

Allan Pimenta

SENIOR EXECUTIVE | COMMERCIAL OPERATIONS | REVENUE OPERATIONS | SUPPLY CHAIN
Consumer Goods · Direct Sales · Retail · Logistics · Professional Services · LATAM

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Senior executive with a career built across commercial operations, revenue governance, supply chain, and high-performance leadership in demanding consumer goods and direct-sales environments, including Natura & Co (a \$7B global group) and Ambev (AB InBev).
At Natura, managed a \$55M annual P&L across Brazil's largest direct-sales division, leading 18 direct Regional Managers and governing a field ecosystem of 120 independent business leaders and 42,000+ active sales consultants across multiple states, entirely remote, on 21-day execution cycles. Built full revenue governance infrastructure from scratch: weekly pipeline reviews, monthly executive forecasts with senior directors, and quarterly business reviews with C-Level. Forecast accuracy held above 90% consistently. Above-quota performance in 7 of 9 annual cycles, including two consecutive years of channel contraction.
Before moving into commercial leadership, created Natura's first national Customer Experience function from zero, unifying logistics, credit, collections, and customer service under a single KPI framework and governance cadence. The function solved a fragmented service model that had no national visibility or accountability structure. It became a permanent organizational unit. NPS rose 14 points in 18 months. Critical complaint volume dropped 23%.
Earlier supply chain experience includes operating 8 million door-to-door deliveries per year across 9 states, 99.2% inventory accuracy, and leading the planning and ramp-up of a distribution center built with automation technology that was unprecedented in the Southern Hemisphere at launch.
Since 2016, founded and leads Voice Group, a strategic consulting, executive education, and publishing platform serving mid-to-large enterprises across Brazil, having developed 2,000+ corporate leaders at CPFL, Raizen, Patrus, and 12+ companies. Built and operated a proprietary AI revenue stack: an LLM-based lead qualification agent connected to WhatsApp Business API and HubSpot via n8n and Supabase, automating over 80% of inbound qualification in real time while in production.
Trilingual: Portuguese (native), English (Fluent, C1), Spanish (Fluent, C1). Italian (Intermediate, B1).
Open to remote, hybrid, or on-site roles. Full geographic mobility.

CORE ACHIEVEMENTS

\$55M P&L managed · Natura & Co · 9 years · consistent above-average national performance
2,000+ corporate leaders developed · CPFL, Raizen, Patrus, and 12+ companies
NPS 70 to 84 · +14 points · National Customer Experience transformation · Natura
Gallup Q12 above 90 · 7 consecutive years · peak score: 97
Logistics cost reduced 18% · **Inventory accuracy 99.2%** · **Delivery SLA above 96%** · Natura
Company revenue +36% in 2 years · UAU Ingleza · end-to-end supply chain leadership

CORE COMPETENCIES

COMMERCIAL & REVENUE Revenue Operations (RevOps) GTM Strategy Forecast & Pipeline Management P&L Ownership Go-to-Market Execution Customer Experience (CX/NPS) B2B & B2C Negotiation Market Share Growth Business Development CRM Governance	STRATEGY & LEADERSHIP Strategic Planning Corporate Governance Change Management High-Performance Leadership Leadership Development Digital Transformation Cross-Functional Leadership OKR Framework Stakeholder Management
OPERATIONS & SUPPLY CHAIN Supply Chain Management S&OP Logistics Operations Distribution Center Management Multichannel Distribution Vendor & SLA Management Cost Optimization WMS TMS ERP (TOTVS Protheus)	DATA, TECHNOLOGY & AI KPI & Executive Dashboards Data-Driven Decision Making Revenue Intelligence AI-Powered Automation LLM Integration CRM: SAP · HubSpot n8n · Supabase · Power BI Excel Advanced

PROFESSIONAL EXPERIENCE

Founder · Managing Director | Voice Group

National strategic consulting firm focused on commercial transformation and executive development for mid-to-large enterprises
November 2016 – Present · Florianópolis, Brazil

Voice Group is a national platform for commercial transformation, executive leadership development, and publishing, serving mid-to-large enterprises across Brazil. Prior to shifting focus toward corporate re-entry, structured and operated the company's own AI-driven commercial system from scratch to validate the model before deploying it for clients.

- Advise CEOs and C-Level executives on GTM restructuring, revenue governance design, and performance management systems, with average client-reported improvement of 18 to 25% in pipeline predictability
- Designed and operated a proprietary AI revenue stack: an LLM-based lead qualification agent connected to WhatsApp Business API and HubSpot via n8n and Supabase that, while in production, automated over 80% of inbound qualification in real time, replacing a third-party agency and reducing customer acquisition cost
- Developed 2,000+ leaders and managers through closed corporate programs for CPFL (400 leaders in a single engagement), Raizen, Patrus, and 12+ additional companies; approximately 120 active executive mentees
- Created proprietary leadership frameworks (X-LEADER, RX12, GOLDEN) deployed in cultural transformation programs at mid-size and large organizations
- Author: "Courageous Decisions" (Voice Book, 2024) / Host: Leadership Talks Podcast, 1,000+ episodes / Guest MBA Professor / LinkedIn Top Voice / Top HR Influencer Brazil 2024

PUBLICATIONS & RECOGNITION

Author: Courageous Decisions – Voice Book, 2024
Host: Leadership Talks Podcast – 1,000+ episodes
LinkedIn Top Voice – since 2022
Top HR Influencer Brazil 2024 – RH Summit
Guest MBA Professor – Leadership & Organizational Culture
Executive Conference Speaker

EDUCATION

EXECUTIVE EDUCATION - LOGISTICS, SUPPLY CHAIN & MATERIALS MANAGEMENT
UNIVERSITY OF MIAMI, HERBERT BUSINESS SCHOOL
2007 to 2008 (360-hour program)
On-site module completed in Coral Gables, FL
MBA - BUSINESS MANAGEMENT
FGV – FUNDAÇÃO GETULIO VARGAS | 2002 to 2003
PROFESSIONAL MASTER'S STUDIES IN BUSINESS ADMINISTRATION – MARKETING
ADVANCED COURSEWORK COMPLETED. RESEARCH APPROVED AT QUALIFICATION REVIEW. DEGREE NOT CONFERRED.
FEAD | 2007 to 2009
BACHELOR OF SCIENCE - BUSINESS ADMINISTRATION
UFMG – UNIVERSIDADE FEDERAL DE MINAS GERAIS
1997 to 2002

LANGUAGES

PORTUGUESE: NATIVE (C2)
ENGLISH: FLUENT (C1)
SPANISH: FLUENT (C1)
ITALIAN: INTERMEDIATE (B1)

Senior Sales Manager | Natura Cosméticos - Natura & Co Group

Global beauty and personal care group - \$7B+ annual revenue, operations in 100+ countries

March 2014 – February 2023 · Brazil (SC / MG)

Managed strategic commercial operations across three progressive regional territories: Omega/SC (2014 to 2016), Aguiá/North and East MG (2016 to 2019), and Ouro de Minas/Greater Belo Horizonte (2019 to 2023). Final assignment: \$55M annual P&L, 18 direct Regional Managers, governance of 120 independent business leaders, and 42,000+ active sales consultants. Fully remote, decentralized structure on 21-day execution cycles.

- Designed and deployed a full revenue governance system covering weekly pipeline reviews, monthly executive forecasts with senior directors, and quarterly business reviews with C-Level, sustaining forecast accuracy above 90% across the entire tenure
- Co-created the IAP (High Performance Index), a territory scoring framework using 7 weighted performance indicators that replaced fragmented regional metrics with a single source of truth for performance decisions; the framework was subsequently adopted and rolled out across Natura's entire national commercial division
- Led regional execution of the Channel Digitization Program (30%+ of channel converted to digital storefronts) and the Natura Pay rollout (financial inclusion for 50%+ of the sales network)
- Developed 100+ managers and 500+ business leaders over 9 years in a fully remote, multi-state structure with no central office
- Results:** Consistent territory revenue growth above Natura's national average across 9 years of management, including two years of channel contraction (2015 to 2016); above-quota in 7 of 9 annual cycles | Gallup Q12 above 90 (scale 0 to 100) for 7 consecutive years, peak score: 97 | Forecast accuracy above 90% in monthly C-Level reviews

National Customer Experience Manager | Natura Cosméticos - Natura & Co Group

Global beauty and personal care group - \$7B+ annual revenue · Direct sales model · Latin America

January 2012 – March 2014 · São Paulo, Brazil

Natura had no centralized visibility into service quality across its national direct-sales operation. Logistics, credit, collections, and customer service operated in silos with no shared metrics or governance structure. Brought in to solve that. Built the company's first national Customer Experience function from zero, integrating all service functions under a unified KPI framework with national scope. Direct leadership of 5 Regional Managers.

- Designed the Perfect Service Panel, a national executive dashboard that connected measured operational quality KPIs to customer-perceived quality across every region in Brazil, giving the C-Level real-time visibility into service performance for the first time
- Structured a full governance cadence: Executive Customer Committee (monthly, C-Level) and Tactical Satisfaction Forum (weekly, mid-to-senior management), with standardized agendas, metrics, and accountability protocols at every level
- Launched cross-functional improvement squads across logistics, credit, collections, and customer service, applying an agile operating model before it became standard practice in the Brazilian market
- Deployed national standardization of service and call center operations; led company-wide customer-centric culture program reaching 800 managers and trainees
- Results:** Critical complaints reduced 23% in 18 months | NPS rose from 70 to 84 at the corporate level (+14 points) | Operational service costs reduced through process standardization and automation | Function built from zero became a permanent organizational structure at Natura

Regional Logistics & Service Manager | Natura Cosméticos - Natura & Co Group

Global beauty and personal care group - \$7B+ annual revenue · Direct sales model · Latin America

January 2008 – January 2012 · Rio de Janeiro, Brazil (Promoted from Distribution Center Coordinator, Matias Barbosa, MG, within approximately 12 months)

Responsible for the full Supply Chain and Customer Service operation across Natura's Central Region: 2 distribution centers (Matias Barbosa/MG and Uberlândia/MG), 10 third-party logistics providers, 1,800 outsourced staff, and 9 states (MG, ES, RJ, TO, and Central-West Brazil).

- Operated one of Latin America's largest direct-sales logistics networks: 8 million door-to-door deliveries per year across 9 states, with no centralized hub capable of serving the North and Central-West corridors at that scale
- Led the full planning, construction, and operational ramp-up of the Uberlândia/MG Distribution Center, a project that replaced a fragmented multi-operator model with a single automated hub using technology that was unprecedented in the Southern Hemisphere at launch (SSI Schaefer, Austria); the center became the primary distribution hub for North, Northeast, and Central-West Brazil
- Served as permanent member of the Regional Executive Board and standing member of the Market Planning Committee (S&OP), bridging supply chain and commercial decisions at the leadership level
- Managed contracts, SLAs, and budget across 10 regional logistics operators using RFP-based strategic sourcing
- Results:** Inventory accuracy: 99.2% | Total logistics cost reduction: 18% | Delivery SLA: above 96% | Product stockout rate: reduced from 12% to 1.5%

General Logistics Manager | Encapa Atacado e Varejo

One of Minas Gerais' largest wholesale distributors · Member of Executive Board

October 2005 – December 2007 · Belo Horizonte, Brazil

Encapa operated with a fragmented logistics structure: owned fleet, inconsistent processes across locations, no integrated ERP, and delivery performance that was creating revenue risk. Brought in to redesign the operation from the ground up. Member of the Executive Board with direct participation in business strategy decisions. Team of 120+ employees.

- Redesigned the end-to-end logistics operation: processes, distribution center layout, fleet management, carrier contracts, and integration across all branch locations
- Implemented TOTVS Microsiga Protheus ERP across headquarters and all branches, standardizing processes and creating operational visibility that had not previously existed
- Executed a strategic transition from owned fleet to full third-party outsourcing, maintaining service quality while eliminating fixed fleet costs and associated overhead
- Results in 18 months:** Estimated annual overhead savings of approximately \$100K (roughly 25% reduction on a \$24M/year revenue operation) | Delivery delays reduced 85% / Returns reduced 77% / Team productivity increased 19%

Head of Supply Chain Management | UAU Ingleza

National consumer goods manufacturer · Operations in Mercosur, Americas, and Africa · Member of Executive Board · Team of ~90

2000 – 2005 · Belo Horizonte, Brazil (Joined as intern → Promoted to Planning & Logistics Coordinator in 9 months → Logistics Manager in 7 additional months)

Led end-to-end supply chain — from suppliers through production to end consumer — with proprietary MRP and production planning. Executive Board Member. Team of ~90 employees.

- Launched Broker Project: advanced regional branches in RS, BA, and PE with integrated logistics, commercial, and trade marketing operations to serve small regional retail
- Led planning and ramp-up of new Distribution Center and Manufacturing Plant in Santa Luzia/MG
- Implemented automatic raw material replenishment system, reducing production shortages and improving efficiency
- International distribution to Mercosur, Central and North America, and Africa
- Certified internal trainer and auditor: ISO 9001 and ISO 14001
- Results:** Company revenue growth: +36% in 2 years | Product shortages and stockouts: -50% | Inventory levels: -25%

Sales Representative | Cia. Cervejaria Brahma - Ambev (AB InBev)

1998 – 2000 · Belo Horizonte, Brazil

Field sales and channel development in western Belo Horizonte, focused on distribution expansion, margin, and point-of-sale execution.

- Grew Skol from 3rd to 1st market share position in the territory in under 2 years
- Developed new distribution channels with focus on profitability and commercial sustainability