

# Xinning Chia

DESIGN LEADERSHIP · SYSTEMS THINKING · PUBLIC SECTOR

PORTFOLIO [xinning.me](#)

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A design leader in Singapore with 15+ years across products, services, and exhibitions, and 10+ focused on product and UX. I work at the level of systems: I find the organisation, platform, or population shaping a problem, then move it so the impact outlasts the project. I lead hands-on, grow designers, and hold the bar in the hard conversations, keeping research intact when complex organisations push toward the safe, average answer. Work spans URA, HPB, ActiveSG, Singapore Customs and SLA, built on earlier enterprise work with Fortune 500 clients.

## LEADERSHIP, CAPABILITY & PEOPLE

- **Lead by doing:** keep one or two projects in my own hands while directing strategy, pitching, research, and process across the studio, because you cannot set the bar for craft if you have stopped making the work.
- **Built the practice, not just the product:** stood up Trinax's methodology playbook, tools, templates and case-study library that hold quality across engagements whoever leads them.
- **Standards and progression:** replaced annual reviews with a quarterly cadence, introduced critique and research-screening standards that cut rework, and redesigned participant screening after a study-integrity gap.
- **Grow talent:** coached an at-risk designer into an Assistant Creative Manager who now owns team operations; run a nineteen-person department that hires and develops its own people, which rated me 8.2 out of 10.
- **Set the bar under pressure:** reframed briefs with evidence (the ActiveSG pivot; recommending against a design that had passed testing), keeping findings intact through stakeholder pressure.
- **Build with AI:** a team-analytics tracker, GenAI production pipelines and AI-accelerated workflows, with a point of view on how AI reshapes design practice.

## SELECTED WORK led hands-on

**URA Dream Lab, pitched, won, delivered in 27 days.** Led eleven people to build Singapore's first fully AI-powered government exhibition. Directed the generative pipeline and its guardrails, managed a live Midjourney to Flux switch mid-build, and shipped on time. Outputs reached the Prime Minister's National Day Rally; 2026 SG Mark winner, Experience Design.

**Singapore Customs, 402 pages rebuilt around user tasks.** Led the redesign of a platform serving 3.9M visits a year. A/B tested two directions and benchmarked global customs authorities before committing. First-time user confidence rose 4.2 to 8.0, overall 6.3 to 7.8.

**HPB Healthy 365, three years, a team of three.** Owned the brief, planning, effort estimation and resourcing for a 2.4M-download national platform. Shipped dashboards, PA and SportSG event integration, and a randomised behavioural experiment; moved HPB from one-size-fits-all to segmented, behaviourally grounded design.

**ActiveSG, the brief that should not be built.** Ran a dual-stream research programme (486 public, 33 corporate, 14 focus groups, 51 usability), found positive sentiment masking a strategic dead end, and won a pivot from activity tracking to sports discovery before any build.

## EXPERIENCE

**Trinax** Jul 2023 to Present  
Creative Experience Manager (Mar 2026 to Present) · Creative Services Manager / Senior UX Designer (Jul 2023 to Feb 2026)  
**InnoCelligence**, UI / Visual Designer (2019 to 2023), Fortune 500 product design: a pharmaceutical platform for Eli Lilly China and global IaaS initiatives for Fonterra. · **Accenture IoT Centre**, Visual Designer (2017 to 2018), sole designer, C-suite design-thinking sessions. · **Possible (WPP)**, Interactive Designer (2013 to 2016), core creative on the SAP global account. · **Emagination Interactive**, Senior Digital Creative (2010 to 2013), award-winning campaigns for Sentosa and VivoCity.

## EDUCATION

**Master of Design (Graphic Design)**  
Raffles Design Institute, Singapore · 2009 to 2010  
**Bachelor of Multimedia (Digital Media)**  
Multimedia University, Malaysia · 2004 to 2007

## WRITING & COMMUNITY

Weekly essays on design leadership and practice on LinkedIn (ongoing), plus longer pieces on behavioural design, team-building and public-sector UX at [xinning.me](#).

## CERTIFICATIONS

**Certified Data Analytics (R) Specialist** · SMU Academy, in progress, Aug 2026  
**Applied Behavioural Science** · SMU, Jan 2026  
**LUMA Facilitator** · Oct 2025 **CSPO** · Aug 2025

## TOOLS & AI

Figma, Framer, Webflow, Maze, Dovetail, Theydo, Miro, FigJam · Claude, Midjourney, Flux · R and Python (in progress)