

# Adriana Ojeda

## Service Design Lead · Design Strategist · UX Research Lead

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Spanish and Mexican citizen: EU work authorization, no sponsorship needed. Available immediately; open to relocation.

## Summary

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Service designer and design strategist with 10 years of experience leading research, experience strategy and product design for global brands in sports, media, education, aviation and finance. Most recently Design Lead at FIFA, where I defined the service model and gamification for FIFA Rewards and the FIFA Passport, reaching 3M+ registered users by the end of the FIFA World Cup 2026. Previously Director of Service Design at Globant, leading multidisciplinary teams for Comcast NBCUniversal, NatGeo & Google, NFL, ViX (Apple TV App of the Year 2022) and Copa Airlines. Strong in user research, service blueprinting, loyalty and engagement design, design leadership and turning insights into measurable product outcomes. Invited lecturer at Harvard Graduate School of Design and contributing author of *This is Service Design Doing* (O'Reilly).

## Professional Experience

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### Design Lead — FIFA

Madrid, Spain · 2023 – 2026

- Led end-to-end design of the FIFA World Cup 26 tournament app, a core part of FIFA's 2026 digital strategy: discovery, experience strategy, design system and final product.
- Ran fan research across 6 nationalities (12 in-depth interviews, 2 stadium visits, fan survey), producing personas, happy and critical paths and the product vision.
- Defined the service model and engagement mechanics of FIFA Rewards: gamification framework, loyalty principles, tiers, earn-and-burn economy (stamps and coins) and partner value exchange. Beta launched at the FIFA Club World Cup 2025; 3M+ registered users by the end of the FIFA World Cup 2026.
- Conceived the FIFA Passport, the program's flagship experience: XP system, collectible stamps, progression mechanics, physical-digital partner integrations and design system, delivered with product and engineering teams.
- Designed connected experiences across FIFA's ecosystem, aligning fan needs with business, partner and operational goals.

### Director, Service Design — Globant

Madrid, Spain and Mexico City · 2018 – 2023

- Led service and product strategy for global clients including Comcast NBCUniversal, NatGeo & Google, Hallmark, Great Minds, Crayola, NFL, Copa Airlines and TelevisaUnivision.
- ViX (TelevisaUnivision): Lead UX & Service Designer for mobile, web and connected-TV apps with a 150+ person team; shipped Roku and Samsung MVPs in 3 months and defined the DesignOps plan. ViX was named Apple TV App of the Year 2022.
- Great Minds: led a 2-year discovery and platform definition for teachers, students, parents and administrators, working with 55 developers and 25 product designers.
- Copa Airlines: led a 2-month on-site discovery at the Panama hub; delivered a prioritised transformation roadmap to the C-suite.
- Used journey mapping, service blueprinting, ecosystem mapping and co-creation workshops to align business goals, user needs and technical feasibility.

### Lead Design Manager — Roundfeather

United States (remote) · 2022

- Led research and product definition for Paven, a financial wellness app for employees: interviews, surveys, personas and a gamified learning model. Paven won the Eddy Award for Best Financial Wellness Solution 2022.

### Senior UX Researcher & Service Designer — BBVA

Mexico City, Mexico · 2017 – 2018

- Designed human-centred products and services in cross-functional agile teams; selected for the Design Thinking Ambassador Program.

### Lead Service Designer — SBB

Mexico City, Mexico · 2016

- Built lifestyle-based persona profiles for Aeromexico Club Premier's 5 million members and rolled them out company-wide through a half-day workshop after the CEO presentation.

## Teaching, Publications & Projects

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- **Invited Lecturer**, Harvard Graduate School of Design — Master in Design Engineering.
- **Professor**, Strategic Design master's programs — Universidad Iberoamericana and Tecnológico de Monterrey, Mexico · 2016 – 2018.
- **Chapter Representative**, Service Design Network (Mexico) · 2018 – 2020.
- **Contributing Author**, *This is Service Design Doing* (O'Reilly, 2018).
- **Founder and author**, Public Design Atlas: open, bilingual reference of 291 entries across disciplines, practice and theory, plus 14 guided routes, with original sources.
- **Essays** on service design, behavioural design and cities (2019–2024), published on LinkedIn in English and Spanish.

## Education

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- **MA, Innovation and Service Design** — BAU College of Arts & Design, Barcelona, Spain · 2015 – 2016
- **Specialization in Futures Design** — CENTRO, Mexico City · 2018
- **Design Thinking Bootcamp** — Design Thinkers Academy, Toronto, Canada · 2016
- **Diploma in Behavioural Economics** — Tecnológico de Monterrey, Mexico City · 2017
- **BA (Hons) Industrial Design** — Tecnológico de Monterrey, León, Mexico · 2009 – 2013
- **Cross-Cultural Business** (exchange) — EM Strasbourg, France · 2011

## Skills

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**Research:** user research, qualitative research, contextual inquiry, usability testing, behavioural insights, data interpretation

**Strategy:** service design, experience strategy, customer experience (CX), service blueprinting, journey mapping, loyalty and gamification design, futures and envisioning

**Product & leadership:** product definition, design systems, DesignOps, design leadership, workshop facilitation, stakeholder management, Agile

**Tools:** Figma, Miro, Maze

## Languages

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Spanish (native) · English (C2, Cambridge CAE)