

Jorge de Luis Sierra

CMF & Interior Experience Design

Mobility Interiors
Aviation, eVTOL, Automotive

CMF Strategy. Brand Experience.
Industrialization

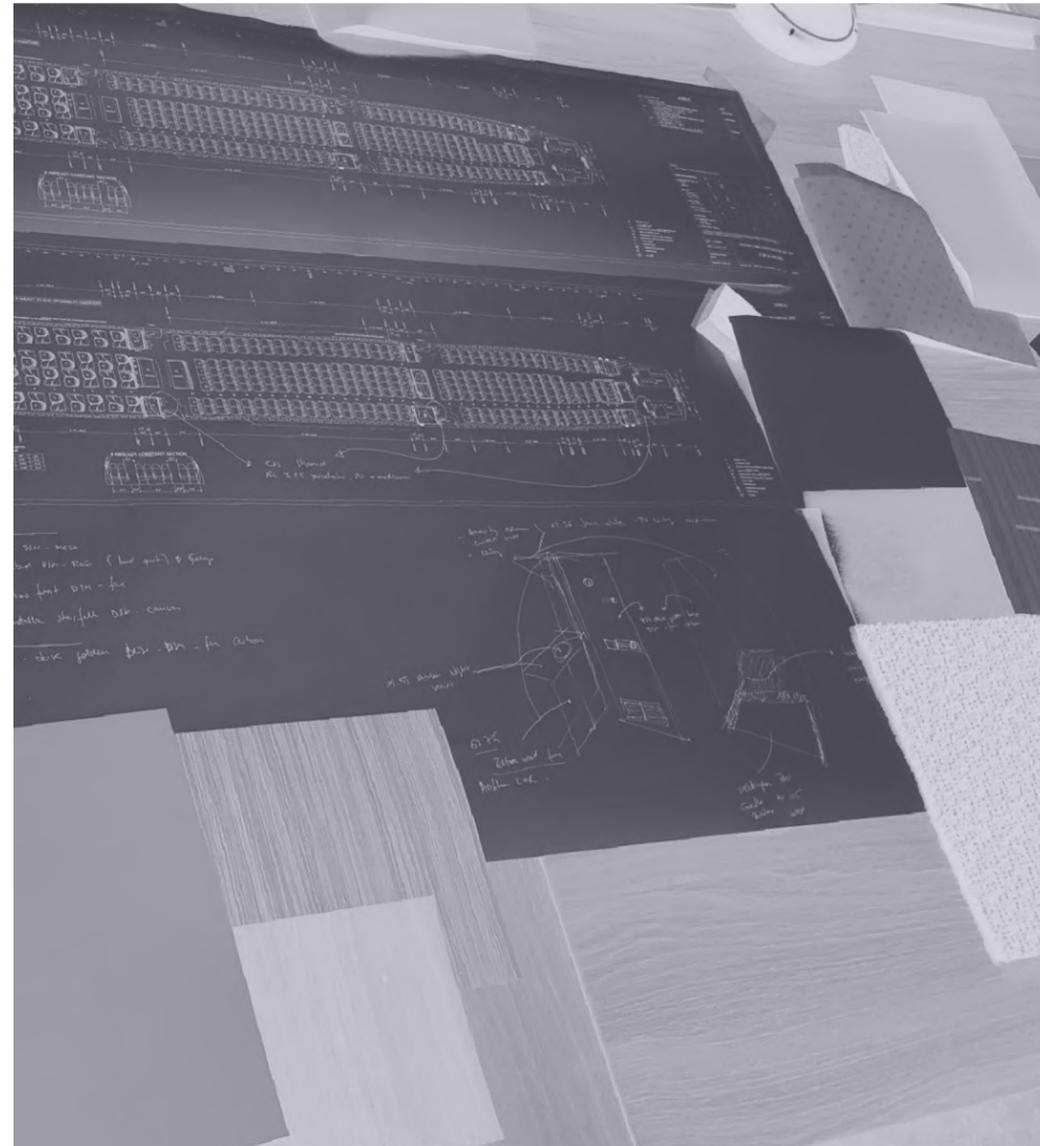
FEB 2026



Innovative interiors and CMF leader with 12+ years in complex, regulated mobility programmes. I translate brand intent into industrial, certifiable, supplier-ready solutions, guiding customers through concept and definition phases while supporting internal stakeholders across design, engineering, procurement and production.

EXTRACT - ABOUT ME

I bring strong expertise in project and programme delivery, styling and branding, regulated materials (including airworthiness) and supplier ecosystems, and the industrialization work required to take interiors from concept to implementation. I build CMF strategies and product propositions that balance aesthetics with weight, cost, durability, certification and perceived quality, ensuring a coherent customer experience within real industrial constraints.



J.DL | AI-ASSISTED CMF PROTOTYPING

I use generative AI as a decision-support layer for CMF prototyping across touchpoints (seating, cabin, trims). By grounding prompts in real materials, manufacturing processes, and airworthiness constraints, I iterate on palette, texture, stitching, and perceived quality drivers to converge early. Final decisions are validated through physical samples, supplier feasibility, and certification pathways.



At Lilium, I led cabin product customisation from concept to supplier-ready offer, defining the option catalogue and customer configuration logic across cabin, seats, and livery. I coordinated Engineering, Procurement, and Tier-1 suppliers to industrialise materials, manage change, and deliver buildable, repeatable solutions within weight, cost, and certification constraints.

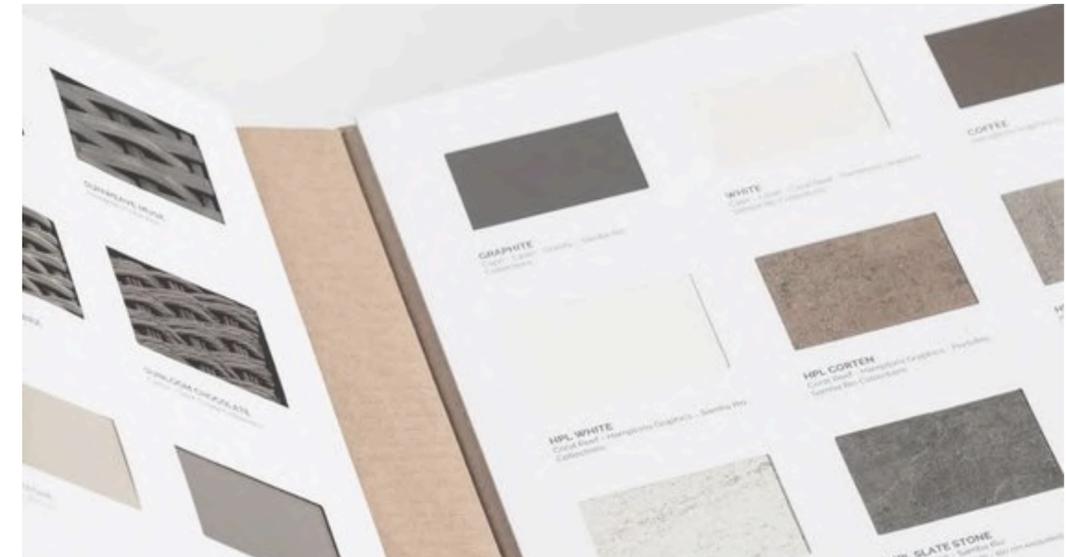
CABIN PRODUCT CUSTOMIZATION MANAGER

- Concept scouting in compliance with requirements and performance in the context of supplier and product development
- Filtering and ensuring the readiness of materials and suppliers incl. management of Tier 1 integration
- Carrying out and managing internal coordination in the context of process and quality management
- Managing and monitoring the quality criteria and the final catalogue with all parties involved
- Feasibility check and filtering of customer requests
- Creating and managing customer configurations
- Matching requests with supplier selection and integrating them into the production process
- Check costs and aftersales plan
- Support with orders and quality control in the production of product samples for marketing and trade fair events



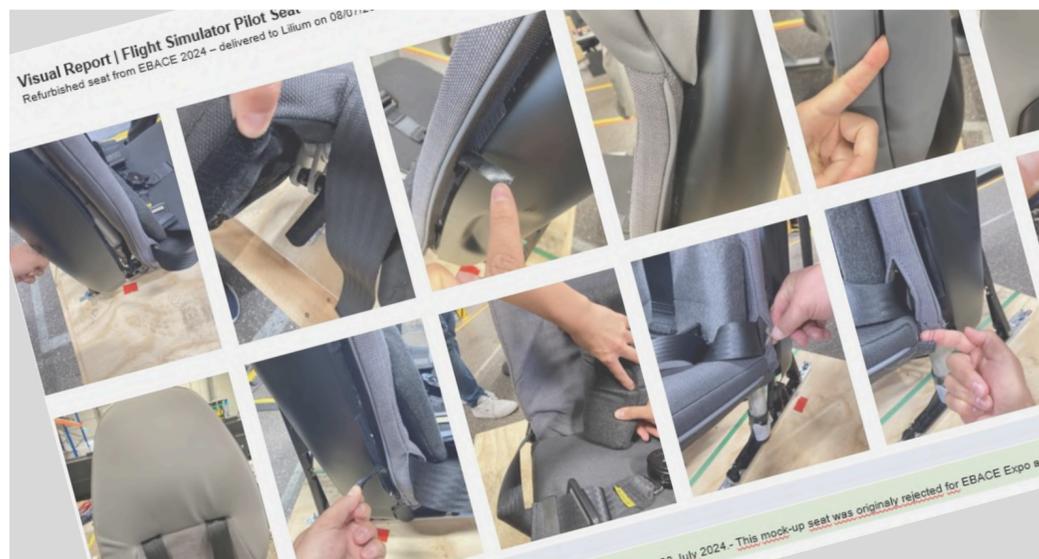
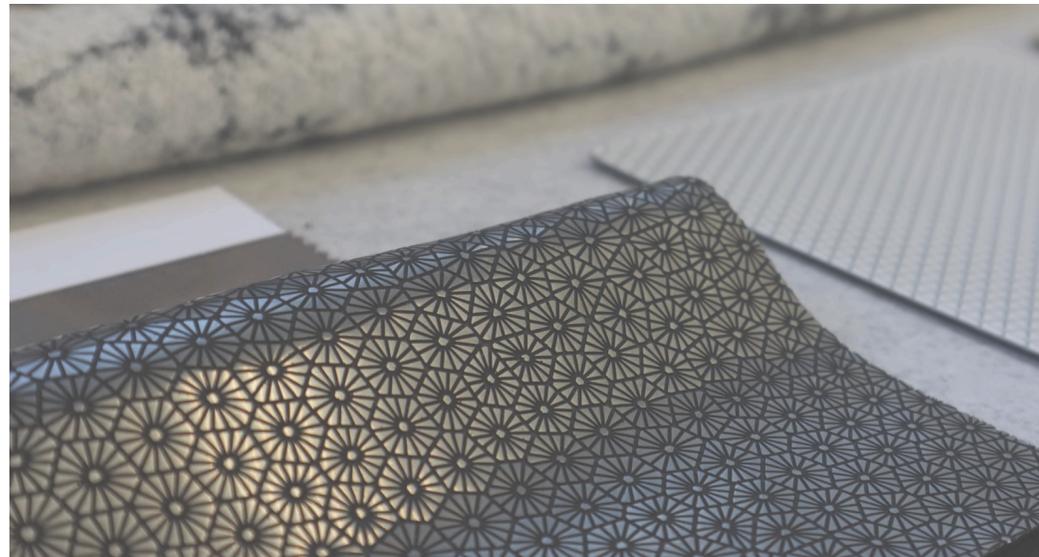
✿ | CUSTOMIZATION STRATEGY

I built the customisation framework and governance: CMF architecture, option catalogue structure, sample hierarchy (lab chip to Master Sample), and change control to secure repeatability. I also drove supplier maturity and quality alignment to protect perceived quality while meeting weight, cost, and certification targets.

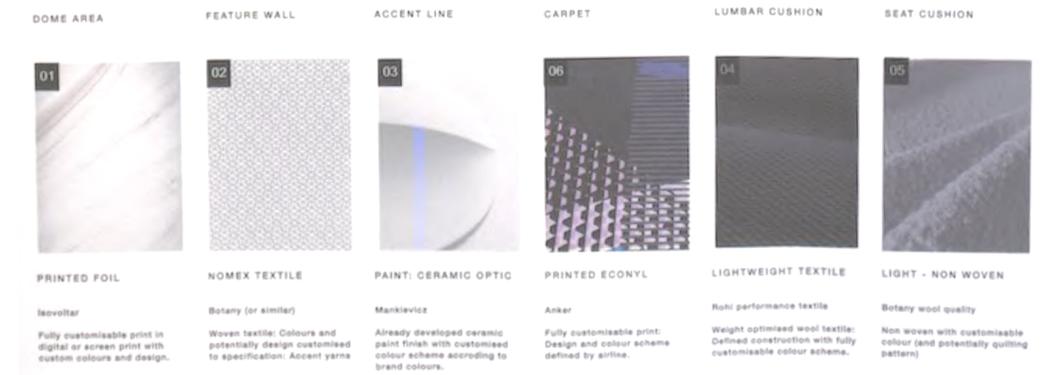


Defined perceived-quality targets and translated them into measurable controls: master samples, finish standards and in-process checks with suppliers and builds. Closed the loop through issue triage and corrective actions, ensuring consistency from prototypes to industrialisation.

CMF STRATEGY AND PERCEIVED QUALITY



03 MATERIAL TECHNOLOGY CUSTOMISABLE ITEMS



SUPPLIER COLLABORATIONS & PROFESSIONAL ENDORSEMENTS



Marta Ferran-Marqués, PhD · 1er

Materials & Processes (M&P) Engineer at Lilium

19 de noviembre de 2024, Marta trabajaba con Jorge en el mismo equipo

I had the pleasure of working with Jorge De Luis Sierra at Lilium, where we collaborated on defining the exterior paint scheme for the Lilium Jet. Jorge's expertise as an Aircraft Customizations Manager, particularly in understanding aerospace needs and standards, was key to bridging design and commercialization requirements. His attention to detail, creativity, and ability to balance aesthetics with industry standards made him an invaluable partner in delivering a design that met both visionary and market demands.



SUPPLIER NETWORK



Botany Weaving



Tapis Corporation



Tisca



Lufthansa Technik



Gauzy Aeronautics



DMS Design



Stoll von Gáti



Rohi stoffe



Sabelt S.p.A.



Mankiewicz



F. LIST



Expliseat



Bucher



jetlite



LANTAL textiles



Schroth



AkzoNobel



Muirhead



SIMONA Boltaron



MGR Foamtex



Neveon



Kvadrat



Isovolta



Gerflor



id-product



Lamberts London



Percival Aviation



Sabeti Wain



ANKER



Schneller



Kobleder



Diehl Aviation



Holcim



Zotefoams



Centro Avanzado de Tecnologías Aeroesp.

working at **AIRBUS**

customer  **STARLUX**
星宇航空

Starlux Airlines A321neo Business Class. Brand inspiration translated into a certifiable CMF direction in collaboration with Designworks.

DESIGN DIRECTION to **DESIGN
WORKS**
ABMW Group Company

From 2013 to 2021, I worked at Airbus as a Cabin Interior Design Manager, specializing in interior CMF (Color, Materials, and Finish) branding and design customization for line-fit commercial aircraft.

One notable project featured on this slide is my work with Starlux Airlines, a startup acquiring its first fleet of brand-new Airbus A321 aircraft. I was tasked with creating a branding concept for their Business Class cabin that reflected their ambition to become the preferred airline for both business and leisure travelers in Taiwan. The design goal was to embody their vision of high-end luxury by delivering a sophisticated, modern, and stylishly cozy international aesthetic that aligned with their brand values



A ⚡ | COLLABORATION SCOPE

- Worked with the airline's board and CEO to define customization guidelines.
- Organized workshops to develop CMF (Color, Material, and Finish) concepts.
- Guided Designworks' proposals to meet Airbus standards.
- Created design direction and technical documentation for production.
- Managed timelines, budgets, and technical requirements.
- Delivered a cohesive cabin interior reflecting the airline's brand.



Martin Chou · 1er
VP of Procurement Div Starlux Airlines
28 de julio de 2020, Martin fue cliente de Jorge

Jorge DE LUIS SIERRA is Senior Cabin Interior Design Manager. Who is in charge of STARLUX AIRLINES' A321s, A350s and A330s cabin design program for cabin trim and finish coordinator
With Jorge's active attitude, knowledge of the Airbus's trim and finish for specific Airbus aircraft model and knowledge of materials from various cabin material suppliers. This is really helpful to our program. We are very pleased with Jorge's performance and are glad to recommend Jorge as an expert in the cabin design and T&F field.

Martin Chou
VP
Procurement Div.
Starlux Airlines



working at **AIRBUS**

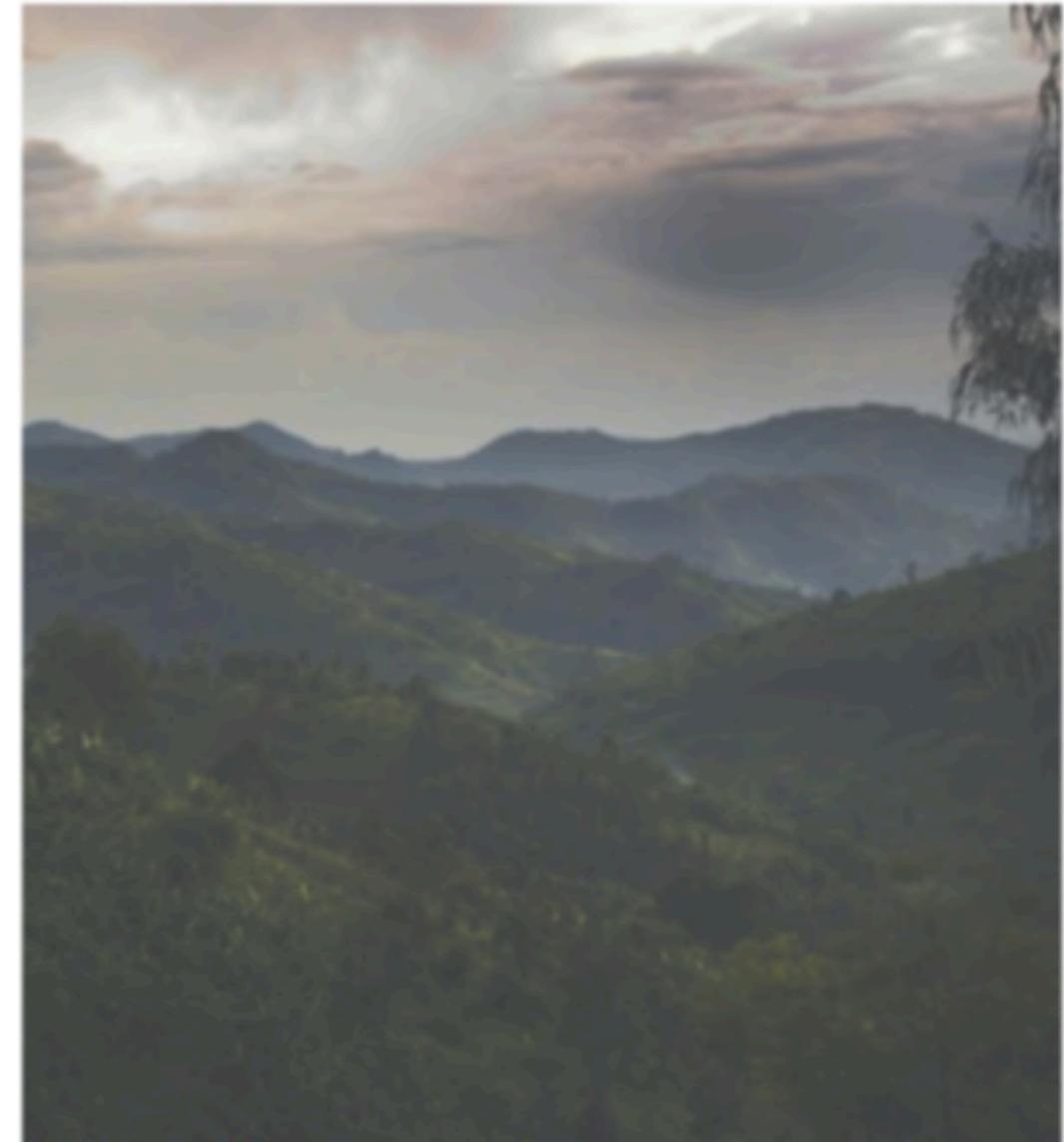
customer  **RwandAir**
Ty our dream to the heart of Africa

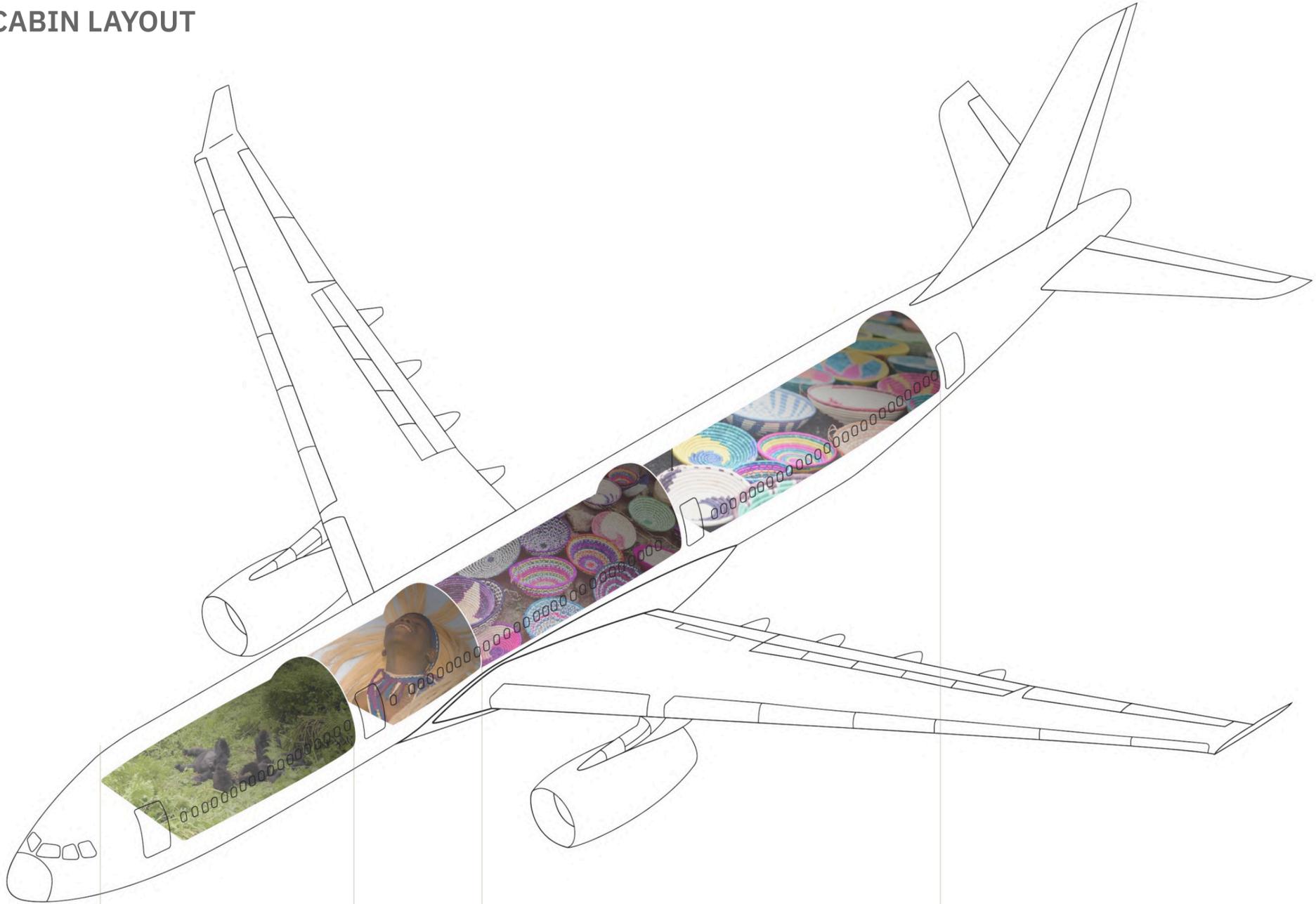
Brand-led cabin narrative translated into zone-based themes and CMF cues.

CREATIVE DIRECTION

In 2016, RwandAir acquired its first Airbus aircraft (a widebody A330), marking a significant milestone as the first long-range aircraft in their fleet. Their vision was to become ambassadors of Rwanda, showcasing the nation's identity far beyond the African continent. From the moment passengers step onboard, they should instantly feel immersed in the "Rwandan experience."

To achieve this, the design elements drew inspiration from Rwanda's rich cultural heritage, traditional arts and crafts, and the country's iconic geographical landmarks





Business Class

Premium Economy

Economy Class

Theme:
Gorillas

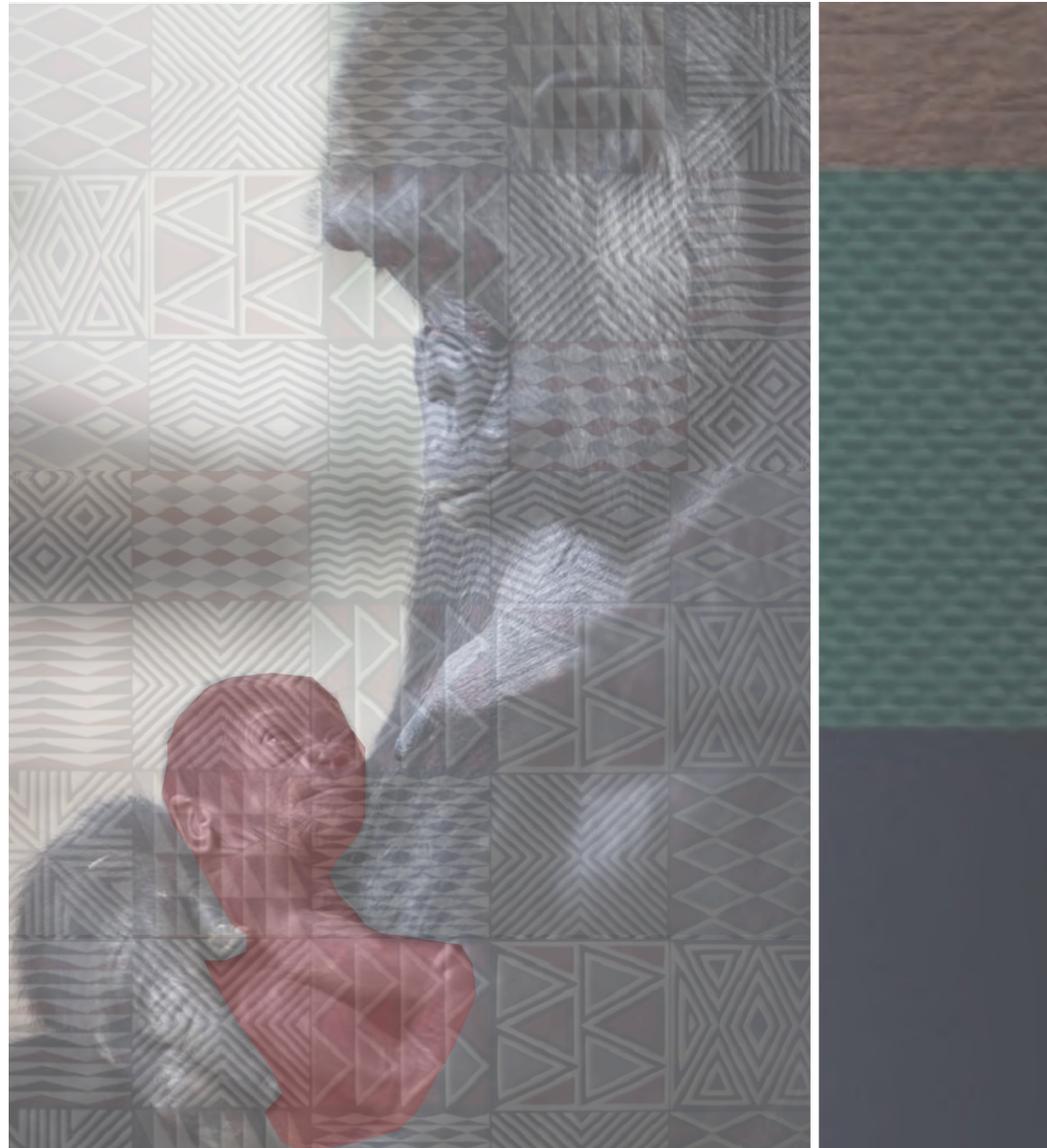
Theme:
Intore dancers

Theme:
Colourful Rwanda



A  | BUSINESS CLASS SEAT

CMF INSPIRATION

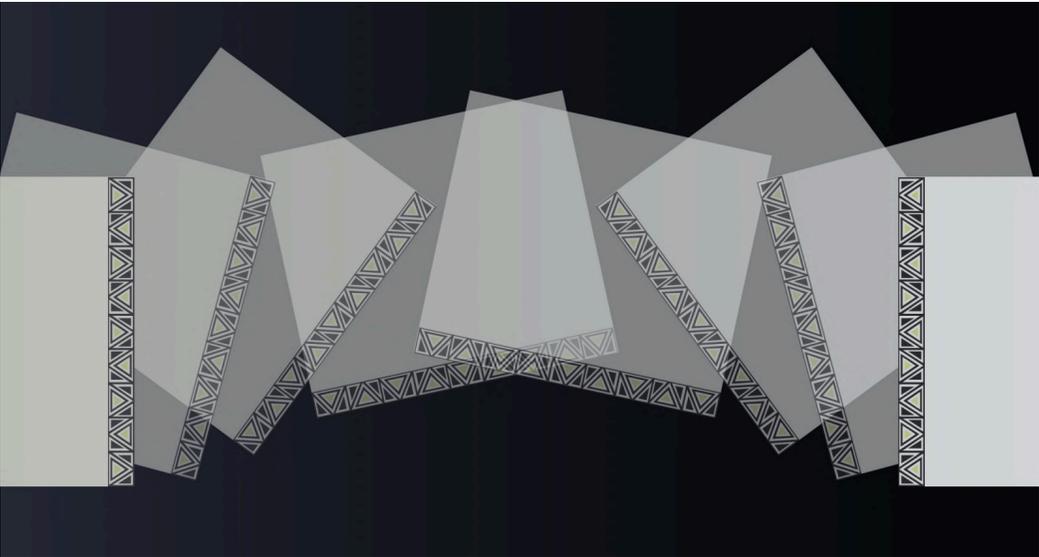


Design plays a key role not only in storytelling and creating a cohesive interior branding but also in the technical development of compliant materials, such as carpets and decorfoils. Each design proposal carefully considers airworthiness, technical constraints, and industrial requirements to ensure feasibility and compliance, as well as resources optimization.

Rwandan indigenous trees on board



Decorfoil pattern optimization



Cross section





Fred Mupende Nsoro, Eng. MSc.  · 1er
Child of God. Family Man. Aviator.
22 de mayo de 2018, Fred fue cliente de Jorge

I worked with Jorge on a milestone project for our Airline's first ever wide body aircraft. His professionalism, attention to detail, creativity, and passion for everything he does is performed with utmost perfection. It was a great pleasure working with him, and I look forward to the possibility of working together again. On his personal side, he is very friendly and easy to get along with.



Senior Manager Corporate and Strategic Planning (& Airbus A330/ Boeing B738 EIS Project Coordinator)



Alex Macheras · 1er
Aviation Analyst, Advisor & Consultant — Global Aviation Policy | Aviation Specialist | Enquiries, Email: alex@aviationanalyst.co.uk
28 de abril de 2018, Alex fue cliente de Jorge

Jorge is one of the most architecturally and creative minded individuals in the aviation industry. He's incredibly pragmatic, detailed, thorough & design orientated. I first got to experience Jorge's design work when flying on RwandAir's A330, a stunning aircraft interior of which he worked with the airline to create. The cabin has been recognised by international colleagues as one of the best to implement true home-country authenticity in a modern wide-body jet.



CUSTOMER PORTFOLIO & INDUSTRY ENGAGEMENT HIGHLIGHTS



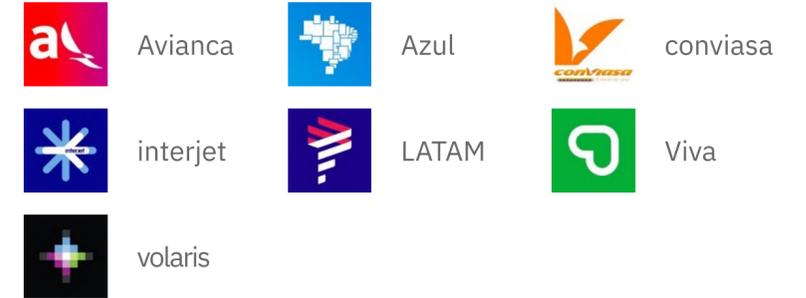
Dr Stathis Kefallonitis, FRAeS, FRSA, FCIM - 1er
 Passenger intelligence | emotional biometrics | flight services | innovation

Jorge is a true visionary in aircraft interiors, cabin customization and brand experience. He translates brands into valuable product characteristics & providing unique customer insights. I have had the pleasure of collaborating with him on many occasions at the annual Passenger Experience Conference & Aircraft Interiors EXPOs. It is always a sheer pleasure working with him!



Director, Foundation Board of Directors & Director, Board of Directors
 IFSA (International Flight Services Association)

CUSTOMER PORTFOLIO - selected customers AMERICA



EMEA



APAC



Passenger Technology Solutions | 2018 - 2019



Passenger Experience Conference | 2025

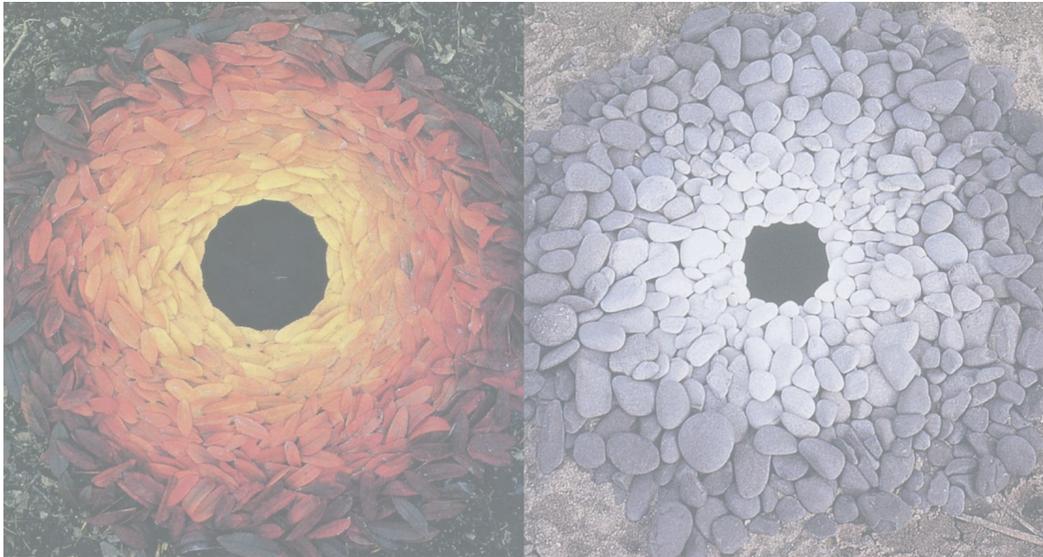


Aircraft Interiors Expo | 2013 - 2025

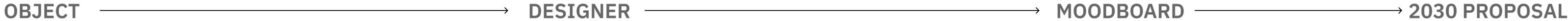


This CMF Design Assessment was developed for a Chief Designer CMF recruitment process at Ford in December 2025. The task covered four deliverables: an inspirational object analysis, a favourite designer reference, a sporty interior CMF mood board, and a 2030 CMF proposal for a selected Ford vehicle including interior and exterior directions. The objective was to demonstrate storytelling and CMF vision while balancing brand identity, future trends, sustainability, user experience, and feasibility.

ASSESSMENT | CHIEF DESIGNER CMF
Recruitment process. Selected extracts.
Personal work. Non-confidential.



Reference images: Andy Goldsworthy (for inspiration)



Starting point: a German countryside walk captured as a physical archive of colour, texture, and pattern. This material library bridges landscape and CMF decisions for a sporty EV interior (textiles, composites, paints), translating nature into a controlled, performance-oriented palette. Beyond sight and touch, I introduced an olfactive reference (damp forest, wood, moss) as a memory anchor to define atmosphere, not as a product proposal.

SPORTY EV MOODBOARD

Recruitment assessment. Selected extracts.



Final renderings translating the “From Reflection to Landscape” narrative into a sporty EV interior. A warm, autumn-inspired palette and tactile textiles are balanced with controlled gloss and technical trims to reinforce a performance character across key touchpoints (seat, IP, door trim, ambient light).

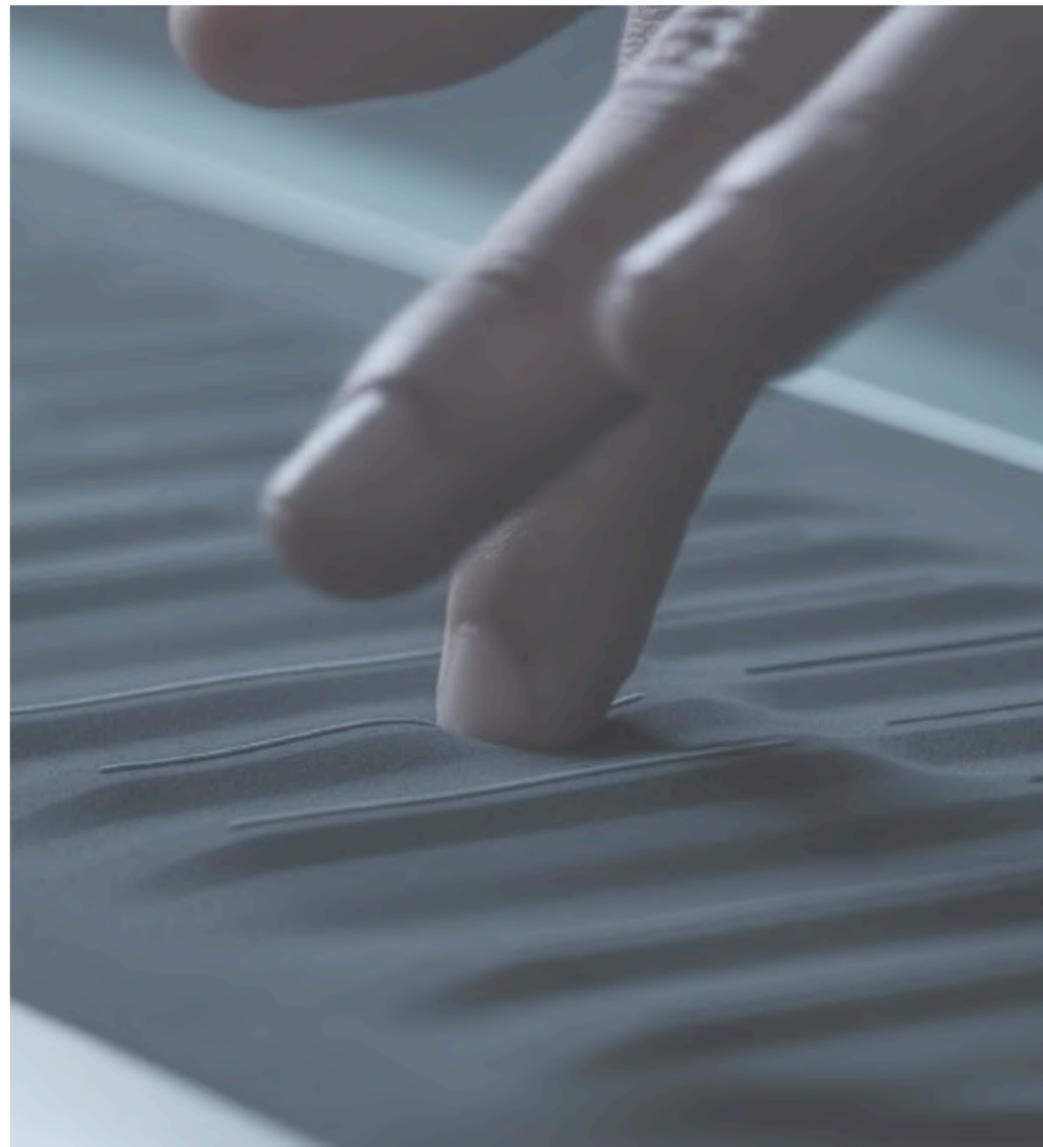
SPORTY EV CMF CONCEPT
Final renderings. Selected extracts.



CMF upgrade strategy combining modular palettes, interior “hero + 3 dials”, multisensory UX cues, and feasibility trade-offs.

Goal: maximise perceived change with minimal new parts, keeping cost and complexity under control.
Key outputs: palette mapping, material roadmap, and feasibility matrix.

CAPRI 2030 CMF UPGRADE
Recruitment assessment. Selected extracts.



Exterior colour families 2030 | Modular Palette

One coherent Capri palette, three character worlds



Vivid Yellow
Carry over | HERO



Blue My Mind
Carry over



Magnetic Grey
Carry over



Rapid Red
Carry over



Frozen White
Carry over



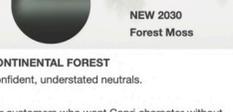
Agate Black
Carry over



NEW 2030
Calima Beat



NEW 2030
Asgard Silver



NEW 2030
Forest Moss

MEDITERRANEAN WARMTH
"The legend is back" made tangible through colour and light.
Connects the original Capri yellows to today's Vivid Yellow "the legend is back" colour. Adds a more mature shade, Calima Beat, for 2030, keeping the car instantly recognisable but offering a less shouty, more refined expression.

NORDIC VIBES
Cool, technical, optimistic
Leans into Capri's role as an electric hero: bright, crisp tones that amplify the EV message and work with a lighter, more minimal interior theme.

CONTINENTAL FOREST
Confident, understated neutrals.
For customers who want Capri character without shouting. Dark, grounded tones that pair naturally with the more tactile, sustainable interior story. Adds Forest Moss as a deep green-grey alternative that visually links exterior and the calm, grounded interior theme.

Interior hero 2030 | Modular Palette mapping

One CMF architecture, three Colour Worlds connected to the exterior

Functional Ambient Light signature
Reading lamps & courtesy lighting

Decor Line (Accent Light)
Colour blade linking door, IP & center console

Dashboard under IP
recycled plastics and sustainable story

Performance Accents
3D knit textile – breathable comfort, more circular

INTERIOR HERO 2030 | One Architecture

- Neutral base stays the same. Upgrade: recycled plastics and a clearer sustainable story for the lower dashboard under the IP
- Seats use Sensico 2.0 bolsters + 3D knit centre for comfort and sustainability.
- Shared Capri graphic stitch pattern across all Colour Worlds**, with thread colour changing per world.
- Baseline as Standard.** Customisation possible - **Only 3 dials change per Colour World:** stitching colour & seat accents | colour blade + backlit touchpoints | ambient & accent light signature.

MEDITERRANEAN WARMTH | Warm accents for Vivid Yellow / Rapid Red / Calima Beat



Evening Drive - warm amber light (3500K)

NORDIC VIBES | Cool accents for Blue My Mind / Frozen White / Asgard Silver



Focus - crisp white / blue light (5000K)

CONTINENTAL FOREST | Grounded accents for Magnetic Grey / Agate Black / Forest Moss



Forest Path - calm green/amber light (4000K)

Capri 2030 | Sustainable comfort & multisensory UX

Technical, commercial and sensory evolution of the interior hero

SUSTAINABLE COMFORT & MATERIALS ROADMAP

- HYBRID SEAT ARCHITECTURE**
 - Sensico 2.0 bolsters + 3D knit centre: Better thermal comfort, less "plastic seat" feeling on long EV journeys
 - 3D knit mono-material design support end-of-life recycling
- PERFORMANCE SYNTHETICS WITH REAL COST CONTROL**
 - Automotive-grade roll-goods in the 45-50 €/m band; 60-65 €/m with extra lamination/specs - validated with a key synthetic supplier
 - 90-95% usable surface vs. leather hides less waste, more predictable cost per seat.
- SUSTAINABILITY UPGRADES**
 - Back cloths with recycled polyester cellulose fibres as baseline by 2030
 - Option for bio-based resin content (up to ~60-66%) on hero grades for Capri special editions
 - Lower dashboard under IP in recycled plastics with visible "Capri story" texture rather than plastic grey.
- TECHNICAL ROBUSTNESS (NON-NEGOTIABLE)**
 - All proposed materials targeted to pass full automotive OEM validation: UV, abrasion, ingress/egress, fuel/oil resistance, etc

MULTISENSORY UX: LIGHT | SOUND | SCENT

LIGHT - CAPRI AMBIENT & ACCENT LIGHT SIGNATURES

- Evening Drive (Mediterranean Warmth): warm amber corridor light ~3500 K.
- Focus (Nordic Vibes): crisp white/blue ~5000 K.
- Forest Path (Continental Forest): calm green/amber mix ~4000 K.
- Limited, meaningful programmes. No "disco", aligned with each Colour World.

SOUND - B&O SOUNDBAR AS CMF ELEMENT

Textiles tuned both acoustically and visually; perforation pattern echoes the Capri graphic stitch

Subtle "Capri sound themes" linked to light modes (evening / focus / forest)

SCENT - OPTIONAL MICRO-RITUAL

Small, user-controlled scent insert in centre console, not a permanent external diffuser.

Fragrance aligned with the Capri 2030 story: Mediterranean Warmth | Nordic Vibes | Continental Forest, creating an entry ritual without impacting cost for all trims.

Capri 2030 | Balancing innovation & feasibility

What changes, what stays, and why it's realistic for 2030

| CMF Move 2030 | User / Brand Value | Feasibility 2030 | Cost / Complexity Note |
|--|---|------------------|--|
| 1. Modular Palette exterior colour families | Clear Capri character worlds Tighter link exterior-interior Easy storytelling for marketing | ●●● HIGH | Limited new paints Uses existing paint processes 3 new paints added to existing palette, rest carry-over |
| 2. Interior hero + 3 dials stitching, blade, ambient light | One recognisable Capri interior Easy to understand for customers Avoids extint disconnection | ●●● HIGH | Low: Same parts and patterns, mainly colour & light programming Architecture shared, only accent parts change |
| 3. Hybrid seat architecture Sensico 2.0 bolsters + 3D knit centre | Better thermal comfort More "premium tech" perception Supports circularity | ●●○ MEDIUM | Slight material uplift vs. full PU Offset by higher yield of roll-goods and reduced complaints Tech already in market, scaling by 2030 |
| 4. Recycled back cloths & lower IP in recycled plastics | Strong sustainability story Visible touchpoint for the customer (lower IP) | ●●● HIGH | Neutral-Low: uses existing recycling streams Many OEMs already in this direction |
| 5. Bio-based resin content on hero grades | Hero for Capri as forward-looking EV Supports corporate CO ₂ targets | ●●○ MEDIUM | Higher material cost: Proposed for limited editions / upper trims only Solutions exist but not yet mainstream at high volumes |
| 6. Coherent lighting strategy functional ambient + Capri accent signatures | Comfortable, low-glare reading & courtesy light 3 Capri light signatures (Evening Focus Forest) for a clear night identity | ●●● HIGH | Minimal: existing LED hardware & optics Mostly software / colour tuning Small changes to lenses / finishes, same electrical architecture |
| 7. Soundbar CMF + optional scent ritual | Multisensory experience Unique Capri detail vs. competitors | ●●○ MEDIUM | Kept optional so it doesn't burden all trims Scent module requires development but remains optional |

2. Wrap-up

BUILDS ON THE CAPRI YOU LAUNCHED IN 2024
same design mission, same legend, pushed to 2030 through colour, materials and light.

KEEPS COMPLEXITY UNDER CONTROL
one modular palette, one interior hero, a few well-chosen dials instead of many new parts

DELIVERS CREDIBLE INNOVATION
comfort, sustainability and multisensory UX grounded in existing or near-term material and lighting technology

FREELANCE AND SIDE BUSINESSES



IBERIA

GUEST BLOGGER at “Me Gusta Volar”



CHAISE LONGUE

ADVISORY BOARD AND PARTNER

J.DL

JORGE DE LUIS

STRATEGIC CABIN CMF &
BRAND EXPERIENCE CONSULTANT

CHAISE LONGUE - 3D Experience seatmap and 2nd exhibitor at AIX 2023



ARTICLES PUBLISHED AT IBERIA'S BLOG “Me Gusta Volar”

29/07/2021

[English version: When It Comes to Aircraft Seats, What's the Pitch?](#)

[Spanish version: ¿Sabes qué es el pitch en un avión?](#)

16/11/2021

[English version: How is a Passenger Cabin Designed? Basic Planning](#)

[Concepts II](#)

[Spanish version: Cómo se diseña el interior de una cabina de pasajeros?](#)

[Conceptos básicos para su planeamiento II](#)

24/03/2022

[English version: Inflight 'Mood Lighting'](#)

[Spanish version: Mood-lighting a bordo](#)

19/05/2022

[English version: The 'Airspace' Concept of Airbus Cabins](#)

[Spanish version: Airspace](#)

02/08/2022

[English version: Cabin Fever Strikes \(in a Good Way\) at Hamburg's Aircraft Interiors Expo](#)

[Spanish version: Así viví el Aircraft Interior Expo de Hamburgo](#)

06/10/2021

[English version: How Do We Design a Passenger Cabin?](#)

[Spanish version: ¿Cómo se diseña el interior de una cabina de pasajeros?](#)

17/01/2022

[English version: The Basics of Commercial Aircraft Safety](#)

[Spanish version: La seguridad en los aviones](#)

28/04/2022

[English version: How Far Can a Commercial Jetliner Fly?](#)

[Spanish version: ¿Cuánto puede llegar a volar un avión?](#)

06/07/2022

[English version: Differences between the Airbus A330 and A350](#)

[Spanish version: ¿Estoy volando en un A330 o en un A350?](#)

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CMF & Interior Experience Design

Mobility Interiors

Aviation, eVTOL, Automotive

CMF Strategy. Brand Experience.
Industrialization

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Thank you | Gracias

