



# CARLOS MANUEL BAIGORRI

Brazilian

41 Years old

Married

Two children

## Languages

Portuguese (native)

Spanish (native)

English (fluent)



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LinkedIn and website

## PROFILE



Top executive and economist with over 20 years of leadership experience in telecommunications regulation, competition policy, and strategic governance and management. Recognized for spearheading Brazil's 5G auction, shaping national telecommunication policy, and advancing consumer rights and service quality. Proven track record in leading a governmental organization with 27 offices and a workforce of over 1,200 staff. Accomplished academic and published author with expertise in innovation, finance, and economic regulation. Fluent in three languages and experienced in high-level international collaboration.

## KEY SKILLS



- Strategic leadership & governance
- Telecommunications regulation & policy
- International affairs at a strategic level
- Competition and market analysis
- Consumer rights & compliance oversight
- Economic and financial evaluation
- Process design & organizational efficiency
- Academic teaching & research
- Multilingual communication

## MAIN EDUCATION MILESTONES



### PhD in Business Economics

Catholic University of Brasilia (2014)

### Concentration: Innovation PostGrad in Politics and Strategy

Superior War College of Brazil (ESG, 2014)

### Master's in Business Economics

Catholic University of Brasilia (2009)

### Concentration: Finance Bachelor's in Economics

University of Brasilia (2006)



### *Mai 2022 – present*

#### **Directing Board President, National Agency of Telecommunications of Brazil (Anatel)**

Nationwide 5G rollout: Oversaw the implementation of 5G across all Brazilian municipalities, ensuring modern mobile connectivity while safeguarding free-to-air TV access via satellite.

Regulatory modernization: Led the transition from outdated fixed-line concessions to authorization regimes, converting obsolete obligations into infrastructure investment commitments.

Spectrum & orbital management: Chaired the Spectrum and Orbit Committee, securing equitable access to frequencies and orbits, and enabling coexistence of Wi-Fi 6 and IMT in the 6 GHz band.

Regulatory evolution: Approved landmark frameworks such as the General Consumer Rights Regulation, Frequency Allocation Plan (PDFF), General Telecommunications Services Regulation (RGST), and Competition Goals Plan (PGMC), modernizing Brazil's telecom regulatory environment.

International leadership: Elevated Brazil's role in the ITU and UNESCO, signing Memoranda of Understanding (MoU) with global regulators and reinforcing Brazil's voice in international spectrum governance (details in International Highlight's topic below).

### *Jan 2020 – Mai-2022*

#### **Directing Board Member, National Agency of Telecommunications of Brazil (Anatel)**

Rapporteur of Brazil's landmark 5G auction.

Directed deliberations on WiFi6, service quality targets, and universal service obligations.

Influenced national telecom strategy at the highest regulatory level.

### *Nov 2018 – Nov 2020*

#### **Superintendent of Compliance, Anatel**

Led regulatory compliance and monitoring of telecom operators.

Strengthened consumer protection and service quality standards.

Oversaw universal service and coverage commitments.

### *Dec 2016 – Nov 2018*

#### **Executive Superintendent, Anatel**

Coordinated governance across all superintendencies.

Implemented strategic and tactical planning.

Designed and optimized regulatory processes.

### *Jun 2013 – Jan 2017*

#### **Superintendent of Competition, Anatel**

Promoted fair competition and resolved industry conflicts.

Monitored tariffs, pricing, and corporate structures.

Evaluated financial health of providers and the sector.

## PROFESSIONAL HIGHLIGHTS



*Jan 2012 – Jun 2013*

### **Chief Technical Advisor, Anatel**

| Provided direct technical support to Anatel's Presidency and Board.

*2010 – 2012*

### **University Teacher at IBMEC, Catholic University of Brasília, and IESB**

| Microeconomic Analysis IV – IBMEC (2011–2012)

| Economics – IESB (2011)

| Economics and Business – Catholic University of Brasília (2011)

| Game Theory – Catholic University of Brasília (2010)

| Applied Mathematics to Social Sciences – Catholic University of Brasília (2010)

| Logical Reasoning – Pastoral Concursos (2010)

| Applied Mathematics – UNIPLAN (2009)

| Teaching Assistant – Microeconomics I, Catholic University of Brasília (2009)

| Teaching Assistant – Mathematics I (Master's/PhD), Catholic University of Brasília (2009)

| Teaching Assistant – Microeconomics I, University of Brasília (2004)

| Member – CAPES Scholarship Committee, Catholic University of Brasília

*Dec 2009 – Present*

### **Specialist in Telecommunications Regulation, Anatel** (Permanent Position)

| First place in Anatel's 3rd public open exam (civil servants' selection).

| Conducted regulatory and economic-financial analysis of the telecom sector.

| Benchmarked international best practices and performance indicators.

*May 2007 – Dec 2009*

### **Sector Information Analyst, ACEL** (Mobile Operators Association)

| Analyzed operational, regulatory, and financial data for the telecom industry.

## MAIN ACADEMIC AWARDS



| **1st Place** – IX SEAE/MF Award (Ministry of Finance), Economic Regulation category.  
Paper: *"Competitive Structure of Telecom Transport Networks and Impacts of Broadband Massification Policies in Brazil."*

| **1st Place** – XVI Brazil Economics Award, Federal Council of Economics, Master's Dissertation category.  
Paper: *"Interconnection Tariff in Brazil" (Aug 2010).*



Headed several Brazilian delegations to the ITU's Conferences, Assemblies and Council sessions, including PP-22, WRC-23, GSR25 and WTDC-25, and participated as a delegate in meetings and events;

Member of the ITU Digital Innovation Board since 2024;

Headed and participated in several delegations to the Inter-American Telecommunication Commission (CITEL), and led the preparations to host CITEL meetings in Brazil in 2024 and 2025;

Headed and participated in several delegations and represented Brazil in a wide range of international events since 2012, including G20, BRICS and COP-related meetings;

As President of Anatel, celebrated 15 Memoranda of Understanding with ministries and regulatory authorities from different regions of the world, fostering technical cooperation and regulatory exchange since 2020;

As President of Anatel, established a pioneering Technical Agreement with UNESCO on Meaningful Connectivity and AI, fostering innovation and collaboration on emerging technologies;

As President of Anatel, played a central role in articulating the AI Climate Institute, launched in 2025, as a partnership involving the Brazilian government, the ITU and UNESCO.

## VOLUNTEER WORK



Administrative-Financial Director – ANER (National Association of Regulatory Agency Employees), since 2015.

Columnist – Livecoins Portal, writing on technology, cryptocurrencies, and economics.

## SELECTED PUBLICATIONS



Stimulating Broadband Adoption: State-Owned Companies versus Tax Exemptions – The Brazilian Case, *Journal of Economic Studies*, Vol. 45, Issue 4.

A Note on the Supply of EILD and Vertical Foreclosure in the Brazilian Broadband Market, *Brazilian Journal of Economics*, 2015.

Optimal Mobile Termination Rate: The Brazilian Mobile Market Case, *Telecommunications Policy*, 2014.

Overlaps and Synergies between Regulators in the Brazilian Telecommunications Market, *Kluwer Law International*, 2014.

Impacts of Cable TV Licensing on the Broadband Market in Brazil, *Brazilian Journal of Business Economics*, 2012.

Impacts of Cable TV Supply on Broadband Penetration in Brazilian Municipalities, *IPEA Radar*, 2011.

Impacts of Changes in Brazilian Mobile Termination Rates, *Game Theory Society Workshop*, São Paulo, 2011.

Proposition of an Index for Policy Making: Anatel's Experience in Measuring Telecommunications Service Quality, *ICT Statistics Seminar*, Seoul, 2010.