

XAVIER BLANC BAUDRILLER

SVP Design & Strategic Innovation

Leading design organizations for high-value & high-impact product & service experiences



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EXECUTIVE PROFILE

Spanning the physical and the digital, from services to products, vehicles, and built environments, my journey from Satama Interactive to Fjord, Granstudio, Pininfarina, and Theodo has shaped my approach to design and innovation: steered by outcomes, not driven by solutions.

Different contexts, same discipline and goals: I build, lead, and grow design organizations, from structure to culture, people, methods, processes and tools, to define, design, and deliver high-value and high-impact product & service experiences, while keeping costs, risks, and time-to-market in control.

From Finland to France and Italy, the clientele I've served ranges from startups to large corporations, globally, across multiple sectors including automotive & mobility, consumer goods & retail, health, bank & insurance, telcos, infrastructure & energy, and equipment goods.

CORE COMPETENCIES

- **Design disciplines:** User research, strategic design, branding & identity, service design, physical & digital CX & UX design, interaction design, industrial design, commercial interior design.
- **Product & innovation management:** AI-augmented workflows, horizon 1-3 frameworks (competitive defense/challenge, market entry, product disruption, category creation).
- **General management:** Strategy, P&L ownership, budget management, organizational development.
- **Business development:** Go-to-market strategy, client growth, commercial leadership.
- **People leadership:** Multidisciplinary team building & scaling, coaching & mentorship.
- **Operations:** Design Ops, partnership building & management, cross-functional collaboration, cross-cultural collaboration.

PROFESSIONAL EXPERIENCE

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| 2026 | Executive Advisor, Design & Strategic Innovation , Skiss, Turin & Milan, ITALY
Focusing on tech for public good, social, and environmental sustainability, I help new ventures and large organizations turn complex innovations into high-impact products & experiences, from assistive devices for the visually impaired to agentic AI information integrity verification and cryptographic certification. |
| 2025 | Transition Executive, Product & Design , Theodo, Paris, FRANCE
Brought in by Theodo's leadership to strengthen the company's existing product and design capabilities, with a view to repositioning the company from an IT and software development consultancy into a full-stack strategic partner for innovation, design, development, and continuous improvement. Shaped the expanded offering, structured its delivery model, pitched it to clients, led first projects, and helped launch the extended design practice as a distinct entity and brand within the group. |

- 2021-2024 **Senior Vice President, Product & Experience Design**, Pininfarina, Cambiano, ITALY.
Took over leadership of what was then Pininfarina's Industrial Design practice, in the midst of the COVID-19 crisis. Repositioned it as the Experience & Industrial Design BU by introducing a strategic design layer upstream, reframing product design as holistic experience design, both physical and digital, tangible and intangible, and building stronger ties downstream with product engineering, manufacturing, and digital development. This shifted the BU's value proposition toward more strategic engagements, doubled individual project size, and unlocked long-term, multi-year, multi-million-euro programs. Also extended collaboration globally across other Pininfarina verticals and offices: with automotive, on future mobility, vehicle typologies, HMI, and interaction design at large; and with architecture, on retail experience, booth, and immersive installation design and development. Spearheaded an internal initiative to evaluate emerging AI tools and platforms and define how to integrate the most relevant ones into existing workflows, improving operational efficiency and design quality. Finally, introduced sustainable design as a key strategic axis, building dedicated capabilities, and earning multiple Green Good Design Sustainability Awards within two years.
- 2019-2020 **Head of Design Strategy**, Pininfarina, Cambiano, ITALY.
With the aim to help Pininfarina pivot its traditional automotive styling toward a holistic experience design approach, introduced, built, and integrated new experience and interaction design capabilities. Ahead of the 2020 Geneva Motor Show, led the company to replace the classic concept car, an object to be admired from a distance, with a demonstrator letting visitors experience for themselves what the future of autonomous driving could feel like. With time at a premium and virtually no in-house resources for digital design & development, set up an open partnership platform spanning Italian, Dutch, and Polish specialists to define, design, develop, and build it in just 8 weeks. Following the show's COVID-19 cancellation, this demonstrator, Autonomia, was presented to clients at Pininfarina's premises or remotely as a live, interactive filmed experience.
- 2017-2019 **Director, Experience & Service Design**, Granstudio, Turin, ITALY.
Helped the studio move beyond traditional automotive design into shaping the mobility of tomorrow, introducing and scaling new competencies in experience design, service design, and speculative design. Most notably, pioneered the hybrid physical/digital seating buck concept behind Granstudio's patented mixed-reality design and testing platform, DigiPHY, now adopted by major OEMs such as Renault, Volvo, Mazda, and Lynk & Co.
- 2011-2017 **Managing Director**, Accenture Fjord, Paris, FRANCE & Brussels, BELGIUM.
Built a recurring stream of client work that justified opening Fjord's first studio in France, then established its legal, financial, and operational infrastructure and began recruiting and scaling the team. When Fjord was acquired by Accenture, played an active role in preparing and facilitating the post-merger integration, within the team and across Accenture's commercial, consulting, and technical functions, eventually positioning Fjord at the heart of Accenture France & Benelux's innovation ecosystem. As the role's geographic scope expanded to cover Benelux, developed sales, scaled internal capabilities and built external partnerships across the region, growing the team to 25 and reaching a turnover of €4.4m by the end of 2016.
- 2010-2011 **Senior Group Strategist, Service Design**, Fjord Group, Paris, FRANCE.
Collaborated with Fjord's Berlin, Madrid, London, and Istanbul studios on early-stage vision creation & definition work. Also contributed to scope, define, pilot, and refine business design as a new practice at Fjord, helping shifting client engagements from discrete projects toward long-term, strategic relationships, increasing average project size and embedding Fjord earlier and more durably in clients' innovation roadmaps.
- 2007-2010 **Senior Strategist, Service Design**, Fjord Finland, Helsinki, FINLAND.
Led sales & delivery of product & service innovation projects, leading multidisciplinary teams at the fuzzy front end of innovation and integrating product & service development with marketing. Also led the creation and operation of Fjord's first-ever presence at Mobile World Congress, at a time when it was still a small, unknown design agency, facing the challenge of standing out amid an ocean of global tech giants.

2005-2007	Senior Planner, Marketing & Service , Satama Interactive, Helsinki, FINLAND. Led sales & delivery (ideation, design and development) of Nokia's Total Online Experience strategic program, a revolutionary closed-loop digital-only experience linking marketing, sales, device, content and services. Developed also various campaign management frameworks & tools and contributed to the development of the company's sales approach & delivery process.
2002-2005	Senior Consultant, Service Innovation , Satama Interactive, Helsinki, FINLAND. Led sales & delivery of large digital service design & innovation projects, mostly in the field of Telecommunications.
1999-2001	Consultant, User Research , Satama Interactive, Helsinki, FINLAND. Built the measurement & metrics unit, led sales and delivery of large web analytics & user research projects, and contributed to the elaboration of the company's offering.
1997-1998	Research Associate , The United Nations University, World Institute for Development Economics Research (UNU/WIDER), Helsinki, FINLAND.
1992-1997	Research consultant , The World Bank, Helsinki, FINLAND & Dar es Salaam, TANZANIA.
1989-1991	International Sales , Gout S.A, Stockholm, SWEDEN & Helsinki, FINLAND.

AWARDS

- **IF Design Award**: Masimo Stork (2022)
- **Red Dot Design Award**: Masimo Stork (2022)
- **Good Design Awards**: Autonomia (2020), Vidde
- **Green Good Design Sustainability Awards**: La Grangette (2021), Akom (2023), Vidde (2024)
- **German Design Award**: Vidde (2024)
- **Design S (Svensk Form)**: Vidde (2024)
- **Retail Asia Awards**: Celcomdigi (2024)

EDUCATION

1991-1992	M.Sc., International Marketing , Aalto University, FINLAND.
1985-1988	M.Sc., Business Administration , Toulouse Business School, Toulouse, FRANCE.
1983-1985	B.Sc., Marketing , Université Paul Sabatier, Toulouse, FRANCE.

LANGUAGES

- **French** C2 / Native Speaker
- **English** C1 / Advanced
- **Italian** B2 / Fluent
- **Finnish** B1 / Intermediate
- **Spanish** B1 / Intermediate