



# Alejandra González

Portfolio Manager · Service & strategic design

[alegp303@gmail.com](mailto:alegp303@gmail.com) [www.alegonzalez.dk](http://www.alegonzalez.dk) Copenhagen, DK



■ PROFILE — 2026

## From insights to *disciplined* execution — delivering customer-driven product outcomes.

I work with cross-disciplinary teams to connect **customer insight, business strategy, and disciplined execution**. By translating ambiguity into clear roadmaps and scalable solutions, I help organisations create **measurable value** for users and the business.

### CONTENTS

- 02 **Maersk — current chapter** ■
- 03 **Earlier work** ■
- 04 **Selected projects** ■
  - > Operational Planning intake redesign
  - > Ocean Portfolio experimentation engine
  - > Pfizer-BioNTech COVID-19 vaccine tracker
  - > Productised design framework for SMEs & Medtech
- 05 **Recognition, talks & engagements** ■
- 06 **Education** ■

# Building the rails for outcome-driven *product* at Ocean.

Three roles across three years inside Ocean TbM Solutions — moving from design leadership into Product Operations, and bringing the experimentation culture and customer insight engine the team had built into how the company plans, prioritises and ships.

## Portfolio Manager

### Ocean TbM Solutions, A.P. Møller — Mærsk

Driving Product Operations into the company's Operational Planning (OP) process — bringing clarity, structure and measurable outcomes to how the portfolio is shaped and delivered.

- **Cross-functional enablement.** Facilitating collaboration across teams to ensure alignment, readiness and shared ownership of outcomes.
- **Product development lifecycle foundation.** Building on the team's experimentation culture, established a structured path from discovery through to delivery, linking epics to strategic initiatives and business outcomes.
- **Leadership alignment.** Working closely with Product and Platform leadership to bring consistency to the intake process and roadmap planning.

#### IMPACT

- Improved transparency, clarity and quality of the OP intake process — contributing to **70% of OP1 initiatives** being approved and advanced to OP2. [Read the case →](#)
- Fostered collaboration between Ocean TbM and Business Enabling Platforms (BEP) teams.
- Established **3PDF** as the standard reference for product.

#### ■ OPERATING OBJECTIVES I'M DRIVING (OKRS)

The outcomes my Product Operations work is measured against this cycle.

### 01 Establish and execute an outcome-driven product portfolio

One clear vision, aligned roadmap and shared metrics — ensuring consistent value delivery for customers, internal personas and the business.

- › Endorsed Long-Term Contract Product Vision, referenced in decisions
- › Customer and internal personas defined with outcome expectations
- › Quality promises consistently reflected across products and messaging
- › Portfolio decisions traceable from vision to outcomes

### 02 Embed strong product-development best practices to improve customer-journey outcomes

Teams translate customer and persona needs into simpler, more reliable solutions — fewer exceptions, higher fulfilment, lower effort per FFE — while driving disciplined execution, EBIT uplift and lower cost-to-serve.

- › All initiatives apply a standard product operating model (persona, journey, outcome, success metrics), reducing rework and exceptions
- › Customer- and persona-driven features show measurable quality uplift in adoption, fulfilment or satisfaction, tied to OP priorities
- › Cost-to-serve and EBIT impact tracked per initiative, showing contribution to margin, productivity or revenue quality

### 03 Ensure clarity, consistency and trust across the product system

What we design, sell, configure and execute is consistent, transparent and reliable.

- › Product catalogue accurate and used as the source of truth
- › Alignment across product definitions, systems and messaging
- › Improved frontline confidence in product clarity
- › Reduction in exceptions and rework caused by ambiguity

MAY 2023 → JAN 2025 · COPENHAGEN

#### Ocean Product Design Manager

Ocean TbM Solutions, A.P. Møller — Mærsk

Led a design process spanning product exploration, ideation and experimentation in support of Ocean TbM Solutions.

- Acted as a consultant to product teams, focused on Ocean Contract products (Dry & Reefer) and niche segments (MLL, Special Cargo).
- Supported ideation, desirability hypotheses, and co-drove product development alongside Business Product Owners (BPOs).
- Built customer-engagement tools: Ocean Portfolio visualisations, exploration workshops to surface pain points and co-create value propositions, and tools that tightened feedback loops with customers.

#### IMPACT

- **Experimentation culture.** Scaled online & offline experimentation from hypothesis to measurable result — averaging **8 experiments/month** across a year. [Read the case →](#)
- **Insights deck.** Translated aggregated customer feedback into actionable outcomes, highlighting portfolio gaps for Product Owners to act on.

DEC 2022 → MAY 2023 · COPENHAGEN

#### Ocean Product Design Manager — Ocean Contract Products

A.P. Møller — Mærsk

- Shaped the Service Design function within Maersk Ocean, helping move the organisation toward a more design-centric culture and way of solving problems.
- Set creative direction for commercial product ideas — prototyping and validating with customers, and coordinating product-concept development across organisational units.

# From editorial design to *service* design.

Sixteen years of practice across three continents before Maersk — moving deliberately from graphic and editorial design into UX, service design, and the productised innovation work that informs how I approach product today.

MAR 2022 → DEC 2022 · COPENHAGEN

## Service & Business Designer

### Force Technology

Within a Research & Technology Institute (50% publicly funded), the Business Innovation & Design department helped SMEs position themselves in their Serviceable Available Market and adopt customer-centric, IoT-enabled strategies.

- **Framework development.** Designed a productised framework with defined phases — Discovery, Strategic Planning, Prototyping — each with measurable outcomes and short learning cycles. [Read the case →](#)
- **Medtech adaptation.** Tailored the framework for Medtech clients' predictability, efficiency and strict regulatory/compliance needs.

AUG 2020 → MAR 2022 · COPENHAGEN

## Senior CX & Service Design Consultant

### Jakala / FFW

- Service Design Lead for the **Pfizer-BioNTech COVID-19 vaccine tracking website**. [Read the case →](#)
- Partnered with medical and legal stakeholders in a fast-paced, constantly evolving environment — requirements changed daily and release cycles were shorter than a standard two-week sprint.

|   |                           |
|---|---------------------------|
| <p><b>Service Designer, Digital Engagement · Devoteam Creative Tech</b></p> <p>Account management for existing customers and linking digital-transformation strategies to specific digital solutions.</p>                       | Copenhagen                |
| <p><b>Service Designer &amp; UX · Jayway / Devoteam Creative Tech</b></p> <p>Projects from inception — at the intersection of design, development and business — defining the challenge to solve alongside customers.</p>       | Aug 2014 → Jul 2019       |
| <p><b>Independent Graphic Designer &amp; Brand Consultant · Denmark</b></p> <p>Worked independently after moving to Denmark, alongside writing my master thesis on “Design Management and Sustainability in Diabetes Care.”</p> | Jun 2012 → Aug 2014       |
| <p><b>Freelance Innovation Consultant · INSITUM (Accenture Interactive)</b></p> <p>Re-branding project for Bimbo: trend research, benchmarking, user research and translation to insights.</p>                                  | 2013 · Mexico City        |
| <p><b>Graphic Designer · Al Nisr Media / Gulf News</b></p> <p>Magazine layouts and art direction. Co-developed a new magazine title from inception with the editorial team and Art Director.</p>                                | 2008 → 2010 · Dubai       |
| <p><b>Senior Graphic Designer · Dar Dubai PP — Jumeira Beach Magazine</b></p> <p>Senior Layout Designer for a bimonthly luxury and lifestyle title, involved in monthly photo-shoots.</p>                                       | 2007 → 2008 · Dubai       |
| <p><b>Founder &amp; Creative Director · Bárbaro Gráficos</b></p> <p>Studio co-founded with a partner — corporate identity, printed advertising and packaging for Wal-Mart México, Mercantil Cuautitlán, Digrans, PR Lab.</p>    | 2006 → 2007 · Mexico City |

## Four projects, four *outcomes*.

A small selection of the work I'm proudest of — chosen because each one shows how I move from ambiguous planning challenges to measurable business outcomes, aligned across commercial, technology, and operational stakeholders.

MAERSK · PRODUCT OPS · 2025

### Operational Planning intake redesign

Redesigned how portfolio initiatives are discovered, prioritized, and advanced — connecting commercial strategy, business priorities, and measurable outcomes to investment decisions across the planning cycle.

70% of OP1 → OP2

Read case →

MAERSK · DISCOVERY · 2023-2024

### Ocean Portfolio experimentation engine

Built a repeatable discovery and experimentation capability — turning customer signal into portfolio intelligence that helped business owners prioritize with confidence and quantify value realization.

~8 experiments / month

Read case →

JAKALA / FFW · HEALTHCARE · 2020-2021

### Pfizer-BioNTech COVID-19 vaccine tracker

Led service design for the public vaccine-tracking website, working with medical and legal stakeholders in an environment where requirements shifted daily.

Public-health critical

Read case →

FORCE TECHNOLOGY · FRAMEWORK · 2022

### Productised design framework for SMEs & Medtech

Designed a phased framework — Discovery, Strategic Planning, Prototyping — with measurable outcomes and short learning cycles. Adapted for Medtech.

Reusable method

Read case →

# Operational Planning intake, *redesigned*.

Owning portfolio strategy and investment prioritization — connecting commercial business priorities, discovery rigour, and measurable outcomes to the way Maersk Ocean funds and advances initiatives.

Role

Portfolio Manager

Team

Ocean TbM Solutions

Partners

Product & Platform leadership, BEP

Year

2025

## Context

Operational Planning (OP) is how Maersk allocates investment across its portfolio each year — structurally similar to how a large retailer plans capital and capability priorities across its product and commercial landscape. Initiatives flow through two gates — OP1 and OP2 — and the quality of what enters the intake shapes everything downstream: resourcing, engineering priorities, business alignment, and ultimately value realization. The intake was rich in ambition but inconsistent in how strategic linkage, discovery evidence, and expected outcomes were articulated.

## What I did

I owned the end-to-end redesign of the intake: defining the product vision for how planning should work, aligning Product and Platform leadership on a shared prioritization model, and embedding discovery evidence into how initiatives are evaluated before they're scored. I built investment cases connecting business objectives to capability roadmaps, and drove cross-functional alignment across product, operations, and engineering to make planning decisions stick — not just at review gates, but throughout delivery.

## Outcome

**70%** of OP1 initiatives approved and advanced to OP2 — a meaningful step up in initiative quality and decision confidence.

## What also changed

- Stronger collaboration between Ocean TbM and Business Enabling Platforms (BEP) — initiatives now arrive with cross-team alignment, not after it.
- **3PDF** established as the standard reference for product across the organisation.
- Discovery is now expected, not optional — experimentation evidence has a defined role in the planning cycle, raising the quality of investment decisions and reducing downstream rework.
- Shaped a more coherent operating model: business processes, governance, and technology investment are now planned in sequence, not in silos.

# Discovery and *experimentation* as a portfolio capability.

From ad-hoc concept tests to a structured discovery engine — building the capability that connects customer insight to portfolio prioritization and value realization.

Role

Ocean Product Design Manager

Scope

Ocean Contract products (Dry & Reefer); MLL, Special Cargo

Partners

Business Product Owners (BPOs)

Years

May 2023 → Jan 2025

## Context

The team had appetite for experimentation but no consistent practice. Hypotheses lived in slide decks. Validation often happened after build. Customer feedback came in waves and rarely shaped portfolio decisions in time.

## What I did

I scaled both online and offline experimentation — from hypothesis definition through to measurable result — and built it into the team's rhythm. Workshops surfaced customer pain points and co-created value propositions. Visualisations of the Ocean Portfolio made trade-offs legible to BPOs and leadership. Customer-engagement tools tightened feedback loops so signal arrived earlier and more often.

## Outcome

~8 / month experiments sustained over a year — across desirability hypotheses, customer engagement tests, and product-concept validations.

## The insights deck

The richest by-product: a strategic insights deck that translated aggregated customer data into portfolio intelligence — surfacing gaps, quantifying unmet needs, and giving Product Owners clear prioritization signals. It became a reference document beyond the immediate team, influencing investment decisions and roadmap direction: exactly the kind of data-

driven planning artefact that sits at the heart of mature commercial and retail planning operations.

# Service design for a public *vaccine* tracker.

Leading service design for the Pfizer-BioNTech COVID-19 vaccine tracking website during one of the most consequential public-health rollouts in modern history.

Role

Service Design Lead

Studio

Jakala / FFW

Stakeholders

Medical & legal teams

Years

2020 → 2021

## Context

The vaccine was being rolled out faster than processes around it could harden. The tracking website had to be useful, accurate and legally defensible — and the underlying picture changed almost daily as authorisations, dosing schedules and supply logistics evolved.

## What I did

I led the service design work end to end — mapping the journey from a public, non-clinical perspective, coordinating with medical reviewers on what could and couldn't be communicated, and partnering with legal on the wording and scope of public-facing content. Release cycles ran shorter than a two-week sprint; clarity, traceability and well-documented decisions were the only way to keep up.

## What it taught me

- Design leadership in regulated, high-stakes contexts is mostly about **decision hygiene** — recording what was decided, by whom, and on what evidence.
- Plain language is a service: when the stakes are public health, every confusing sentence has a real cost.
- Cross-disciplinary trust gets built faster than you think, when the work matters that much.

# A productised *design* framework for SMEs & Medtech.

Turning the design process into a repeatable, outcome-driven product that small businesses — and later, Medtech clients — could actually use.

Role

Service & Business Designer

Org

Force Technology (50% public funding)

Audience

Danish SMEs, then Medtech

Year

2022

## Context

The Business Innovation & Design department supported SMEs in mapping their Serviceable Available Market, differentiating with existing customers, and taking initial steps toward adopting IoT. The challenge wasn't lack of design thinking — it was lack of a method these companies could absorb and run themselves.

## What I did

Designed and implemented a productised framework with three clearly defined phases — **Discovery**, **Strategic Planning**, and **Prototyping** — each with measurable outcomes. The framework emphasised short learning cycles and practical implementation for real-world impact, so SMEs could see results inside their own quarter, not after a year-long engagement.

## Medtech adaptation

I then tailored the framework for Medtech clients, addressing their need for predictability, efficiency and strict regulatory and compliance requirements. The same three phases, but with much heavier documentation, traceability and validation checkpoints — making customer-centric work compatible with how Medtech actually runs.

**3 phases** — Discovery, Strategic Planning, Prototyping — each with measurable outcomes and short learning cycles, deployable by SMEs and Medtech alike.

## Workshops, awards and selected *showings*.

A non-exhaustive list, kept in chronological order. The 2009 SND award is for editorial design from my Gulf News years — included here because that craft sensibility still shapes how I work today.

**2017**    **Design Sprint Bootcamp** — AJ&Smart, Berlin.

---

**2016**    **Design Matters Conference** — “Design with no interface” workshop.

---

**2012**    **PARK-ESN Workshop**, Mannheim, Germany — a three-day workshop with Roche Pharmaceuticals on new and sustainable solutions for their Diabetes Care products.

---

**2012**    **Global Service Jam** — Copenhagen.

---

**2012**    Project “**Gracia’s Vía**” selected for the **Salone Internazionale del Mobile**, Milan.

---

**2011**    **Mexico Design Net** — Barcelona.

---

**2009**    **Award of Excellence**, Society for News Design (SND), 31st competition — Inside Features Page Design.

## ■ EDUCATION & LANGUAGES

# Trained as a designer; *working* as a strategist.

A graphic design foundation in Mexico City, sharpened into a strategic design management lens in Barcelona — both still visible in how I structure problems today.

**2011 → 2012**

### **MA — Design Management**

IED · Istituto Europeo di Design, Barcelona

Covering Strategic Design Planning, User Research, Co-creation Processes, Interaction Design Basics, Product Management and Marketing.

**2001 → 2006**

### **Graphic Design — Bachelor & Master** (per Danish qualifications)

Universidad Iberoamericana (UIA), Mexico City

Specialisation in Visual Arts.

## **LANGUAGES**

Spanish (native) · English (fluent) · Danish (professional)