

RAFAEL CARVALHO

UX Lead / Head of UX (company-wide scope)

Munich, Germany | +49 160 7590417 | rafaelcarvalho.eu@yahoo.com | rafaelcarvalho.eu | [LinkedIn \(in/rafaelcarvalhoeu\)](https://www.linkedin.com/in/rafaelcarvalhoeu)

Permanent Residence in Germany (no visa sponsorship required)

PROFESSIONAL SUMMARY

UX leader with **10+ years of experience in product design** and **5+ years leading UX** at company-wide scope in large-scale digital organisations.

Currently leading UX across Home Shopping Europe's web, app, and live commerce platforms, with **head-of-discipline responsibility**, including **building and scaling a 9-person UX organisation**.

Proven track record in setting UX standards, strengthening decision-making in revenue-critical journeys, and partnering closely with Product and Engineering.

Experienced in connecting UX quality with business outcomes, including conversion, trust, efficiency, and long-term platform scalability.

PROFESSIONAL EXPERIENCE

Home Shopping Europe (HSE) · E-commerce · Ismaning, Germany

UX Lead / Head of UX (company-wide scope) · Mar 2020 - Present

Lead UX across HSE's web and app platforms for one of Europe's largest retailers (46M households), with responsibility spanning UX strategy, standards, team leadership, design systems, and delivery.

KEY IMPACT:

- Contributed to shifting the order mix from phone-based sales to web and app channels, increasing digital share from ~30% in 2020 to ~60% by 2026 as part of a broader e-commerce transformation, strengthening UX quality, trust signals, and decision-making across revenue-critical journeys.
- Led UX for HELLO, a creator-led live commerce product, shaping the experience end-to-end from early concept validation to launch, reaching 100M+ viewers and establishing a new digital growth pillar beyond teleshopping.
- Built and scaled the UX organisation from **2 to 9** professionals (8 UX Designers, 1 UX Researcher), defining roles, ownership, and growth paths.
- Defined and governed company-wide UX quality standards, introducing visual QA with veto power on critical journeys; reduced visual regressions and bug tickets by ~25% (measured via Jira), lowering rework and delivery costs.
- Initiated and led the company's first Design System, improving consistency, accessibility, and scalability, contributing to ~15% faster delivery across teams (measured via Jira cycle time).
- Led UX during the corporate rebrand (HSE24 → HSE), modernising high-impact journeys such as navigation and checkout across web and app.

LEADERSHIP & WAY OF WORKING:

- Moved UX from an overloaded internal-agency model to clear ownership within product teams.
- Established standard practices including design critique, discovery kickoffs, and UX quality gates.
- Hired, onboarded, and coached designers; ran regular 1:1s focused on decision-making, quality, and leadership development.
- Partnered closely with Product and Engineering to make trade-offs explicit, align priorities, and move product and UX decisions upstream.

AutoScout24 · Automotive Marketplace · Munich, Germany

Senior UX Designer · Jun 2018 - Feb 2020

- Worked on the early development of AutoScout24's first fully online car-buying experience, validating a transactional model on top of a classifieds platform.
- Took the product from zero to validated concept through user research, usability testing, and end-to-end prototyping.
- Designed trust-building elements across the journey (inspection transparency, quality signals, purchase and return flows), addressing the main adoption barrier for online car purchases.
- Helped establish user trust and business viability for a fully online car-buying model at scale.

trivago · Hotel Metasearch · Düsseldorf, Germany

Senior UX Designer · Jan 2016 - May 2018

- Led the redesign of trivago's member area, focusing on adoption, engagement, and long-term user value.
- Redesigned the end-to-end logged-in experience, resulting in a ~70% increase in registrations.
- Improved retention signals through increased usage of saved lists, preferences, and member features.
- Collaborated closely with Product, Engineering, and Analytics to assess usage data and iterate on key decisions.

CORE SKILLS

- UX Leadership & Head-of-Discipline Responsibility
- Team Building, Coaching & Talent Development
- UX Strategy & Decision-Making in Complex Environments
- Design Systems & UX Governance
- Cross-Functional Collaboration (Product & Engineering)
- Measuring UX Impact & Business Outcomes
- Web & Mobile Product Design
- Discovery, Research & Customer-Centricity

LANGUAGES

- **English** (Full professional)
- **German** (Professional, TELC B1)
- **French** (Basic)
- **Spanish** (Basic)
- **Portuguese** (Native)

EDUCATION

- **Executive MBA:** Universidade do Estado do Rio de Janeiro (UERJ)
- **Exchange Program, Product Design:** Hochschule für Gestaltung Offenbach, Germany
- **BSc in Industrial & Product Design:** Universidade do Estado do Rio de Janeiro (UERJ)

SELECTED CERTIFICATIONS (FROM NIELSEN NORMAN GROUP)

- **UX Leadership:** scaling teams, decision ownership, and design influence
- **Measuring UX & ROI:** linking UX work to business outcomes
- **UX Trade-offs:** making explicit decisions under constraints