



Giacomo Grassi – CV

Director of User Experience & Digital Process · INPS

Birth date: 8 May 1981 · giacomograssi.eu · linkedin.com/in/giacomograssi

profile

Executive leader with over 15 years of experience in digital product design and user experience leadership across complex, large-scale organizations. I specialize in building and scaling design functions, defining product and experience strategy, and embedding DesignOps as a strategic capability within enterprise environments.

Currently Director of User Experience & Digital Process at INPS, I lead digital experience strategy for one of Europe's largest public institutions, serving over 45 million citizens. I have conceived and delivered award-winning design systems adopted across hundreds of digital services, driven large-scale rebranding programs, and managed multidisciplinary teams to ensure measurable impact on user satisfaction and organizational performance. Alongside my core expertise in product design management, I contribute to AI governance and adoption strategy, co-authoring INPS's directive for AI integration.

experience

Member of AI Governance & Adoption Steering Committee – INPS

October 2024 – present

Providing strategic direction for the governance and adoption of Artificial Intelligence across INPS, defining standards and methodologies to leverage AI effectively within one of Europe's largest social security institutions.

- Co-authored INPS's official strategic directive for AI adoption, establishing clear guidelines and best practices for integrating AI into organizational processes.
- Led strategic initiatives, including the AI-powered simplification of administrative content, resulting in over 20% increase in user satisfaction with the clarity and accessibility of institutional texts. The project was showcased at AI Week 2025 in Milan (20,000+ participants) and included in the OECD OPSI Observatory.

Founder, Director & Curator – Lo Stato del Design

April 2025 – present

Independent conference focused on public sector design and citizen-centered innovation, aimed at building a national and international community of practice around digital service quality and public transformation.

- Conceived and directed the first edition (Rome, 3 December 2025), bringing together leaders from public institutions, private sector, academia, and international organizations.
 - Positioned the event as a non-commercial, high-quality platform for authentic exchange on real cases of design-driven transformation within public administration.
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Director of User Experience & Digital Process – INPS

May 2021 – present

Driving the digital transformation strategy of INPS – one of Europe's largest social security institutions – with a strong emphasis on user-centric innovation for its 45-million-strong user base.

- Conceived and led the creation of Sirio, the award-winning institutional design system, currently adopted across 400+ digital services with over 2 million daily visitors.
 - Directed a comprehensive digital-driven rebranding initiative marking INPS's 125th anniversary: all digital and physical brand assets, the new brand identity manual, and a nationwide integrated ATL and BTL communication campaign.
 - Earned multiple recognitions including the Red Dot Award 2025, iF Design Award 2023, ADI Design Index 2022, and an Honourable Mention at the ADI Compasso d'Oro 2024 for Sirio.
 - Accountable for the design function budget, allocated across a portfolio of 15+ international partners.
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Head of Digital Design Studio – Vodafone Italy

May 2019 – May 2021

Led and expanded Vodafone Italy's multidisciplinary design studio, overseeing end-to-end user experience strategy across digital and physical touchpoints for a customer base of over 30 million users.

- Scaled the design team from 20 to over 30 designers.
 - Doubled the departmental budget, reinforcing design as a strategic priority.
 - Delivered high-impact design projects directly influencing customer engagement, satisfaction, and retention.
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Head of User Experience & Design – YOOX Net-a-Porter Group

August 2017 – May 2019

Led all design initiatives across digital platforms for global luxury brands including Armani, Valentino, Bottega Veneta, and Ferrari, managing an international team of over 20 UX and creative design professionals with a data-driven approach across 35+ flagship online stores.

- Unified a diverse team of 20+ design professionals under cohesive, strategic Experience Design leadership.
 - Implemented conversion rate optimization processes across 20+ online flagship stores, driving measurable improvements in conversion rates and critical business KPIs.
 - Pioneered the practice of data-driven e-commerce optimization in the luxury industry.
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User Experience Manager – YOOX Net-a-Porter Group

February 2013 – August 2017

- Built and scaled the UX function from 2 initial designers to a structured team of 10+.
 - Championed user-centered design practices, gaining buy-in from over 20 luxury brand partners.
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UX Strategist & Interaction Designer – Bitmama

May 2008 – February 2013

User Experience Strategist (2011–2013) and Interaction Designer (2008–2011).

Researcher – Imaging and Vision Lab, University of Milano-Bicocca

December 2007 – April 2008

education

2025	Master's Degree (2nd level), Organization and Innovation in Public Administration – Sole 24 Ore Formazione
2024	Master's Degree, Artificial Intelligence for Government (AI4gov) – Politecnico di Milano
2007	Master's Degree, Theory and Technology of Communication, 110/110 cum laude – University of Milano-Bicocca
2005	Bachelor of Computer Science – University of Milano-Bicocca

Other relevant courses: Certified Scrum Product Owner (Scrum Alliance, 2020); Credibility & Persuasive Web Design, Brand as Experience, Website Design Lessons from Social Psychology (Nielsen Norman Group, London 2011).

languages

Italian (native) · English (C1, fluent)

awards & publications

The complete, up-to-date list of [awards](#), [books](#), [publications](#) and [interviews](#) is on the main page.