

# CRISTINA FERRAZ

INNOVATION,  
DIGITAL TRANSFORMATION AND  
BUSINESS INTELLIGENCE DIRECTOR



As an innovation-focused, results-oriented manager with a multidisciplinary background on business administration, technology and design I help companies to achieve leadership in volatile environments and changing industries. I do that by creating business visions and portfolio roadmaps strategies, supporting business decision-making through data analysis and promoting digital transformation.

During my +15 years of experience in innovation and strategy positions my multidisciplinary profile has allowed me to effectively find and facilitate new business opportunities from research to go-to-market, all while managing teams, stakeholders and client relationships successfully.

My 360°-degree experience throughout corporate, consulting and academia, my cross-industry knowledge and my international career path in global markets allow me to have a thorough and far-sighted understanding of the challenges of today's world for business.

## LANGUAGES

**English & Spanish** | Bilingual  
**Catalan** | Advanced  
**French & German** | Medium  
**Italian** | Basic

### **Certificate of Aptitude in German | Goethe-Zertifikat B2**

Escuela Oficial de Idiomas, | Spain | 2007

### **Certificate of Proficiency in English – CPE**

University of Cambridge | United Kingdom | 2001

## FORMAL EDUCATION

### **Master in Big Data and Business Intelligence**

ENEB Business School  
Online, 2018-2019 - Cum Laude

### **MBA Master in Business Administration**

ENEB Business School  
Online, 2018-2019 - Cum Laude

### **MA Master of Arts Innovation Design Engineering**

Royal College of Art  
London, United Kingdom, 2006-2008

### **MSc Master of Science Innovation Design Engineering**

Imperial College  
London, United Kingdom, 2006-2008

### **BEng Industrial Design Engineering**

Elisava University School of Design and Engineering,  
Universidad Pompeu Fabra  
Barcelona, Spain, 2002-2005

## CONTINUING EDUCATION

### **Leading Digital Transformation**

MIT Massachusetts Institute of Technology | USA | 2020

### **Diploma in Coaching and PNL**

ENEB | Spain | 2018

### **Digital Marketing**

Google Activate | Spain | 2016

### **Foundations of Business Strategy**

University of Virginia | USA | 2013

### **Leading Strategic Innovation in Organizations**

Vanderbilt University | USA | 2013

## PROFESSIONAL EXPERIENCE

### HEAD OF INNOVATION STRATEGY

#### Philip Morris International

Lausanne, Switzerland | 2020 - Present

Supporting the company's strategic pivoting, future position and new business development through innovation, intelligence and digital transformation.

- Definition, governance and direction of upstream innovation process for PMI.
- Creation of mid- and long-term proposition portfolio and company vision.
- Data and insights management (quant/qual) to support business intelligence, corporate strategy and foresight

Working on Consumer Goods & FMCG, Consumer Electronics, Digital Ecosystems & Services, Wellbeing & Health and New Ventures.

### SENIOR EXECUTIVE CONSULTANT

#### Freelance

2018 - Present

Work for private clients and collaborating universities (see *Other professional experience*).

Double MBA + Master candidate 2018-19. Graduated.

### DIRECTOR OF STRATEGY, MARKETING AND BUSINESS DEVELOPMENT

#### Elisava University School of Design and Engineering

Barcelona, Spain | 2016 - 2018

Member of the Govern Council.

- Established digital strategy resulting in increasing ROI and expanding international customer base through new marketing channels and digitalisation of portfolio.
- Design and implementation of a new ETL - CRM / Business Intelligence system and data analysis strategy.
- Generation and direction of branding, positioning and marketing strategies.
- Doubled the revenue from business consultancy, surpass yearly objectives and triplicating clients' base.
- Optimisation of the product & services portfolio and creation of new business lines to expand student base at local, national and global levels.

### SENIOR LEAD CONSULTANT

#### Claro Partners

Barcelona, Spain | 2015 - 2016

Client projects on the Fintech, Travel, Retail, Data and Startup sectors.

- Understanding of disruptive shifts in industries through user-centred research and innovation.
- Generation of successful solutions and creation of new value for clients in highly disrupted markets by

combining product management, digital transformation, design thinking and foresight across industries.

- Management of Marketing Strategy, with a special focus on Social Media, Content and Thought Leadership.
- Client relationship management for an extensive list of leading-edge clients around the globe.

### INNOVATION LEAD, DESIGN & RESEARCH

#### Philips

Eindhoven, Netherlands | 2011 - 2014

Starting as Talent Program recruit in 2009, I worked on innovation initiatives from different functional approaches: innovation lead, digital transformation, product management and marketing, branding, UX and service design, business strategy and external client consultancy.

Projects B2B and B2C on Consumer Electronics, Healthcare, Lighting, Digital Retail and e-Commerce, Technology, Automotive, FMCG, Smart City, Personal Care (Beauty), Ventures and Home, among others.

International experience with a special focus on-site on EMEA, Latin America and Asian markets (mainly China), supporting *glocalisation* of the corporate strategy.

Responsibilities included:

- Leading Philips' innovation and digital strategy across its Business Units and for external clients.
- Creating and managing the product portfolio and branding strategy for Consumer Lighting.
- Defining E2E Innovation process for Philips Lighting and implementation of lean and agile methodologies.
- Data and insights analytics for marketing, technology R&D and business strategy.
- Defining open innovation procedures within corporate teams, external clients and ventures.

Achievements included:

- Established Consumer Lighting as Home LED market leader in incumbent and new markets and segments.
- Streamlined Philips E2E Innovation process.
- Created and implemented the competence of Design Strategy for the first time at Philips, managing innovation teams across departments.
- Increased interdepartmental and external collaboration and knowledge management.

### SENIOR INNOVATION DESIGNER

#### Philips Design

Eindhoven, Netherlands | 2010 - 2011

### INNOVATION DESIGNER

#### Philips Design

Eindhoven, Netherlands | 2009 - 2010

Recruited for Talent Program at the R&D department of Philips Design, focusing in bluesky design projects.

## LEAD DESIGNER

### Classical Opera Company

London, UK | 2007

Mozart's "The first commandment" opera, performed at Wilton's Music Hall - 26th, 27th and 28th September 2007.

## PRODUCT DESIGNER

### Miguel Milá Diseño

Barcelona, Spain | 2006

Product and concept development for Miguel Milá, one of the best design studios in Spain and a Spanish Industrial Design pioneer.

## INDUSTRIAL ENGINEER

### Vilagrasa

Barcelona, Spain | 2004 - 2005

Design and development of urban and contract furniture from concept to manufacture at the R+D department, first in-house and then as a freelancer.

## OTHER PROFESSIONAL EXPERIENCE

Throughout my career I've always done several side-job, flexible freelance collaborations with top global universities that help develop and update my expertise, vision and professional network.

## ASSOCIATE PROFESSOR

### IE Business School

Madrid, Spain | 2013 - Present

- Collaboration in the new Design & Management department curricula.
- Teaching of the course "Understanding the Future: Introduction to Trend Theory" to International MBA students, on the foundations of trends, foresight and creative strategy for business management.

## VISITING PROFESSOR

### Royal College of Art

London, UK | 2011 - Present

- Project tutor at Innovation Design Engineering Double MA programme jointly with Imperial College.
- Co-creation of educational modules in collaboration with companies for business innovation purposes.
- Lecturer on Design Strategy and Corporate Innovation.

## CONCEPTS ASSOCIATE

### Openlight, TuE Technical University Eindhoven

Eindhoven, Netherlands | 2011 - 2014

- Co-creation academic modules that explore the overlap of design, technology and business.
- Tutoring of students in project execution and learning.

## GRADUATE TUTOR

### Royal College of Art

London, UK | 2008 - 2009

Experimental strand at Innovation Design Engineering.