

# Carlos Lima Santana

Product Design Leader • Travel & Aviation • Design Organisations and Capability  
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## PROFILE

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Product design leader with 15+ years across aviation, travel, education and consumer sectors. I grew up inside the travel industry, from airport customer service to cockpit research at Airbus, cabin innovation at Air France-KLM and now the digital estate at British Airways, and I build the design organisations that travel needs. I lead and coach design and research teams in complex, large-scale digital product environments, shape product strategy through design alongside Product and Engineering, hold the quality bar, and scale design systems and accessibility. Fluent in English, French, Spanish and Portuguese.

## CORE COMPETENCIES

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Design leadership and team development • Product strategy and discovery • Design systems and component thinking • Accessibility (WCAG) • User research and synthesis • Cross-functional and product-triad collaboration • Senior stakeholder influence • Design operating models and capability building • Workshop design and facilitation • Service and omnichannel design • AI in product and design practice • Agile and Lean UX • Figma, Sketch, Adobe CC, HTML/CSS

## PROFESSIONAL EXPERIENCE

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**British Airways** London, UK

**Design & Research Manager, E-Commerce & Platforms** Jan 2026 to present

- Lead British Airways' in-house product design and research function within E-Commerce and Platforms, a team of ca. 15 designers and researchers, and direct a client-side delivery-partner organisation of 30 alongside it, reporting two levels below the Chief Commercial Officer.
- Drive the strategic shift from partner-dependent delivery to a senior in-house operating model, redefining how design and research are resourced, structured and held to a consistent quality bar across the digital estate.
- Set design direction and quality standards across booking, servicing and post-travel journeys, partnering with Product, Engineering, Brand and Research leadership so design shapes decisions from discovery, not just execution.
- Coach and develop designers and researchers across levels and mentor apprentices, building a culture of craft, curiosity and continuous improvement.

**Mobile Design Lead, E-Commerce & Platforms** Nov 2024 to Jan 2026

- Led mobile design for the new BA.com and app programme, overseeing in-house and external designers to deliver a new digital experience aligned to the "A British Original" brand platform.
- Drove design of the Travel Companion app and the Manage My Booking experience, with adoption and engagement gains tracked as leading indicators of commercial value.
- Advanced BA's design language (BAgel) and scalable component systems, partnering with Brand and Engineering on consistency across a complex, legacy-constrained estate.
- Embedded accessibility practice across the Classic and new BA.com estates, raising compliance with minimal audit corrections.

**Senior Product Designer, Digital Product & Experience** Aug 2022 to Nov 2024

- Designed across booking, servicing and post-travel journeys, acting as a connector between commercial goals, brand and customer needs.
- Contributed to cross-functional initiatives shaping BA's digital design language and component systems, and mentored junior designers and apprentices.

**Falmouth University** Cornwall, UK (remote)

**Online Tutor, Lecturer and Deputy Course Leader, MA User Experience Design** Jan 2023 to Dec 2024

- Led the redesign of the core Development Practice module, embedding current industry practice and reflective design leadership.
- Facilitated online learning, assessed student work and raised engagement and course satisfaction across two academic years.

**BrainStation** London, UK

**Lead UX Instructor** Sep 2022 to Apr 2024

- Led and delivered the 12-week (36 hour) UX Design certification to groups of up to 12 professionals, onboarding and coaching new instructors.

**Sky** London, UK

**User Experience Designer, Content Products** Jul 2021 to Aug 2022

- Defined a retention-focused feature backlog to reduce churn for NOW TV Early Life customers, partnering with research and product to improve customer lifetime value across platforms.
- Brought competitor and interaction-pattern research into early validation across streaming services.

**ENGINE UK** London, UK

**User Experience Designer, Growth Studio** May to Jul 2021

- Delivered discovery, UX specifications and omnichannel journey design for PizzaExpress's superapp and loyalty programme, the foundations for a loyalty experience now publicly reported at over 2 million members.
- Developed experience strategies for Sky and E.ON aligned to brand and business goals.

**Freelance / Contractor** France and Brazil

**Senior Product Designer** Jan 2016 to Aug 2022

- Led discovery, research, prototyping and workshops for clients including Coca-Cola Brasil, Casino Group, Natura&Co, Havaianas, Google, Descomplica and Estacio de Sa University.
- Facilitated stakeholder alignment and mentored client teams on user-centred process and methods.

**Air France-KLM Group** Paris, France

**Strategic Designer, Customer Innovation & Care (Inflight Innovation)** Feb to Aug 2017

- Led innovation frameworks and partner engagement across inflight and cabin programmes, supporting the launch of Joon.
- Delivered a concept development cycle producing three innovation platforms (Digital Cabin, Sensory Cabin, Standing Cabin) and contributed to Business Class seat research and development.
- Managed creative suppliers, academic partners and vendors against a dedicated innovation budget.

**La Cool Co.** Paris, France and Boulder, CO, USA

**Co-Founder / Product Designer** Sep 2013 to Dec 2016

- Co-founded an IoT gardening startup and led the team that created the world's first open-source DIY educational smart greenhouse kit.
- Accelerated by BNP Paribas's startup programme; featured in 25 global Maker Faires and international media.

**Accenture Strategy** Paris, France

**Jr Workshop Designer, Paris Innovation Centre** Feb to Jul 2015

- Facilitated C-level innovation workshops and sprints and helped establish the Paris Innovation Centre.

**Airbus** Toulouse, France

**Jr UX / UI Designer, Cockpit Operations R&T** Mar to Aug 2014

- Led design and research for an Electronic Flight Bag proof of concept; created a product architecture that secured US and EU patents and laid the UX foundations for a solution now deployed across airline operators.

**MJV Innovation** Rio de Janeiro, Brazil

**Jr Strategic Designer** Aug 2009 to Jan 2010

- Conducted research and strategic design for new travel and transportation services, and supported client workshop facilitation.

## EDUCATION

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Industrial & Product Design (Master 1 level), ENSCI – Les Ateliers, Paris • 2011 to 2017

Graphic & Product Design, ESDI / UERJ – Rio de Janeiro State University • 2008 to 2010

## CERTIFICATIONS AND RECENT TRAINING

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Professional Scrum Master I (PSM I) and Professional Scrum Product Owner I (PSPO I), Scrum.org • Product Management Certification, BrainStation • Measuring UX & ROI, Nielsen Norman Group • Customer Experience Strategy and Management, PUC-Rio • Apple Certified Support Professional (ACSP)

## LANGUAGES

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English, French and Portuguese: bilingual / native (C2) • Spanish: full professional (C1)

## COMMUNITIES AND MENTORING

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ADPList UX Design Mentor (75+ individual sessions) • British Airways Apprenticeship Mentoring • Alliance France Design, Designers Interactifs (associate member)