated Discovery, co-creation, and executive alignment, resulting in three prioritized proposals and one initiative selected for agile development.

PagSeguro PagBank – Senior Product Designer *(Feb 2016 – Jan 2017)*

- Contributed to the Discovery, design, and launch of financial products involving lending, bank reconciliation, and gamification.
- Led user research, journey mapping, information architecture, interaction design, prototyping, and validation in collaboration with Product, Engineering, and Business.

UOL – Senior Product Designer *(Feb 2014 – Feb 2016)*

- Led Product Design initiatives for large-scale digital products and self-service platforms, conducting research, journey mapping, information architecture, prototyping, and usability testing.
- Redesigned the self-service platform, enabling a 12% migration of Call Center demand to digital channels and helping reduce support costs.

Femoralis Ag. W/ – Product Designer *(Jun 2010 – Feb 2014)*

- Led UX and Product Design initiatives for products in financial services, education, and credit, from research and information architecture through prototyping and validation.

Education

Graduate Studies in Leadership and People Management | Pontifical Catholic University of Rio Grande do Sul | 2019–2020

Graduate Studies in Futurology and Business | Diip, CBA B+G & Hivelab | 2015–2016

Graduate Studies in Service Design | The School for Service Innovation | Hivelab | 2014–2015

Bachelor's degree in digital communication and multimedia | Universidade Anhembi Morumbi | 2009–2013

Certifications and Languages

Ethnic-Racial Leadership – RM Consulting, 2023

Management 3.0 – K2, 2019

Portuguese – Native

English – Full Professional Proficiency

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