

Design teams that *outdeliver*.

I build design teams and the systems that make them deliver more: the operations that keep them focused and efficient, and the design systems, tools and methodologies that make their work scale. I secure the budgets, hire the right people and mentor their growth, making sure the business always perceives the value design brings. **Through it all, I stay close to the action: designing, testing and shipping products to this day.**

120 people, 20 countries

grew Yara's design discipline from one regional team to a global org, owning the budget, the structure, the hiring and the mentoring of every professional in it

Zero to 5 million+ users

FarmWeather, Yara's farming weather app: led the research and design, solving the many challenges of shipping a product for smallholder farmers in demanding markets; the result, a product built around its real users and used by millions across the world

US\$9M a year

the design budget I owned end to end at Yara: people, tooling, research and agencies, won year after year through stakeholder trust and the clear value design delivered

AI, made standard practice

built the processes and methodologies that made AI a true productivity tool for the UX discipline: not hype, but clear, documented, sustainable practices across a global organisation

WHAT I BRING

Operations behind successful delivery

I lead the operations that make design teams efficient: design ops, research ops, UX toolkits and design systems. The design system I championed at Yara serves more than 20 products. Its return is measured: an estimated US\$6M to date in savings on design and development work.

From strategy to hands on

I enjoy being deep in the ground work: research, prototyping, testing and shipping. Strategy, budgets and operations are my core role, but I find it essential to be able to deliver in any context: like creating Inkwell, a tool for managing tattoo studios, today live and running the daily operations of three Singapore studios.

Experience across industries and countries

Twenty years on both sides of the table, consulting and client side: banking, insurance, public sector, gaming, retail, e-commerce and medtech, delivered from London to Singapore, for a truly global audience.

THE JOURNEY

2006

Usability Consultant

Userlab & Santander · Madrid, Barcelona

2010

Senior UX Researcher

everis · Madrid

2012

Senior UX Researcher

Betfair · London

2015

Senior UX Manager

everis / NTT DATA · Brussels

2017

Head of UX Research
NTUC Link · Singapore

2018

Senior Manager of UX
Yara International · team 5 to 35+

2021

Global Director of UX
Yara International · 120 at peak, 20 countries

DELIVERED FOR European Commission · European Court of Auditors · EUIPO · BNP Paribas · ING · Allianz · Santander · Betfair · NTUC FairPrice · Yara International

Teams, operations, systems, products: I have built each one, and I am still building today. *If that is what you are hiring for, we should talk.*

Global Director of UX · Yara International · Singapore

2021 – JUN 2026

Global function of more than 120 at peak across design, research, UX operations and writing · 20 countries · US\$9M annual budget covering people, tooling, research and agency engagements

- **Team strategy & consolidation:** Consolidated UX into a single global function of more than 120 professionals spanning design, research, UX operations and UX writing, unifying 12 separate international teams under one operating model.
- **Product delivery:** Led the delivery of B2B and B2C farmer products and internal tools across the full Yara organisation, including ATfarm, YaraPlus and Yara FarmCare.
- **Operational leadership:** Owned the US\$9M annual budget and the hiring of the team, securing investment through business cases defended at executive level.
- **Cost cutting resilience:** When a company-wide cost cutting exercise hit the UX teams too, led the way through it, showcasing the power of solid operations and systems and minimising the impact of going from more than 120 professionals to 75.
- **Design scalability:** Led the creation of a global design system with production-ready components across Figma, Storybook and GitHub, now used by more than 20 products, cutting duplicated work and shortening time to launch, with an estimated US\$6M to date in savings on design and development work.
- **AI innovation:** Set up a dedicated AI prototyping and agentic research team and made AI-assisted design standard practice across the function.

Senior Manager of UX · Yara International · Singapore

NOV 2018 – 2021

Digital farming unit

- **Operational foundations:** Built the UX capability for Yara's digital farming unit, which created apps and tools for smallholder farmers across Asia and Africa, and established the operating model embedding UX in product squads with product and engineering.
- **Team scaling & delivery:** Grew the team from 5 to more than 35 designers and researchers across India, China, Singapore, Indonesia, Thailand and Kenya, leading UX for the flagship farming apps Yara FarmWeather, Yara Connect and Action Africa.

Head of UX Research · NTUC Link · Singapore

NOV 2017 – NOV 2018

- **Function building:** Spearheaded the creation of the user research function for NTUC's digital first transformation, supporting the ecommerce platform of FairPrice (Singapore's largest supermarket chain), the Link loyalty app and elearning platforms, recruiting the team and establishing the testing environment, tooling and research methodologies from the ground up.
- **Strategic insights:** Delivered mixed methods research that steered a critical redesign of the FairPrice ecommerce experience, used by millions of Singaporeans.

Senior UX Manager · everis / NTT DATA · Brussels, Barcelona, London, Luxembourg

JAN 2015 – NOV 2017

- **Practice growth:** Built the Brussels office from no permanent UX team into a practice billing more than €3M a year, and helped scale the wider UX consulting practice to 50+ people across Europe, managing sales, delivery and project margins.
- **Strategic advisory:** Led research and design engagements with major banking, insurance and public sector clients, including the European Commission, the European Court of Auditors, BNP Paribas, ING and Allianz.

Senior UX Researcher · Betfair · London

NOV 2012 – JAN 2015

- **Full cycle research:** Managed user research across the entire product portfolio at Betfair, one of the world's largest online betting exchanges.
- **Global expansion:** Guided key product launches with research, including expansion into the Italian and US markets.

Earlier experience · Madrid & Barcelona

2006 – 2012

- Senior UX Researcher, everis, Madrid (2010 to 2012, incl. EUIPO digital transformation) · Usability Consultant, Santander Bank (2009 to 2010) · Usability Consultant, Userlab, La Salle University, Barcelona (2006 to 2009).

STARTUP WORK

I have also been lucky to be part of exceptional companies at their earliest stage, as a founder, an advisor, or building everything myself. Good leaders support their communities; these are some examples.

Inkwell BUILT & DELIVERED

Studio management for tattoo studios, built solo; live at three Singapore studios since June 2026.

inkwell-landing.pages.dev

Patrimo ADVISOR

Wealth management platform for Spanish family patrimony, in beta.

Huella Digital ADVISOR

Digital legacy service grounded in Spanish law, in build.

Carely FOUNDER

Medtech homeware startup, concept to beta in Singapore.

COMPETENCIES Design leadership · UX strategy · design operations · research operations · design systems · accessibility · user research · product strategy · service design · team building · budget ownership · AI and agentic prototyping **TOOLS** Figma, Storybook, Miro, Jira, Notion, GitHub, Claude Code, Lovable

EDUCATION

LLB, Universidad Antonio de Nebrija, Madrid · Usability Studies, La Salle – Universitat Ramon Llull, Barcelona

LANGUAGES

Spanish and Catalan (native) · English (full professional proficiency)

AWARDS

1st Prize, SkillsFuture Idea Sprint, Singapore 2024

SELECTED PUBLICATIONS

Improving the design of accessible web pages through a study of user experience (ACM MSIADU, 2009) · BLA, Bipolar Laddering applied to YouTube (InTech, 2009)