

Pedro Santoro Zambon

Researcher & games industry consultant

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Researcher and consultant specialising in games industry development. Holds a PhD in Communication from UNESP, with a Marie Skłodowska-Curie postdoctoral fellowship at Utrecht University and postdoctoral research at Universidade Feevale. Connects academic research, public policy and industry practice to support creators, institutions and games ecosystems, with a focus on opportunities in the Global South.

Areas of expertise

Creative ecosystems; industry development; public policy; team formation; studio incubation and acceleration; commissioned research and international cooperation.

Current appointments

Jan 2026 - present

Pedagogical and methodology coordinator

Brazil Games Accelerator

Developing and monitoring the training methodology for the national games company acceleration programme run by Abragames and ApexBrasil.

Jan 2022 - present

Founder and Director

Savegame.dev

Specialist consultancy, sectoral research, training programmes and evidence for public policy.

Appointed Term
2025-2028

Board of Directors

IGDA

First board member from Latin America in IGDA, focused on creating opportunities for creators in the Global South. Brings experience in connecting academia, policymakers and the games industry.

2026 - present

Technical supervisor

Brazil Games Lab

Technical supervision of the playtest laboratory hub and training for young testers.

Languages

Portuguese: native. **English:** fluent.

Spanish: working and professional proficiency. **Italian:** comprehension.

01 / RESEARCH & EDUCATION

Research & education

2026**Visiting Researcher**

Associação de Produtores de Videojogos Portugueses

Industry placement within the MSCA fellowship, supporting ecosystem development and the application of GameDevUp results.

2024-2026**MSCA Postdoctoral Researcher**

Utrecht University

Research in the Collaborative Technologies Lab, Information and Computing Sciences, leading GameDevUp under a Marie Skłodowska-Curie fellowship. Developed methods for game development team formation and collaboration. Supervision: Ioanna Lykourantzou and Antonios Liapis. Funding: Marie Skłodowska-Curie Actions, Horizon Europe, project 101108738.

GameDevUp - CORDIS

Oct 2022 - Sep 2023**Postdoctoral Researcher**

Universidade Feevale

Research on the Rio Grande do Sul games cluster. Cluster GameRS. Supervision: Cristiano Max Pereira Pinheiro. PDTI fellowship, FAPERGS 02/2022 - Inova Clusters Tecnológicos.

Education & professional development**2016-2020****PhD in Communication**

São Paulo State University - UNESP

Thesis: Creative hubs in the development of the digital games industry. Supervisor: Juliano Maurício de Carvalho. Mapping of 69 creative hubs and a case study of Dutch Game Garden.

Thesis in the UNESP repository

2022**Evidence in Public Policy**

Blavatnik School of Government · University of Oxford

2018-2019**PhD secondment in Economic Geography**

University of Porto

2013-2015**MA in Communication**

São Paulo State University - UNESP

2009-2012**BA in Journalism**

São Paulo State University - UNESP

02 / PROFESSIONAL EXPERIENCE

Professional experience

Feb - Nov 2025**Strategic Advisor**

Ministry of Culture - Brazil

Opportunities under the Legal Framework for Games and international cooperation within project OEI/BRA/22/002.

May 2023 - Mar 2024**Consultant**

World Intellectual Property Organization

A diagnostic review of the Dominican Republic games sector and implementation of an intellectual property and entrepreneurship course.

Jan 2021 - Feb 2024**Expert Consultant**

Spicine

Design and implementation of games sector policies in São Paulo, including the SP Game Start incubation programme.

Mar - Jul 2023**Consultant**

Instituto Juventude Inovação

Developed the Digital Games Sector Plan for the Municipality of Fortaleza.

Nov - Dec 2022**Lecturer**

Faculdade Méliès

Taught Executive Production in Games in the postgraduate programme in Creative Production in Digital Arts.

Sep 2021 - Mar 2022**Content Specialist**

Sebrae

Developed business management training content for digital game entrepreneurs.

Feb 2021 - Mar 2022**Strategy Director**

Game Jam Plus

Helped shape the mission, methodology and expansion plan of Game Jam Plus, an international nonprofit movement supporting game creators. Developed talent scouting and training initiatives to help developers professionalise their work and achieve economic sustainability.

Apr - Dec 2021**Game Industry Expert**

Metropolia University of Applied Sciences

Provided expert services for the Baltic Sea Games Incubation project, including webinar moderation, event support, research assignments, professional connections and review of project outputs.

Professional experience - continued

Mar - Jun 2021

Consultant

PROCOLOMBIA

Evaluated Brazil's video games market to identify business opportunities for Colombian companies and define strategies for entering the market, within the Support Programme for the Diversification and Internationalization of the Colombian Economy.

Oct - Nov 2020

Researcher

BGZ Berliner Gesellschaft für internationale Zusammenarbeit

Commissioned research for The Game Incubation Landscape in Europe, comparing incubation approaches for the Baltic Game Industry project, co-funded by Interreg Baltic Sea Region.

Aug - Sep 2020

Lecturer

BENDITAS Projetos Criativos

Taught Digital Games and Their Interfaces in the postgraduate course in Game Design.

Jun 2019 - May 2020

Strategic Advisor

Abragames

Market intelligence, public policy advice and projects to support Brazilian game development companies.

Apr - Sep 2018

Senior Researcher

Homo Ludens

Contributed to the 2nd Census of the Brazilian Digital Games Industry, commissioned by the Ministry of Culture in cooperation with UNESCO, under project 914BRZ4013.

Sep 2015 - Jul 2018

Substitute Professor

São Paulo State University - UNESP

Taught Graphic and Editorial Planning, Communication Planning, Professional Ethics, Interview Techniques and Photography in Bauru.

Apr 2013 - Aug 2015

Master's Research Fellow

CAPES · UNESP

Master's research in Communication on the formulation of communication and cultural policies for digital games in Brazil between 2003 and 2014, supervised by Juliano Maurício de Carvalho.

03 / PROGRAMMES, CONSULTANCY & SERVICE

Programmes, consultancy & service

Selected projects & outcomes**2025 - present****Brazil Games Accelerator**

A national acceleration programme preparing Brazilian game studios for international markets. The nine-month journey combines business planning, product validation, and preparation for investment and international publishing through mentoring, specialist consultancy and playtesting. Funding: Apex-Brasil · Abragames

[Programme / output](#)**2025****Game é Cultura**

Consulting services to identify opportunities for Brazil under the Legal Framework for Games, operationalizing international partnerships to strengthen policies for the internationalization and exchange of Brazilian games. Funding: International Technical Cooperation Project OEI/BRA/22/002: Strengthening policy instruments for the cultural sector with the Brazilian Ministry of Culture.

[Programme / output](#)**2024****Games Sector Development Action Plan 2024-2030**

Sebrae-SP

A diagnostic of São Paulo's games ecosystem and proposed actions to guide institutions and sector stakeholders.

[Full report](#)**Voluntary & advocacy****Appointed Term
2025-2028****Board of Directors · International Game Developers Association**

Connecting academia, policymakers and industry, with a focus on opportunities for creators in the Global South.

2024-present**Vice Chair · IGDA Incubation SIG**

Supporting an international network of games incubators, accelerators and entrepreneurship programmes.

Since 2021**Advisor · Game Jam Plus**

Supporting an international initiative for game creators.

Mandate 2019-2022**National Council for Cultural Policy - Brazil (CNPQ)**

Civil society representative.

2016-2020**Industry Track Chair · SBGames**

Service at the Brazilian Symposium on Games and Digital Entertainment.

04 / PUBLICATIONS

Publications

Academic work and commissioned research, with links to texts, records and publisher pages. Original publication titles are retained in references, with translations where applicable.

Journal articles

Bez, M. R., Pinheiro, C. M. P., Zambon, P. S., Cherutti, M., & Pessotto, A. H. V. (2025). Hubs criativos e a indústria de jogos digitais: um estudo de caso sobre o Dutch Game Garden [Creative hubs and the digital games industry: A case study of Dutch Game Garden]. *Projetica*, 16(2), 1-32.

[Access publication](#)

Carvalho, J. M. de, Zambon, P. S., & Arrigo, A. J. S. (2019). Políticas de comunicação para os conteúdos digitais como estratégia de desenvolvimento: uma observação do caso brasileiro [Communication policies for digital content as a development strategy: An observation of the Brazilian case]. *Revista Paradoxos*, 4(1), 20-33.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. (2018). De software para audiovisual: as influências da ABrAgames na formulação de políticas públicas culturais para jogos digitais no Brasil [From software to audiovisual: ABrAgames' influence on cultural policymaking for digital games in Brazil]. *Revista de Políticas Públicas*, 22(1), 111-136.

[Access publication](#)

Zambon, P. S. (2017). As vantagens de ser independente: inovação e criatividade na indústria brasileira de jogos digitais e suas influências no processo produtivo [The advantages of being independent: Innovation and creativity in the Brazilian digital games industry and their influence on production]. *Metamorfose Arte, Ciência e Tecnologia*, 2(2), 276-294.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. (2017). Origem e evolução das políticas culturais para jogos digitais no Brasil [The origins and evolution of cultural policies for digital games in Brazil]. *Políticas Culturais em Revista*, 10(1), 237-260.

[Access publication](#)

Carvalho, J. M. de, Lopes, G. F., & Zambon, P. S. (2014). Propriedade intelectual e as indústrias criativas: cultura digital, regulamentação e as licenças públicas [Intellectual property and the creative industries: Digital culture, regulation and public licences]. *ALCEU*, 15(29), 172-182.

[Access publication](#)

Conference papers

Zambon, P. S., Pessotto, A. H. V., & Carvalho, J. M. de (2020). A colaboração e as boas práticas para gestão de ambientes criativos nos hubs da Indústria de Jogos Digitais [Collaboration and good practices for managing creative environments in digital games industry hubs]. In *Proceedings of SBGames 2020* (pp. 830-835). Sociedade Brasileira de Computação.

[Access publication](#)

Zambon, P. S., & Pessotto, A. H. V. (2019). Estado atual da regulação da Indústria Brasileira de Jogos Digitais: entre Audiovisual e Software [The current state of regulation in the Brazilian digital games industry: Between audiovisual and software]. In *Proceedings of SBGames 2019* (pp. 1270-1277). Sociedade Brasileira de Computação.

[Access publication](#)

Zambon, P. S., & Pessotto, A. H. V. (2018). Percurso histórico das Políticas Públicas para Jogos Digitais no Brasil [The historical trajectory of public policies for digital games in Brazil]. In *Proceedings of SBGames 2018* (pp. 1543-1551). Sociedade Brasileira de Computação.

[Access publication](#)

Zambon, P. S., & Chagas, C. J. R. (2018). Produção independente de jogos digitais: o desenvolvedor 'Lone Wolf' [Independent digital game production: The "Lone Wolf" developer]. In *Proceedings of SBGames 2018* (pp. 1552-1558). Sociedade Brasileira de Computação.

[Access publication](#)

Zambon, P. S. (2017). Clusters criativos e a Indústria Brasileira de Jogos Digitais: reflexões críticas iniciais [Creative clusters and the Brazilian digital games industry: Initial critical reflections]. In *Proceedings of SBGames 2017*. Sociedade Brasileira de Computação.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2016). Grupos de interesse e políticas públicas: ABRAGAMES versus ACIGAMES [Interest groups and public policy: ABRAGAMES versus ACIGAMES]. In *Proceedings of SBGames 2016* (pp. 1364-1370). Sociedade Brasileira de Computação.

[Access publication](#)

Pessotto, A. H. V., & Zambon, P. S. (2016). Lei da TV Paga como política cultural de acesso: a nova fronteira de fomento à diversidade no audiovisual [The Pay TV Law as a cultural policy for access: A new frontier for promoting audiovisual diversity]. In L. Calabre, M. Siqueira, A. Zimbrão, & D. R. Lima (Eds.), *Anais do VII Seminário Internacional de Políticas Culturais* (pp. 179-190). Fundação Casa de Rui Barbosa.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2016). Origem e evolução das políticas culturais para jogos digitais no Brasil [The origins and evolution of cultural policies for digital games in Brazil]. In L. Calabre, M. Siqueira, A. Zimbrão, & D. R. Lima (Eds.), *Anais do VII Seminário Internacional de Políticas Culturais* (pp. 1738-1752). Fundação Casa de Rui Barbosa.

[Access publication](#)

Carvalho, J. M. de, Zambon, P. S., & Andrade, S. S. (2015). Crowdfunding para jogos digitais: estratégias de financiamento e a reconfiguração da cadeia produtiva [Crowdfunding for digital games: Financing strategies and the reconfiguration of the production chain]. In *Anais do XXXVIII Congresso Brasileiro de Ciências da Comunicação* (pp. 1-11). Intercom.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2015). Jogos digitais enquanto tecnologia social: um novo horizonte para a comunicação [Digital games as social technology: A new horizon for communication]. In *Anais da X Conferência Brasileira de Mídia Cidadã e V Conferência Sul-Americana de Mídia Cidadã*. UNESP-FAAC.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2014). Observatório de Indústrias Criativas [Creative Industries Observatory] [Conference abstract]. In *Caderno de Resumos da XVI Jornada Multidisciplinar* (p. 135). UNESP-FAAC.

[Access publication](#)

Zambon, P. S., Franzolin, G. L., & Carvalho, J. M. de (2013). A economia que move a criatividade: uma análise de Zallo em diálogo com o relatório de Economia Criativa da UNCTAD [The economy that drives creativity: An analysis of Zallo in dialogue with the UNCTAD Creative Economy Report]. In *Anais do XVIII Congresso de Ciências da Comunicação na Região Sudeste*. Intercom.

[Access publication](#)

Nascimento, M. dos S., Zambon, P. S., Carvalho, J. M. de, & Carvalho, J. M. (2013). A mediação crítica: o desenho institucional da propriedade intelectual para as indústrias criativas [Critical mediation: the institutional design of intellectual property for the creative industries] [Conference abstract]. In *Caderno de Resumos da XV Jornada Multidisciplinar* (p. 133). UNESP-FAAC.

[Access publication](#)

Rocha, H. C. C. da, Zambon, P. S., & Carvalho, J. M. de (2013). Acervo Ibero-Americano de TV Digital [Ibero-American Digital Television Archive] [Conference abstract]. In *Caderno de Resumos da XV Jornada Multidisciplinar* (p. 81). UNESP-FAAC.

[Access publication](#)

Lopes, G. F., Zambon, P. S., & Carvalho, J. M. de (2013). Economia da Cultura e Economia Criativa: uma releitura do relatório da UNCTAD em debate com Ramón Zallo [Cultural economy and creative economy: rereading the UNCTAD report in dialogue with Ramón Zallo]. In *Anais do XXXVI Congresso Brasileiro de Ciências da Comunicação* (pp. 1-14). Intercom.

[Access publication](#)

Zambon, P. S. (2013). Games enquanto mídia: um novo horizonte interativo para a cidadania [Games as media: A new interactive horizon for citizenship]. In *Anais da IV Conferência Sul-Americana de Mídia Cidadã* (pp. 1-14). ABPCom.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2013). Políticas públicas para jogos eletrônicos: uma aferição da realidade brasileira em comparação com os avanços da Espanha na última década [Public policies for video games: assessing the Brazilian context against advances in Spain over the previous decade] [Conference abstract]. In *Caderno de Resumos da XV Jornada Multidisciplinar* (p. 146). UNESP-FAAC.

[Access publication](#)

Zambon, P. S., Nascimento, M. S., & Carvalho, J. M. de (2013). Propriedades criativas: uma apreciação crítica do capítulo de propriedade intelectual do relatório de Economia Criativa da UNCTAD [Creative properties: A critical appraisal of the intellectual property chapter of the UNCTAD Creative Economy Report]. In *Anais do XVIII Congresso de Ciências da Comunicação na Região Sudeste* (pp. 1-15). Intercom.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2013). Reflexões para uma abordagem de games enquanto indústria criativa [Reflections on approaching games as a creative industry]. In *Proceedings of SBGames 2013* (pp. 58-64). Sociedade Brasileira de Computação.

[Access publication](#)

Book chapters

Zambon, P. S. (2021). O desenvolvimento de ecossistemas da indústria de games: políticas públicas e ações setoriais [Developing games industry ecosystems: Public policies and sector initiatives]. In L. Alves & V. Torres (Eds.), *Game Design: processos de formação e desenvolvimento* (pp. 19-32). Benditas.

[Access publication](#)

Zambon, P. S. (2021). Os efeitos da Covid-19 na Indústria de Jogos Digitais [The effects of COVID-19 on the digital games industry]. In J. M. de Carvalho, Â. M. Grossi, & A. H. V. Pessotto (Eds.), *Mídia, cultura inovativa e economia criativa em tempos pandêmicos* (pp. 15-27). Gradus Editora.

[Access publication](#)

Zambon, P. S. (2021). Prefácio [Foreword]. In L. Alves, R. Moura Junior, & C. Lima, *Cena baiana de jogos digitais: um olhar a partir da sua organização produtiva e análise de redes sociais complexas* (pp. 9-13). EDUFBA.

[Access publication](#)

Sakuda, L. O., Fortim, I., & Zambon, P. S. (2020). Industry profile and evaluation of public policies: considerations from the 2nd Brazilian digital games industry census. In *Survey on the use of information and communication technologies in Brazilian enterprises: ICT enterprises 2019* (pp. 147-159). Comitê Gestor da Internet no Brasil.

[Access publication](#)

Zambon, P. S. (2019). Games e Literatura: usos e oportunidades [Games and literature: Uses and opportunities]. In SP Leituras (Ed.), *Jogo aberto: games, literatura e bibliotecas* (pp. 17-29). Secretaria de Cultura e Economia Criativa do Governo do Estado de São Paulo.

[Access publication](#)

Zambon, P. S. (2018). História e evolução da indústria brasileira de jogos digitais independentes [The history and evolution of Brazil's independent digital games industry]. In F. Irigaray, R. Ribeiro, V. Gosciola, M. C. Gobbi, & M. Silva (Eds.), *Artes, ambientes midiáticos, educação e plataformas* (pp. 206-219). UNR Editora.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2018). Jogos digitais enquanto tecnologia social: um novo horizonte para a comunicação [Digital games as social technology: A new horizon for communication]. In M. C. Gobbi, J. T. de P. Xavier, & M. E. Porém (Eds.), *Mídia cidadã e movimentos sociais: desigualdades, resistências e mídia inclusiva* (pp. 350-363). UNESP-FAAC.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2018). Políticas de Comunicação para conteúdos digitais: o caso brasileiro [Communication policies for digital content: The Brazilian case]. In F. Irigaray, J. M. de Carvalho, F. R. Belda, A. C. Sementille, & M. Américo (Eds.), *Políticas públicas, modelos de negócio e inovação em ambientes digitais, esporte e mídia* (pp. 35-50). UNR Editora.

[Access publication](#)

Zambon, P. S., & Sakuda, L. O. (2018). Visão Geral das Políticas Públicas para Jogos Digitais no Brasil [An overview of public policies for digital games in Brazil]. In L. O. Sakuda & I. Fortim (Eds.), *II Censo da Indústria Brasileira de Jogos Digitais* (pp. 193-243). Ministério da Cultura.

[Access publication](#)

Chagas, C. J. R., Zambon, P. S., & Magnoni, A. F. (2016). Estratégias de marketing e distribuição digital de games independentes no Brasil [Marketing and digital distribution strategies for independent games in Brazil]. In D. P. Renó, M. Américo, A. F. Magnoni, & F. Irigaray (Eds.), *O audiovisual contemporâneo: mercado, educação e novas telas* (pp. 44-57). UNR Editora.

[Access publication](#)

Zambon, P. S. (2016). Jogos digitais enquanto indústria criativa: reflexos de uma abordagem conceitual [Digital games as a creative industry: Implications of a conceptual approach]. In A. Figueirôa, B. Carvalho, & D. B. Rocha Jr. (Eds.), *Mídia e cultura contemporânea: série linguagem* (pp. 43-58). Editora Fi.

[Access publication](#)

Zambon, P. S., & Carvalho, J. M. de (2016). Mercado produtor de Jogos Digitais no Brasil: um panorama histórico [Brazil's digital game production industry: A historical overview]. In D. P. Renó, M. Américo, A. F. Magnoni, & F. Irigaray (Eds.), *O audiovisual contemporâneo: mercado, educação e novas telas* (pp. 240-253). UNR Editora.

[Access publication](#)

Reports & commissioned research

Zambon, P. S. (2026). *1st Census on Game Incubation & Acceleration*. Game Incubation Special Interest Group, International Game Developers Association.

Coming soon · Report not yet available. Temporary link to the IGDA Resource Library.

[IGDA Resource Library](#)

Zambon, P. S. (2026). *Oportunidades de cooperação internacional para o desenvolvimento setorial* [Opportunities for international cooperation in sectoral development]. Ministério da Cultura do Brasil.

[Access publication](#)

Zambon, P. S., & Pessotto, A. H. V. (2026). *Oportunidades de Desenvolvimento Após o Marco Legal de Games* [Development opportunities following Brazil's Legal Framework for Games]. Ministério da Cultura do Brasil.

[Access publication](#)

Zambon, P. S. (2024). *Diagnostic Review of the Video Games Sector in the Dominican Republic*. World Intellectual Property Organization (WIPO).

[Access publication](#)

Zambon, P. S. (2024). *Indústria de Games em São Paulo* [The games industry in São Paulo]. Sebrae-SP.

[Access publication](#)

Zambon, P. S. (2023). *Plano Setorial de desenvolvimento do setor de Jogos Digitais de Fortaleza* [Sector development plan for the digital games industry in Fortaleza]. Instituto Juventude e Formação; Prefeitura de Fortaleza.

[Access publication](#)

Zambon, P. S. (2020). *The Game Incubation Landscape in Europe*. BGZ Berliner Gesellschaft für internationale Zusammenarbeit.

[Access publication](#)

Theses & dissertations

Zambon, P. S. (2020). *Hubs criativos no desenvolvimento da indústria de jogos digitais* [Creative hubs in the development of the digital games industry] [Doctoral dissertation, Universidade Estadual Paulista]. Repositório Institucional UNESP.

[Access publication](#)

Zambon, P. S. (2015). *Entrando na partida: a formulação de políticas de comunicação e cultura para jogos digitais no Brasil entre 2003 e 2014* [Entering the game: The formulation of communication and cultural policies for digital games in Brazil between 2003 and 2014] [Master's thesis, Universidade Estadual Paulista]. Repositório Institucional UNESP.

[Access publication](#)