

FERNANDO PAOLESCHI

Customer-Centric Transformation & Revenue Growth Leader | P&L, CS and CX, Multi-Country Execution

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EXECUTIVE SUMMARY

C-suite executive with 20+ years architecting scalable enterprise models, delivering \$100M+ in cumulative revenue growth through customer-centric strategies. Proven P&L leader who scaled a SaaS platform to \$3B+ in managed assets, boosted gross retention to 94%, and integrated AI + ESG for sustainable value. Expert in aligning strategy, cloud (SAP, AWS, Azure, Google), and distributed teams across 5+ countries to drive compounding ROI.

CORE COMPETENCIES

- Transformational Leadership & P&L Governance
- Enterprise Account Management & Go-to-Market (GTM) Strategy
- Customer Success (Adoption, Renewals, NRR Optimization)
- AI-Driven CX & Predictive Analytics
- Remote and Hybrid Team Enablement & Multi-Country Execution
- Executive Partnerships, Board Advisory & ESG Integration

BOARDS, STEERCOS & ADVISORY

Executive advisor to Group Board · Regular member and chair of client SteerCos for strategic ERP programs, with sponsors at CEO, CFO, CIO, COO level · Anchored in governance, risk, change control, and value realization.

PROFESSIONAL EXPERIENCE

Chief Customer Officer — *delaware consulting* | Apr 2022 – Present

- Built and scaled Customer Office from zero and scaled to multi-country adoption, lifting gross retention to 94% and reducing shelfware by 33% - standardized renewal and expansion playbooks, NRR increased in 26%.
- Implemented company-wide NPS program to measure customer advocacy and satisfaction, integrating insights into account governance and renewal playbooks.
- Launched a predictive license-utilization app and Customer Engagement Executive team function to surface risk and expansion signals, improving on-time renewals and activation of dormant entitlements.
- Deepened alignment with ERP vendor Customer Success teams and hyperscalers (AWS, Azure, Google), securing early public-cloud wins.
- Awarded multiple times by SAP for Client Advocacy (including SAP Partner of the Year 2025 — Customer Success) and regular member of Executive SteerCos for key accounts.
- Selected Clients: *Taurus Holdings US, Louis Vuitton Moët Hennessy (LVMH), Louis Dreyfus, Stanley 1913*.

Essence Consulting Group | Apr 2019 – Apr 2022

Chief Operations Officer — *Essence Consulting* — Sep 2020 – Apr 2022

- Pivoted the commercial engine to cloud, redesigned sales coverage and enablement, achieved CSAT 91% and stronger ERP market positioning.
- Governed delivery economics on MOVE/RISE to S/4HANA, tightening bid-to-margin discipline and elevating partner standing in Brazil's RISE ecosystem.

- +12% group profitability (FY2021): owned P&L and portfolio governance and co-led capital reallocation to higher-margin SaaS across six subsidiaries, strengthened capital-allocation discipline and SteerCos governance (executive advisor to the Group Board on GTM and portfolio, concurrent CEO of Imobme, an Essence Group SaaS subsidiary).
- Selected Clients: *Porsche, Novartis, PepsiCo, Philips*.

Chief Executive Officer (Concurrent Role) — Imobme | Apr 2019 – Apr 2022

- Scaled the SaaS platform to handle over \$3B in Total Payment Volume (TPV), positioning Imobme as a core financial engine for the real estate sector.
- Executed divestiture of a non-core product (source-code sale) to a major construction group, sharpening product focus.
- Built a data network connecting developers, buyers, and suppliers, unlocking new revenue streams and improving cash-flow predictability for clients.
- Selected Clients: *Camargo Correa, MAC, Patrimar, Moura Dubeux*.

FGV Projects (Getulio Vargas Foundation) — Strategic Advisor | Jan 2016 – Feb 2019

- Retained by FGV's prestigious consulting arm to advise senior executives in federal government bodies and national industry associations on technology cost optimization, digital transformation, and business model.
- Delivered over 5.8M USD (R\$20M) in annualized cost savings for Brazil's Superior Electoral Court (TSE) by architecting a comprehensive IT cost optimization strategy, including enterprise software renegotiation and consolidation.
- Advised the board of the Brazilian Hotel Association (ABIH) on digital transformation, architecting a national B2B Group Purchasing Organization e-procurement marketplace for its 1,200+ members to drive economies of scale.
- Designed new recurring revenue streams for ABIH, including a centralized payment acquiring and processing ecosystem and a cashback model from the GPO platform.
- Selected Clients: *Superior Electoral Court, Infraero, ABIH*.

Vice President, Sales & Marketing — Rimini Street | Oct 2013 – Sep 2015

- Founding member of the Latin America team, heading Sales & Marketing, for a third-party enterprise support leader, serving Oracle, SAP, and other major stacks (IBM, Microsoft, Salesforce, databases & middleware).
- Delivered 10+ enterprise wins in year one and pitched to 200+ C-suite executives over 18 months.
- Selected Clients: *Toyota, GOL, Embraer, Positivo*.

Chief Revenue Officer — Essence Consulting | Feb 2010 – Jul 2013

- Rebuilt national sales & pre-sales, delivered a commercial turnaround with over 80% revenue growth and +150% avg. deal size in 24 months.
- Led 20+ ERP wins, earned SAP Customer Satisfaction Award (2012) and partner upgrade from Silver to Gold.
- Selected Clients: *Bayer, Nestlé, Vale, Tetra Pak*.

International Architecture Consultant — Delegata | Oct 2009 – Feb 2010

- Designed offshore contact-center and case-management architecture for a US university health system supporting partner hospitals in the Middle East, recognized by the client CIO for best proposed solution.

Outsourcing & IT Solutions Director — IT2B | Feb 2007 – Oct 2009

- Led IT Services, Outsourcing, and Infrastructure portfolios, launched the IT Security business unit, building 30+ Latin America channels and exclusive vendor partnerships, growing the line to 8% of total company revenue.

Head of IT Security Business Unit — Sonda IT | Mar 2004 – Feb 2007

- Secured Latin America's largest cryptography deal (Petrobras), led solution architecture and end-to-end delivery, deploying 55k+ licenses with a multi-disciplinary team.

EARLY CAREER

- Project & Service Operations Lead — Pfizer Pharmaceutical | Jan 2003 – Mar 2004
- IT Operations Manager — Motorola | Nov 1998 – Jan 2003
- Customer Advocacy & Internal Enablement — SBT Online | Jan 1996 – Apr 1998

EDUCATION & PROFESSIONAL DEVELOPMENT

Academic Degrees: Mackenzie University (LL.B.), Universidade Paulista (B.B.A.)

Key Certifications: Six Sigma Black Belt – 1999 (Motorola University), CISSP (ISC²) – 2004

Executive Education: Strategic Business Management & Entrepreneurship, Mediation and Management of Organizational Conflicts, Product Development (FGV); Advanced Sales Methodologies including Dale Carnegie (Champion Award), Miller Heiman, SAP Sales Executive.

Advanced Topics: Generative AI at SAP, ESG Steering and Reporting.

Languages: Portuguese (Native), English (Fluent), Spanish (Intermediate)

OTHER

US Permanent Resident (Green Card).

Open to relocation within the U.S.

T40 Training Initiative (Founder, 2009 – 2019): Nonprofit, pro bono workshops on ethics, motivation, productivity, and human behavior, delivered to hundreds (clients included Motorola, Pfizer, Sonda IT).