ANTHONY CHEVALIER

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CPO · CTrO | Governance · Transformation · Operating Models | Product & Venture Building · Applied AI | Executive Advisory · Interim | APAC · Europe · Americas

Governance | Transformation | Operating Model Design | Product Strategy & Delivery | Cross-Market Orchestration

I work with CEOs, boards, investors and leadership teams when product, transformation or operating-model execution needs to be clarified, accelerated or reset across markets. Strategy and delivery are combined to shape decision, operating and business models so execution holds at scale. 30+ strategic programs (€15M–500M+) EY, Opella, Kantar, Stellantis.

20+ years of experience, including 15 in senior and advisory executive roles, worldwide. Hands-on where execution requires it, with full executive arbitration when trade-offs must be made. Crisis management: 7 years in a €10B hedge fund, through the Lehman collapse (ADI).

I sit between executive arbitration, operating model design, and multi-country execution. AI treated as architecture, not tooling. Integrated into the practice itself, extending executive judgment where speed and scale matter.

EXPERIENCES

Co-founder | CPO · CTrO | Governance, Operating Models & AI

Architekt - Since April 2026 - Bangkok City - Thailand

Advisory and venture platform at the intersection of governance, product strategy and technology: 10 industries, 3 regions, 15 years in senior and advisory executive roles.

Advisory: CPO · CTrO mandates, executive guidance, governance design and transformation programs
Ventures: Co-building, launching new products
Systems: data, AI and agentic systems that create scalable, recurring value

Scope as Co-founder: product conception, decision architecture, operating model design, cultural transformation, multi-country execution, from strategic framing to hands-on delivery.

Active ventures under Architekt:

On-Kare (Founder | CPO · CTrO): Pre-launch ambulatory healthcare SaaS spanning 22 medical specialties, designed for multi-market deployment across APAC. Grounded in an extensive research corpus covering clinical workflows, regulatory environments and patient pathways. Currently in private development.

Phoeniks (Founder | CPO): Agritech intelligence platform. Venture conception, business architecture and market intelligence.

Ankre (Founder | CPO): Due-diligence automation platform (KYC, compliance, M&A). Product vision and functional architecture.

AI as governed production architecture: used across the venture portfolio to support product definition, decision quality and operating coherence across complex market and regulatory contexts.

Founder | CPO · CTrO | Governance, Operating Models & Product Strategy

Oksydian - Since January 2024

Independent advisory practice delivering governance, operating model design and product strategy across APAC, Europe and the Americas. Built on an independent practice founded in 2017 (Bright), followed by successive executive transformation mandates, and a career started in financial governance in 2002.

Track record spans Adobe, Chanel, PSA/Stellantis, Louvre Abu Dhabi, Worldline and Ifremer (via Bright), plus executive mandates at EY, Opella/Sanofi, Kantar XTEL and in financial governance.

From creation to scaling: structure decision rights, realign delivery across markets, enable transformation programs, co-design business models from scratch.

Results:
+46% e-commerce revenue in 11 months, +13% average basket value, -10% cart abandonment, -20% rage clicks
Camaieu women's brand launched in 6 months on existing men's platform architecture
EUR 400K saved on a single design system RFP
40% faster production cycles through operating-model redesign and production insourcing; 10+ pharma brands internalized across EMEA, APAC and the Americas
EUR 2M+ documented overall savings across engagements

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

Opella (Sanofi) - November 2024 to May 2025

Led the repositioning of product design as a governance and operating model function across a 10+ brand global ecosystem (Allegra, Doliprane, Enterogermina, Icy Hot).

Co-shaped the 2026 design strategy and decision architecture for a scalable multi-brand platform spanning EMEA, APAC and North America.

Defined and implemented the delivery operating model: agile cadences, ticketing architecture, Jira and Confluence setup, aligning design, content and tech teams under a shared delivery rhythm.

Led and structured a team of 4 Product Designers; installed governance frameworks for research, design system adoption, content workflows and delivery consistency.

Internalized production (previously agency-run) to increase cross-brand coherence and accelerate delivery by 40%.

Enabled phased roll-out of Design System v2 through operating model harmonisation, regulatory alignment and coordination with legacy tech teams.

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.

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 CX and UXR data.

Designed and implemented an AA-compliant Design System, creating scalable standards and delivery consistency, saving EUR 400K vs. agency outsourcing.

Restructured delivery infrastructure: implemented new Confluence and Jira environments, defined ticketing logic and cross-team workflows, establishing the operating backbone for design, 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 | Audit, Operating Rhythm & Cross-Team Alignment

Societe Generale - September 2023 to November 2023

Brought in to audit operating practices and strengthen cross-team delivery alignment within a global banking context.

- 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 Product Management, Design Management and agile methods
- Supported team alignment through service blueprinting and process re-architecture, improving coherence across product, design and tech

Head of 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 within agile teams to strengthen delivery 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.

Designed and implemented a scalable Design System under accessibility constraints, enabling multi-country delivery coherence (FR, IT, PT, RO, ES).

Head of Product Transformation | Operating Model Alignment

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.

Contributed to defining the value proposition and MVP: identified a critical gap in the SaaS initiative's economic foundations (EUR 1+M/year, stalled for over a year without business model); facilitated business model reframing that clarified a EUR 2M economic base and restored strategic direction.

Audited tools, practices and flows, then drove org-wide operating model change through service blueprinting and cross-team workshops.

Structured the annual agile planning across product, design and engineering, defining delivery cadences, sprint logic and cross-functional sequencing.

Defined and deployed cross-product roadmaps, aligning desktop and web product lines under shared strategic priorities.

Built and coached a cross-functional team of 8 (design + PO), installing cadence, standards and agile adoption.

Designed a comprehensive Design System grounded in Atomic Design and accessibility, enabling consistency across 10+ product lines.

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 roadmap for conversational AI, structuring content logic and delivery integration across teams.

Audited practices and led change management through cross-team workshops and process redesign.

Conducted an organizational study during the team scale-up (20 to 30), producing structural recommendations on roles, workflows and team configuration.

Co-designed a conversational training program (including storymapping integrated into Jira and Confluence), contributing to 149 user paths including 79 dialog flows.

Supported linguistic, journey logic, and component integration via Orange's internal Design System.

Reinforced Ops practices, delivery cadence and alignment mechanisms across product, tech and content teams.

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.

Strategy & Governance Lead

EY - March 2011 to August 2017

Led governance, service strategy and operating model alignment across the Financial Services Office portfolio (banking, insurance, risk, compliance). 5-7 concurrent programs per year, 30+ strategic engagements, up to 50 consultants.

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.

On strategic engagements, shifted teams from expert-driven to client-centred delivery postures.

Led training on strategic framing and strategic writing for Managers in France and the UK; developed strategic storytelling for high-stakes RFPs.

Design & Digital Strategy Advisor

ESSEC Business School - January 2011 to March 2011

Supported ESSEC's digital transition of academic materials toward interactive publication standards. Produced technical specifications for interactive eBooks. Advised the in-house studio on the transition from QuarkXPress to Adobe workflows. Trained student cohorts to operate the new workflows.

Designer | Reporting, Communication & Process Structuring

ADI - Alternative Investments - September 2002 to May 2009

Strategic reporting, communication and process structuring for a EUR 10B hedge fund under AMF regulation (Ownership: Matmut >50%, Lombard Odier, Francaise des Placements). Pioneer of the first ARIA framework enabling onshore hedge funds for French retail investors.

Led the design of an integrated fund-of-funds 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 (Francaise des Placements, Matmut, Lombard Odier).

Crisis management: Served as employee representative during the collapse triggered by the Lehman Brothers failure (AMF freeze, massive valuation loss). Led negotiations through the company's liquidation and acquisition by Matmut, in an environment without unions. Contributed to the coordination of the economic redundancy plan affecting half of the workforce, including own position.

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.