



ANTHONY CHEVALIER

Chief Product Officer · Chief Experience Officer

49 years old

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Governance

Transformation

Operating Model Design

Product Strategy & Delivery

Cross-Market Orchestration

Operating across governance, product and experience within complex, multi-country organisations. Strategy and delivery are combined to shape decision, operating and business models so execution holds at scale.

20+ years of experience, including 14 in senior executive roles, across APAC, Europe and North America. Hands-on where execution requires it, with full executive arbitration when trade-offs must be made. 30+ strategic programs (€15M–500M+), 8 industries, 3 regions.

EXPERIENCES

Founder

Okxydian - Since January 2024

Practice delivering governance, operating model design and product strategy across APAC, Europe and the Americas. Built on seven years of prior independent consulting (Bright, 2017–2024) and an executive track beginning in 2002.

AI native: my approach is to treat AI as a multi-layered architecture. Engineered and maintained as part of the practice itself. Refined through intensive daily practice, it extends executive judgment at the speed and scale complex decisions now require, across strategic, product, and organizational domains. Sharper, faster, more consistent outcomes, aligned with where the market is heading, not where it was.

- Whatever the stage of the company, from creation to scaling: structure decision rights, realign delivery across markets, enable transformation programs, co-design business models from scratch.
- Regional expansion across APAC: governance, product strategy and scalability. Active across innovation ecosystems in Thailand, China, Singapore, Malaysia, Indonesia, and Japan.
- Participating in major regional events such as Techsauce (Bangkok) and HICOOL (Beijing), and part of Deloitte's Access to Tokyo program.
- Member of institutional networks: Member of FACE: Founders & Creative Entrepreneurs. Portfolio Career in ASIA. Franco Thai Chamber of Commerce. Belgium Luxembourg Chamber of Commerce.

Head of Product Design | Governance, Operating Model & Multi-Brand Delivery

Opella (Sanofi) - November 2024 to May 2025

Repositioned the product function as a governance and operating model lever across a 10+ brand global ecosystem.

- Co-shaped the 2026 product strategy and decision architecture for a scalable multi-brand platform spanning EMEA, APAC and North America.
- Partnered with senior business stakeholders and internal product leadership to co-define ecosystem strategy and align execution across brand verticals (EMEA, APAC, North America).
- Defined and implemented the delivery operating model: agile cadences, ticketing architecture, Jira and Confluence setup, aligning content and tech teams under a shared delivery rhythm.
- Led and structured a team of 4; installed governance frameworks for research, standards adoption, content workflows and delivery consistency.
- Internalized production (previously agency-run) to increase cross-brand coherence and accelerate delivery by 40%.
- Fostered seamless collaboration between the internal content agency and IT department, enabling the successful phased implementation of a standardised component framework in a complex regulatory and technical context.

Head of Digital Products & Omnichannel Experience

Celio - December 2023 to October 2024

Omnichannel operating model transformation, aligning product, content, and delivery teams across two brands.

- Contributing to +46% e-commerce revenue across the 11-month mandate; +1% web revenue within the first 3 months through improved interfaces and user flows.

- 📌 Delivered the Camaieu e-commerce launch in 6 months by replicating and adapting the Celio platform architecture, ensuring cross-brand coherence and operational reuse.
- 📌 Improved e-commerce performance (+13% ABV, -10% cart abandonment, -20% rage clicks) by driving journey coherence and decision clarity across teams.
- 📌 Resolved the #1 customer pain point in 2 months through service blueprinting and cross-team orchestration, informed by customer experience data.
- 📌 Built and implemented an accessibility-compliant standardised component framework, creating scalable standards and delivery consistency, saving EUR 400K on RFP and production time vs. agency outsourcing.
- 📌 Restructured delivery infrastructure: implemented new Confluence and Jira environments, defined ticketing logic and cross-team workflows, establishing the operating backbone for product and tech coordination.
- 📌 Led a team of 12 and elevated practice maturity across content, accessibility and delivery through cadences, standards and cross-functional alignment.

Expert

Societe Generale - September 2023 to November 2023

- Mapped processes, tools and workflows across teams to identify bottlenecks and alignment gaps in the operating model
- Delivered actionable recommendations to strengthen coordination, cross-team visibility and practice consistency
- Facilitated training and workshops on structured problem-solving and agile methods
- Supported team alignment through service blueprinting and process re-architecture

Head of Product Design & Product Transformation | Operating Model Alignment

Kantar XTEL - May 2022 to June 2023

Led product structuring, operating model alignment and platform architecture for an AI-driven B2B SaaS platform serving Fortune 500 CPG clients (Nestle, Danone, Beiersdorf), within a multi-country agile transformation.

- 📌 Framing product vision, shaping the multi-country roadmap and structuring decision flows across 5 countries.
- 📌 Mapped the full product architecture end-to-end via storymapping with Product Management, structuring the platform for AI integration and API connectivity.
- 📌 Co-led product architecture restructuring and facilitated service blueprint workshops to align stakeholders on system intent and delivery flow.
- 📌 Embedded change management and delivery operations within agile teams to strengthen velocity and cross-functional operating rhythm.
- 📌 Overhauled QA processes with senior testers: redefined validation workflows, integrated personas and user flows into shared quality standards, and aligned QA cadence with delivery cycles.
- 📌 Led international ethnographic and secondary research (North America, Europe) to inform platform architecture, prioritisation and product direction.
- 📌 Built and implemented a scalable standardised component framework under accessibility constraints, enabling multi-country delivery coherence (FR, IT, PT, RO, ES).

Head of Product Transformation

EBP Informatique - June 2021 to November 2021

Product transformation and operating model alignment across 10+ SaaS and legacy B2B products, including recovery of a stalled SaaS initiative.

- 📌 Took ownership of product framing for a new SaaS solution with a EUR 1+M/year development budget, revealing critical business gaps through stakeholder workshops.
- 📌 Initiated and facilitated business model canvas sessions to formalise the product's economic foundation; previously undefined despite major investment. Clarified a EUR 2M economic base and restored strategic direction.
- 📌 Defined and deployed a cross-product roadmap, balancing improvement of legacy products (key to company profitability) and the delivery path for the new SaaS platform.
- 📌 Organised and ran storymapping, value proposition and journey mapping workshops across product teams.
- 📌 Conducted facilitated sprints, ethnographic and secondary research to guide transformation efforts and team alignment.
- 📌 Directed a cross-functional team of 8; embedded delivery rituals into agile cadences to improve coherence.
- 📌 Worked closely with PMs and Scrum teams to structure delivery, lead storymapping practices, train teams in agile workflows, and frame sprint cycles.
- 📌 Built a comprehensive standardised component framework grounded in modular architecture and accessibility, enabling consistency across 10+ product lines.
- 📌 Led company-wide acculturation initiatives (facilitated sprints, business framing, coaching) to support org-wide alignment and shared delivery posture.

Lead Consultant | Conversational AI | Operations

Orange Business - July 2020 to June 2021

Led operational transformation and delivery structuring for Orange's conversational AI platform (IBM Watson), anchoring the work in operating model alignment, team scaling and cross-team orchestration.

- 📞 Defined and implemented the product roadmap for conversational AI, structuring service blueprinting, content logic and delivery integration across teams.
- 📞 Audited operating practices and led change management through cross-team workshops and process redesign, improving consistency and delivery rhythm.
- 📞 Conducted an organizational study during the team scale-up (20 to 30, spanning PMs, developers and data scientists), producing structural recommendations on roles, workflows and team configuration to support sustainable growth.
- 📞 Co-designed and facilitated a conversational training program (including storymapping integrated into Jira and Confluence), contributing to 149 user paths (including 79 dialog flows).
- 📞 Supported linguistic architecture, journey logic, and component integration to ensure coherence across touchpoints.
- 📞 Supported the operational scaling across product, tech and content teams by reinforcing delivery operations, cadence and alignment mechanisms.

Founder | Governance, Operating Model Design & Product Strategy

Bright - October 2017 to July 2020

Independent consultancy delivering product transformation, service architecture and organisational alignment across finance, automotive, culture and public sectors.

- 📞 Core scope: strategy and transformation across B2B and B2C platforms, product restructuring, service blueprinting, multi-stakeholder delivery, training and coaching, advisory on legacy systems and delivery acceleration.
- 📞 Clients included VERMEG, Stellantis/PSA, Louvre Abu Dhabi, Chanel, Worldline, Ifremer, Adobe, ESSEC.
- 📞 Side venture: La Porte a Cote (2019–2024). From Fab Lab prototype to a viable line of custom wooden doors for Ikea furniture. Research, value proposition and business model defined and structured. Operated successfully for 5 years.

Lead Consultant | B2B Platform Transformation & Operating Model Alignment

VERMEG (via Bright) - September 2018 to November 2018

Led digital transformation and platform restructuring for complex B2B/B2B2C financial software, operating within a non-agile, top-down organisation.

- 📞 Conducted end-to-end audit and redesign of core trading platform interfaces, improving functional clarity and supporting a more coherent operating posture.
- 📞 Identified structural inconsistencies across flows and aligned teams through service blueprinting and research-led workshops.
- 📞 Contributed to the transformation of a retirement management tool, supporting a shift toward evidence-based practices within a compliance-heavy environment.
- 📞 Enabled regulatory compliance alignment by connecting outputs with internal control and audit expectations.

Lead Consultant | Product Transformation & Cross-Brand Alignment

PSA / Stellantis (via Bright) - December 2018 to April 2019

Led the product and service transformation of PSA's used-car platform (Spoticar), targeting a segment 2.3x larger than new vehicle sales.

- 📞 Led the first full end-to-end product cycle ever implemented at PSA (documentary research, qualitative & quantitative analysis, ethnographic insights, personas, data review, SEO signals, co-design, production and user testing).
- 📞 Facilitated co-design workshops with stakeholders to align product vision, priorities and decision flows across departments.
- 📞 Conducted an in-depth audit of customer flows and pain points, transforming insights into actionable product improvements, and contributed to deployment of the redesigned solution.

Lead Consultant | Experience Architecture & Strategic Framing

Louvre Abu Dhabi (via Bright) - September 2018 to December 2019

Strategic framing and experience architecture for the museum's mobile application, delivered through a high-impact facilitated sprint with 20 participants.

- 📞 Structured a three-phase visitor journey (pre-visit, in-museum, post-visit) integrating personalization, cultural sensitivity and content discovery.
- 📞 Achieved alignment on user needs, service intent and content prioritisation across cultural, editorial and technical teams.
- 📞 Produced experience maps and interface prototypes that served as foundations for the application revamp, deployed the following year.

Design Lead – Strategic Programs & Governance

EY - March 2011 to August 2017

Led governance, service strategy and operating model alignment across the Financial Services Office portfolio (banking, insurance, risk, compliance).

- Operated on 5–7 concurrent programs per year, contributing to more than 30 strategic engagements and supporting portfolio-level delivery coherence.
- Managed and coached a multidisciplinary team of up to 50 consultants; contributed to EY's European taskforce (CH, FR, GER, IT, UK) to harmonise practices and cross-country delivery standards.
- Architected the service framework for a live cybersecurity penetration test on EUR 40M+ insurance infrastructure, mapping human risk vectors and reframing security incidents as systemic failures.
- Structured the EU census coordination framework for Afghanistan (EUR 50M+ program): experience maps from Kabul to village level, data flow protocols for limited IT infrastructure, multi-level stakeholder coordination.
- Service architecture for a global bank employee mobility transformation (EUR 100M+ annual program, dozens of countries): international service packages, multi-jurisdictional compliance, strategic HR positioning.
- Intervened on regulatory transformation programs (BCBS 239) and adjacent initiatives, providing framing, product structuring and cross-function alignment.
- Built and deployed a 7-country knowledge management platform (France project lead); structured taxonomy, content governance and contributor workflows, delivering ~30% gain in search and precedent reuse time. Led onboarding and knowledge-sharing initiatives across the European network.
- On strategic engagements, shifted teams from expert-driven to client-centred delivery postures, using framing and co-creation to secure and deliver key programs.
- Helped define and deliver bespoke transformation-led offers for key accounts, bridging service architecture, business framing and value articulation, supporting innovation and market differentiation for FSO leadership.
- Led training on strategic framing and strategic writing for Managers in France and the UK; developed strategic storytelling for high-stakes RFPs.

Design Advisor | Digital Transition & Content Structuring

Essec Business School - January 2011 to March 2011

Supported the digital transition of academic content by designing specifications for interactive PDF documents tailored to faculty and student needs.

Assisted the in-house studio in migrating from QuarkXPress to Adobe Suite, streamlining production workflows and improving design flexibility.

Designer

ADI - Alternative Investments - September 2002 to May 2009

Design, data accuracy and governance exposure within a major player in fund-of-funds environment.

- Led the design of an integrated reporting solution, combining internal and client-facing insights; audited processes and mapped fund lifecycle to structure clear communication flows.
- Created and managed high-fidelity visual and marketing materials under strict data integrity and compliance rules.
- Acted as primary design counterpart to executive leadership (CEO, CFO, COO), contributing to high-level deliverables including Fitch and Moody's rating presentations and board-level documentation.
- Served as secretary of the employee representative committee (CE), liaising with the supervisory board and institutional partners (Française des Placements, Matmut, Lombard Odier).
Actively involved in the negotiation between management and employees during the company's liquidation following the 2008 financial crisis (Lehman Brothers).

CERTIFICATIONS



PM Lead 2023



UX Designer & UX Manager -
Certification ID 1039360 2021



Writing for Design: Putting
words to work 2012



Design Sprint Master/Facilitator Certificate 2018

SKILLS

Strategic capabilities

- Decision rights architecture ★★★★★
- Operating model design ★★★★★
- Governance frameworks ★★★★★
- Business model design ★★★★★
- Product vision & strategy ★★★★★
- Multi-country roadmaps ★★★★★
- Platform ecosystems ★★★★★☆
- Multi-brand orchestration ★★★★★
- Regulatory navigation ★★★★★☆
- Cross-functional alignment ★★★★★
- Business model design ★★★★★
- Product vision & strategy ★★★★★
- Multi-country roadmaps ★★★★★
- Delivery performance ★★★★★
- Cultural transformation ★★★★★☆

Execution levers

- Research-to-decision translation ★★★★★☆
- Operating rhythm design ★★★★★☆
- Cross-team delivery alignment ★★★★★☆
- Standards and scalability frameworks ★★★★★☆
- Accessibility-driven platform architecture ★★★★★☆

LANGUAGES

 French ★★★★★
Native

 English ★★★★★
Fluent

INTERESTS

Sports

English boxing, cycling, running.

Culture

Auditor at the École du Louvre: Introduction to the History of Art; History of Western Civilisations.

Arts

Drawing, photography, datavisualisation, typography.

Literature

Art and history, neuroscience, sociology, communication and communication techniques, geopolitics, classic literature, detective novels, philosophy and philosophical essays, science (medicine, astrophysics, quantum physics), science fiction.

Trekking and Hiking

Crossing the Alps - GR5, 21 days. Ruan and Dents Blanches - 8 days, trekking between 2500 and 3200 meters. Dolomites - 15 days between France, Austria and Italy. Indonesia - 3 weeks trekking to discover the volcanoes. Nepal, Tamang Valley - 11 days.

Volunteering

Chemins d'Avenir | Career mentoring.