

Tech Policy | Social Impact | Tech Executive & Investor

Paulo Carvão is a Research Fellow at Harvard Kennedy School's Mossavar-Rahmani Center for Business and Government, focusing on Artificial Intelligence Policy. He is a former IBM executive with experience in technology and business, having served as both a business leader and investor.

His work has appeared in outlets such as [Forbes](#), [Fast Company](#), [The Conversation](#), [The Hill](#), [Lawfare](#), [Tech Policy Press](#), [Harvard Social Impact Review](#), and [Harvard Business Review](#). His perspectives on the AI market have been recently [featured in interviews](#) with Bloomberg, Nikkei (Japan), Barron's, Folha de São Paulo (Brazil), and POLITICO.

AREAS OF EXPERTISE

AI Policy and Regulation: Research • Policy Design & Analysis • Writing

Social Impact: Social Entrepreneurship

Business Leadership: Investment Strategy • P&L Ownership • Global Leadership • Coaching & Mentorship • Advisory Board

Information Technology: Digital Transformation & Modernization • Cloud • Artificial Intelligence

HIGHLIGHTS

- 2023-2026 Fellow, Harvard University – [Google Scholar](#).
- Member of the Advisory Board: [Orby Company](#), [a37](#).
- Contributor to the UN Secretary-General's Envoy on Technology deep dives on Children (April 2024) and Data and AI Global Governance (May 2024).
- IBM Senior Leadership Team member for 11 years; owned P&L for several multibillion-dollar businesses.

PROFESSIONAL EXPERIENCE

HARVARD UNIVERSITY

Senior Fellow and Research Fellow, Mossavar-Rahmani Center for Business and Government 2024 to Present

Leading research on artificial intelligence policy. Developed the [Dynamic Governance Model](#), an extra-regulatory, public-private framework that integrates standards, audits, and liability mechanisms to align policymakers and industry, fostering safe AI innovation. Analyzed U.S. [societal perspectives](#) on AI by mapping stakeholder worldviews, revealing tensions between innovation, leadership, accountability, and the public interest. Entrepreneur-in-residence at the Institute of Politics Governance Lab, an incubator for social impact startups led by Harvard undergraduate and graduate students at the intersection of entrepreneurship, technology, and politics.

2023 Fellow and 2024 Senior Fellow, Advanced Leadership Initiative 2023 to 2024

The Advanced Leadership Initiative is a group of experienced leaders working to help solve society's most pressing challenges. During a year-long immersion in interdisciplinary academic learning, leadership development, and peer-to-peer collaboration, ALI Fellows develop a social impact strategy focused on their chosen issue. I focused on two areas: Tech Policy and Social Mobility.

CHESTNUT STREET VENTURES

Investment Committee Member • Limited Partner 2022 to Present

Venture Capital deal flow sourcing and investment selection at a venture capital firm leveraging the University of Pennsylvania alumni network, alongside well-known VC firms including Andreessen Horowitz, Sequoia, Greylock Partners, First Round, and Thrive Capital. Review due diligence for investment deals across multiple sectors.

SPINNAKER VENTURES, LLC

Managing Principal • CEO

2022 to Present

Consult with corporate clients to drive advancement in the areas of IT product lifecycle, innovation, technology partnership ecosystems, digital transformation, IT modernization, server and storage solutions, and cloud platforms.

IBM

General Manager - Cloud Platform, Americas

2021 to 2022

Headed Public Cloud business for the Americas, setting and executing strategy to offer the most open and secure public cloud with next-generation hybrid platform and AI capabilities. Fostered a culture of collaboration and innovation, inspiring a team of 400+ across sales, customer success, and field engineering to achieve collective targets. Diversified GTM strategy by strengthening alliances within the technology partner ecosystem.

- Transformed Cloud IaaS and PaaS business during spin-off of IBM Infrastructure Management Business to Kyndryl by building new business model, market segmentation strategy, and leadership team with clear vision/direction.
- Implemented contemporary 'land and expand', customer success-oriented MRR/NRR model that eliminated friction along customer journey, delivering \$70M+ MMR and 85%+ renewal rate.

General Manager - Systems, Americas

2019 to 2020

Directed Hardware business (Servers, Storage, and Systems Software), setting strategic vision and leading sales, field engineering, and marketing teams with over 1K+ and \$500M expense budget. Innovated channel ecosystem-centric business that emphasized value-added distributors and resellers to catalyze sustainable growth. Owned \$3B+ P&L.

- Drove up to 60% top-line growth and positioned Server & Storage Hardware business as engine of clients' journey to hybrid cloud environments fueling IBM's return to growth in 2020.
- Designed, recruited, and led geographically-aligned storage team of 100+ while cultivating team culture that inspired ownership and a relentless drive toward client engagement.
- Prioritized diversity and inclusion to attain greater business results, instituting DE&I metrics within Hardware business and building team from external talent that brought unique perspectives to elevate innovation.

General Manager - US Distribution Market

2018 to 2019

Oversaw strategy, sales, and operations for \$4B+ Services, Software, and Hardware portfolio for U.S. customers in Retail, CPG, and Travel & Transportation sectors; held full P&L responsibility for an organization with 500+ internal contributors.

- Achieved top-line profitable growth after three years of decline by restructuring service mix to focus on technology sales and asset-centric services.
- Partnered with clients across industries to transform their B2B and DTC capabilities to support end-user experience-driven digital transformation and capitalize on opportunities stemming from customer acceleration to Cloud & AI adoption.
- Pioneered agile team configurations that enhanced client engagement and enabled faster delivery of solutions fully aligned with client needs.

Chief Revenue Officer • Global Sales Leader - Hardware

2009 to 2017

Championed global sales and go-to-market strategy for IBM Hardware business in progressive leadership roles; steered strategy and action plans as Chief Revenue Officer (CRO) with ownership over 20% of total IBM revenue (>\$11B) and 11K+ staff worldwide. Uncovered opportunities across global markets, revitalized underperforming businesses to long-term market share growth, and fostered culture of excellence rooted in DE&I.

- Architected and implemented a global client engagement model that enabled business' return to profitability and captured global market share as Global Sales Leader.
- Ushered North America Hardware during the divestiture of the x86 Server business to Lenovo and restructured team seamlessly with no client or operational disruptions as leader of IBM's largest geographical region.

- Produced thought leadership and innovated strategy for offering management and routes to market for IBM's compute infrastructure and Cognitive Systems.

Global Sales Leader - Software

2004 to 2009

Led Global Sales teams, setting and implementing strategies to drive sales in two areas: first Mainframe Software Utility Tools and subsequently Application Infrastructure (WebSphere brand). Increased sales volume across the Americas, APAC, Japan, and EMEA during a period of significant industry disruption by promoting innovation and aligning sales with evolving consumer demand.

- Delivered top-line brand growth in a highly competitive market against commercial and open-source alternatives through differentiation and customer-focused sales strategies.
- Recruited and led a global team of sales specialists, coaching staff to bolster productivity and drive incremental sales by helping clients map business application modernization plans.

*Prior experience at **IBM** in progressive **Sales, Product Management, and Engineering roles** across departments in Latin America and US.*

EDUCATION

THE WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA

Certificate of Entrepreneurship

Programs: Developing the opportunity • Launching your start-up • Growth Strategies • Financing & Profitability

Executive Education, HR & Finance

Programs: Finance & Accounting for the non-financial manager • Leading organizational change

PONTIFICIA UNIVERSIDADE CATOLICA • BRAZIL

Master of Business Administration, concentration in Marketing

INSTITUTO MILITAR DE ENGENHARIA • BRAZIL

Bachelor of Science, Electrical Engineering

Graduated #1 in Electrical Engineering class

CORPORATE & COMMUNITY LEADERSHIP

Scholar in Residence • **Harvard University, Winthrop House** (2024 – present)

Senior Common Room member and Non-resident Tutor • **Harvard University, Winthrop House** (2023 – 2024)

Fellow in Values Engagement • **Harvard University, Edmond & Lily Safra Center for Ethics** (2023 – 2024)

Mentor and judge volunteer • **Massachusetts Institute of Technology PKG Public Service Center** (2023 – present)

Mentor • **Harvard Innovation Labs** (2023 – present)

Chair • **IBM Americas Regional Banks Cloud Council** (2021 to 2022)

Member • **IBM Hispanic Executive Council** (2021 to 2022)

Co-Chair • **IBM Americas Diversity & Inclusion Council** (2020 to 2022)

Member • **Cornell University Parents Committee** (2014 to 2019)

LANGUAGES

English (Native)

Portuguese (Native)

Spanish (Fluent)

French (Basic)

Dual citizenship: United States of America and Brazil