

# Fabien Pons

**Strategic & Creative Director · Cultural Coherence**

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I work at the intersection of cultural intelligence and creative leadership. I help organisations understand what has shifted – in culture, in their audience, in themselves – before deciding what to say or build.

My work is most useful at moments of rupture: repositioning, structural change, loss of relevance. I read what organisations aren't measuring yet. I translate that into creative direction, narrative, and systems that hold.

Experience across Europe, the US, and the UK. Global FMCG, beauty, tech, and consumer brands.

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## WHAT I BRING

### Practitioner

- Campaign & content direction
- Brand systems & narrative development
- Creative team leadership & mentoring
- Cross-market deployment
- Founder & senior stakeholder collaboration

### Thinker

- Cultural diagnosis & upstream strategy
  - Identity coherence – leadership, culture, expression
  - Competitive intelligence through creative exploration
  - Structural repositioning
  - Strategic narrative for leadership audiences
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## PROOF POINT – TINDER UK

The challenge was not acquisition. It was relevance. Tinder was widely used – but its cultural perception among Gen Z was eroding.

I led the strategic and creative direction of an upstream exploration – no brief, no campaign brief, no optimisation targets. A small group of young creatives explored how dating was actually lived. What emerged: dating had stopped being about finding someone. It had become a process of self-discovery.

Two years later, Match Group's CEO repositioned the brand around identity and emotional connection – the exact territory the creative exploration had mapped.

**Creative exploration as competitive intelligence. The shift seen before strategy named it.**

[See full case study here](#)

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## EXPERIENCE

### What Makes Us Human · Strategic & Creative Director · 2023–Present

I advise founders and leaders on cultural positioning, brand meaning, and organisational coherence. My work moves creativity upstream – before the brief, before the strategy – to reveal what an organisation truly stands for and build from there.

### 87seconds, Paris · Deputy General Manager & Executive Creative Director · 2020–2023

Transformed a production studio into a recognised multidisciplinary creative agency. Secured major accounts including Adobe US, Grand Frais, Mondelēz, Filorga, L'Oréal, and Legrand. Built and retained the agency's first long-term retainer client producing 500+ assets annually while maintaining creative coherence.

### Publicis Conseil, Paris · Global Creative Director – L'Oréal Garnier · 2017–2020

Led global brand systems across skincare, haircare, and colour. ~15 international campaigns per year across 130+ markets. Integrated digital-first thinking into large-scale ATL, retail, and content ecosystems.

**Estée Lauder – Becca Cosmetics, New York · Global Creative Director · 2016–2017**

360 creative direction across product, packaging, campaigns, retail, PR, and experiential. Built the in-house creative department. Positioned Becca as the 'expert of light.' Supported expansion across Sephora US and Ulta US.

**Code and Theory, New York · Associate Creative Director – Maybelline · 2013–2016**

Redefined Maybelline's social brand around New York culture, diversity, and individuality. Celebrity campaigns balanced with community-driven storytelling.

**Jam (Engine Group), London · Senior Art Director · 2010–2013**

Pioneer of social-first and YouTube content strategies for Samsung, Microsoft, and Sky. Helped position brands as cultural sponsors rather than traditional advertisers.

**BETC (Havas), Paris · Senior Art Director · 2005–2010**

Digital and integrated advertising for RATP, La Poste, EDF, Banque Populaire. Built and scaled a creative team specialising in digital and integrated communication.

**Clockwise, Paris · Co-founder & Art Director · 2000–2005**

Co-founded a branding and design studio for premium and luxury brands: Cartier, Lancôme, Kérastase, Chaumet, Helena Rubinstein.

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## EDUCATION

**Master's in Art Direction & Digital Design** · École Multimédia, Paris

**Bachelor's in Psychology** · University of Nice

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**What Makes Us Human** – A public platform on Cultural Coherence and the structural role of creativity in organisations.

[whatmakesushuman.co](http://whatmakesushuman.co)