

Lucy Sharp

Strategic Designer & Product Leader | Experience Designer & Researcher

I'm passionate about creating products and services that deliver real value for both the end users and the business.

With 10+ years' experience across experience design, research, and strategy, I specialise in blending user insight and commercial acumen to craft meaningful digital and physical experiences.

In the last 5 years at BCG X I have led multi-disciplinary teams through every stage of the design process, from discovery to delivery.

As a Principal and member of the DPS leadership team, I helped build and scale the Digital Product and Services team's capabilities, from hiring and defining design processes, to embedding effective team ceremonies and introducing GenAI tools to optimise our ways of working. I also evolved our go-to-market offerings, including developing approaches for designing AI-driven products

Skills

| Design Leadership

Guiding multidisciplinary teams through every stage of the design process, from discovery to delivery, while coaching and mentoring to build skills, confidence, and capability.

| User Research

Designing and leading mixed-methods research — including interviews, ethnographic studies, surveys, user testing, and on-site observation — to uncover deep human insight and explore speculative futures.

| Experience Design

Transforming insights into meaningful product and service experiences — shaping user flows, journeys, and wireframes that bring ideas to life.

| Product Strategy

Defining growth opportunities and value propositions that align customer insight with business strategy. Applying the Desirability–Viability–Feasibility (DVF) framework to validate, de-risk, and guide strategic decisions.

| Workshop Facilitation

Leading co-creation, strategy, and visioning workshops that unite designers, engineers, and stakeholders around a shared direction and clear next steps.

| Stakeholder Engagement

Translating complex insights and strategy into compelling narratives that influence client senior leadership and inspire cross-disciplinary teams.

Samples of my work

Construction, Industrial Goods

Building innovation capability to unlock new digital growth for a physical industrial goods company

Car Leasing, Automotive

Defining a new direct to customer car leasing experience to capture a young digitally savvy audience.

UK Govt, Public Sector

Optimising Government financial exposure data platforms to enable housing developments.

Construction, Industrial Goods

Building innovation capability to unlock new digital growth for a physical industrial goods company

A global industrial good company partnered with BCG X to explore new digital growth opportunities across its global markets and embed innovation best practice

As Principal, I co-led the global design and strategy team across the US, France, UK, and India. I oversaw workstream planning, ethnographic research, workshop facilitation, and venture validation, while guiding SGSS leadership to embed agile innovation capability within the organization.

Client Challenges

Innovation beyond the core portfolio

The companies core abrasives and adhesives business is mature. The challenge was to explore new adjacent and digital opportunities capable of diversifying revenue streams and driving sales uplift to their core.

Evolving toward digital products and services

Customer expectations and competitors were shifting toward data-driven, digital services. The business needed to reimagine its offerings to remain relevant and strengthen customer relationships.

Lack of a unified innovation framework

Without a consistent approach to evaluate and prioritize opportunities, innovation efforts were fragmented across business units. A repeatable framework was required to guide venture design and scaling.

What I did

Coordinated multi-market research to uncover unmet needs

Across the US and India, conducting over 80+ interviews with key customer segments and retailers.

Uncovered systemic frictions — from inefficient procurement and lack of digital tools, to gaps in consumer confidence and guidance.

Facilitated a 5-day innovation design sprint

With cross-functional teams, included over 40 participants across commercial, R&D, and business units.

100+ ideas generated across 6 opportunity spaces. Prioritised and refined into 5 concepts pitched to the SGSS Venture Board.

Buildmart and *DIYPal* were selected for further validation

Guided prototype creation, testing, and refinement

BuildMart was tested with 94 retailers and 32 distributors in India, while *DIYPal* was tested with 100+ DIY consumers in the US.

Refined propositions and built implementation roadmaps that included pilot design and KPIs.

Enabled long-term innovation capability

I worked with SGSS leadership and the client team to transfer methodologies.

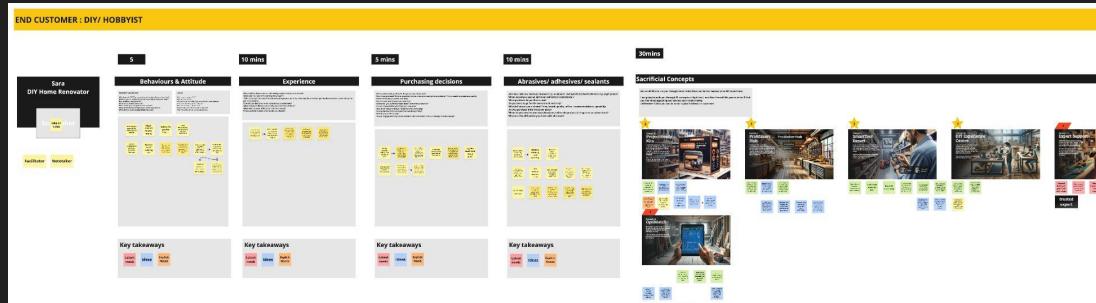
Embedded new tools for human-centered design and venture validation.

Discovery

80+ interviews with key customer segments and retailers across the ecosystem.

Fieldwork was supported by local teams and included in-store observations and remote interviews

This uncovered systemic frictions — from inefficient procurement and lack of digital tools, to gaps in consumer confidence and guidance



Interview capture matrix and ethnographic observations

Define

AI-generated sacrificial concepts based on market analysis and internal ideation. Used to provoke discussion and validate assumptions of customer and retailer unmet needs



Some of the sacrificial concepts

Co-creation Stimulus

Synthesised discovery research and market analysis into 6 opportunity spaces and customer and retailer archetypes spaces for ideation.

Timely Insight

Providing inspiration and guidance at the right time in the right place

Consumers are turning to personal connections for inspiration and guidance. With the proliferation of web and social media content, it is increasingly becoming the go-to source for inspiration, research, and learning despite it taking time to find trusted sources.

1 of 8 consumers say lack of confidence limits the projects they undertake 

63% of DIY consumers cite user-generated content as their most trusted info source 

61% Increase in DIY video viewership since COVID 

How might we

- Inspire customers at the beginning of their journey?
- Provide comprehensive and reliable information at customers' properties?
- Offer real-time guidance and solutions tailored to specific challenges, skill level and interests?

Why is this important to SG?

- Build deeper relationships with end-customers
- Expand presence across digital channels
- Growing a competitive worldwide footprint

On-site Convenience

Delivering convenience throughout the project journey

Professionals are looking for the most convenient solutions to their project needs. They often leverage personal relationships with retailers to speed up the process.

21% CAGR growth of global on-demand logistics market, with the highest growth observed in APAC regions 

52% Of shoppers value the services of an in-store professional when searching for products 

52% Consumers believe influences at home affect their buying decisions 

How might we

- Innovate products to maximise usability and minimise waste?
- Offer on-demand and enhanced delivery services?
- Develop modular or customizable solutions to suit specific requirements?
- Leverage data analytics to enhance on-site productivity?

Why is this important to SG?

- Building relationships with Professionals
- Expanding SG touchpoints across the user journey
- Keeping up with the competition

Maximise Productivity

Minimising effort on low-value tasks

Planning and management are central to delivering successful projects and require a range of craft skills, expertise and people organisation

5% Growth in the proportion of consumers using advanced planning in the last 2 years 

66.2m Construction management software users worldwide, projected to grow to a CAGR of 9% 

Over 50% People in cleaving on budget in top challenge in top management 

How might we

- Enable quick assessment of financial viability & ROI?
- Streamline admin tasks, planning and financial management?
- Centralise local networks to hire and verify professionals for jobs?
- Help professionals to minimise trial and error and rewards?

Why is this important to SG?

- Building relationships with end customers
- Expansion across digital channels
- Innovation solutions: Products & Services (new revenue stream)

Expand Retail

Maximising customer touchpoints across channels beyond just in-store experience

Customers are increasingly expecting a connected experience. The in-store experience is one of many touchpoints in the customer's journey to the retailer and product selection

\$2.6bn Innovation investment by Home Depot to support connected commerce and digital retail 

10.8% Of consumers growth for Amazon Prime with industry leading retail experience & delivery 

75% Of consumers admit to make judgments on a company's credibility based on online presence 

How might we

- Enhance product appeal to self-sell prior to retail display?
- Utilise digital touchpoints to add value to the physical products?
- Enable retailers to better highlight abrasives brand benefits?
- Reveal core and ancillary product synergy for better sales?

Why is this important to SG?

- Building retailer-distributor relationships
- Building relationships with end customers
- Expansion across digital channels
- Building a competitive worldwide footprint

DIY Archetypes


Novice DIYer

I do extensive planning and research to understand how to go about it, and what materials and tools I should use.

- Lacks confidence in their abilities and starts with small projects to build their skills
- Unlimited experience with tools and materials used in DIY projects
- Heavily relying on support online and in-store
- Buys multi-gift packages, specific to current project


Intermediate DIYer

I enjoy DIY tasks; I'd like my hand but likely find someone to do it for or with me for the bigger projects.

- Require support from contractors for bigger projects
- Enjoys working hands
- Seek assistance from experts before purchase
- Has abrasives from previous projects to use from


Experienced DIYer

I know what I'm doing and have my preferences in products. Just need to fit in the right densities, and I can take care of them.

- Significant level of skill and knowledge in understanding DIY projects
- Is able to purchase a comprehensive set of tools and product brands
- Often experimenting with new products
- Has abrasives from previous projects to use from

Professional Archetypes


Large Scale Contractor

I need a contact person in the store who can help me with my business interactions with the go to market.

- Manage contracts, budgets, admin tasks, and tool selection
- Employ several independent contractors to complete the medium to large projects
- Relies on durable tools and supplies that guarantee efficient output
- Buy in bulk alongside core products


Independent Contractor

I have one thing with a job to do, and I need to get it done as quickly as possible.

- Work hand-on and manage contracts, budgets, admin tasks, and tool selection
- Work independently and partner with other contractors
- Minimise of time, costs, and long term value to tool investments
- Buy in bulk packages of abrasives to save money and time


Individual Workers / Labourers

This is my profession, carrying out my job. I need to be able to do it quickly, efficiently, at high quality, at all times.

- Contractors with expertise in areas like carpentry, painting, plumbing, etc.
- Focus on task completion, no involvement in purchasing decisions
- Language barriers may pose communication challenges
- Buy whatever supplies they are told to buy

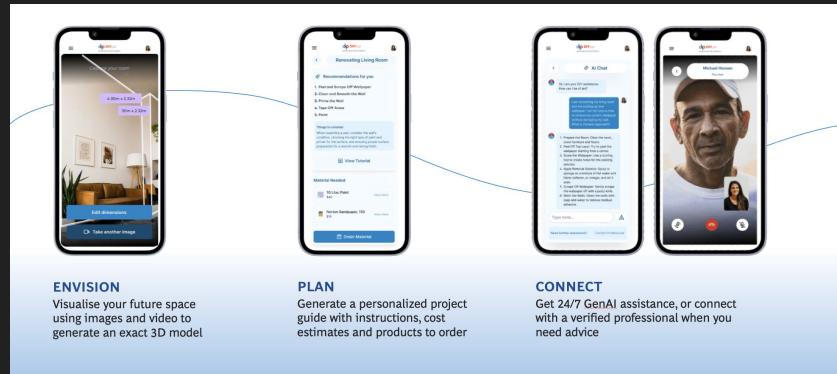
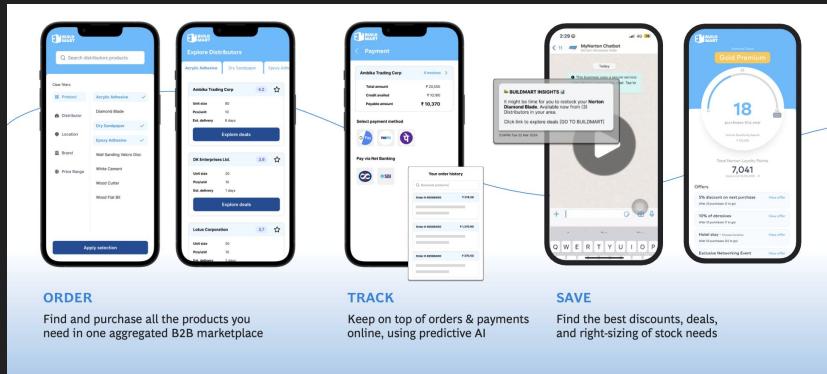

Specialist

My profession, carrying out my job. I need to be able to do it quickly, efficiently, at high quality, at all times.

- Contractors with expertise in areas like carpentry, painting, plumbing, etc.
- Focus on task completion, no involvement in purchasing decisions
- Language barriers may pose communication challenges
- Select abrasives to ensure the best output quality

Validation

Two concepts defined and tested with end users, retailers and customer, including core user flow and features, technical requirements, pilot roadmap and market size



Outcome

This collaboration extended beyond venture creation—it built a strategic operating model for innovation that links design and business strategy. By combining human insight with structured experimentation, the engagement demonstrated how design-led methods can unlock commercial impact and lasting capability.

Saint Gobain now has a digital growth engine, empowered to continuously identify, validate, and scale new digital ventures as part of its long-term innovation strategy

2 validated, investment-ready ventures addressing distinct market segments.

\$40M+ combined revenue potential projected by 2030.

6 clearly defined opportunity spaces now guide SGSS's digital growth roadmap.

Innovation playbook institutionalized to accelerate future venture cycles.

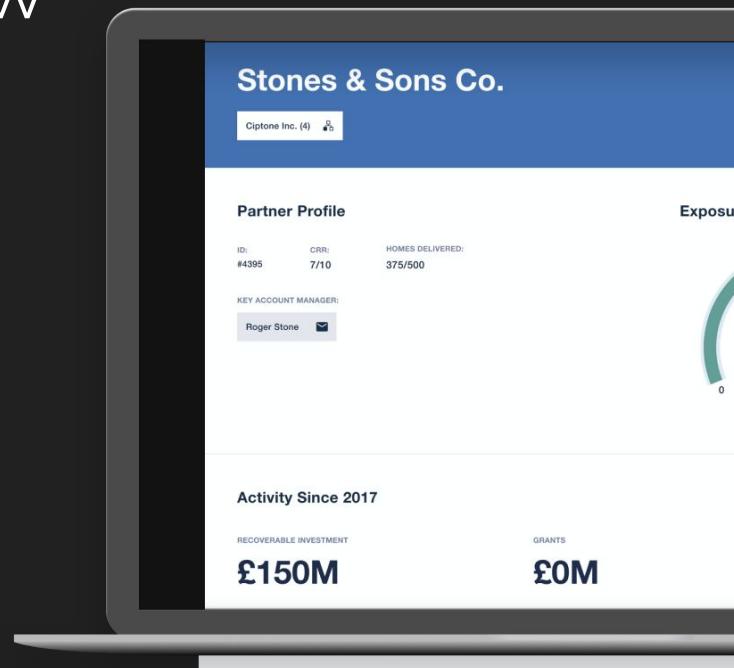
Cultural transformation toward agile, human-centered innovation.

UK Govt, Public Sector

Optimising Government financial exposure data platforms to enable housing developments.

The Government service wanted to gain a unified, meaningful view of their financial exposure data across multiple development programmes.

I led discovery, co-creation, and definition. Mapping how exposure data was created and shared across teams. I designed user flows and wireframes for an interactive dashboard prototype that visualised financial exposure data in a clear, intuitive, and actionable format.



Client challenges

Disjointed data and disconnected teams

Multiple departments managed exposure data in silos, using inconsistent processes and formats.

Limited visibility and governance

No clear, universal view of financial exposure across projects, making it hard to assess lending risk or opportunity.

Low trust in data quality

Data entry was patchy, with unclear ownership and limited accountability.

What I did

Mapped the current journey and uncovered pain points

Through discovery interviews across seven teams, we mapped how exposure data was created and shared, revealing key inefficiencies and duplicated effort.

Brought teams together to co-create the future

Facilitated a two-day co-creation workshop. The first time multiple teams collaborated to shape a shared solution.

Inspired participants with examples of best-in-class data visualisation to shift mindsets beyond spreadsheets.

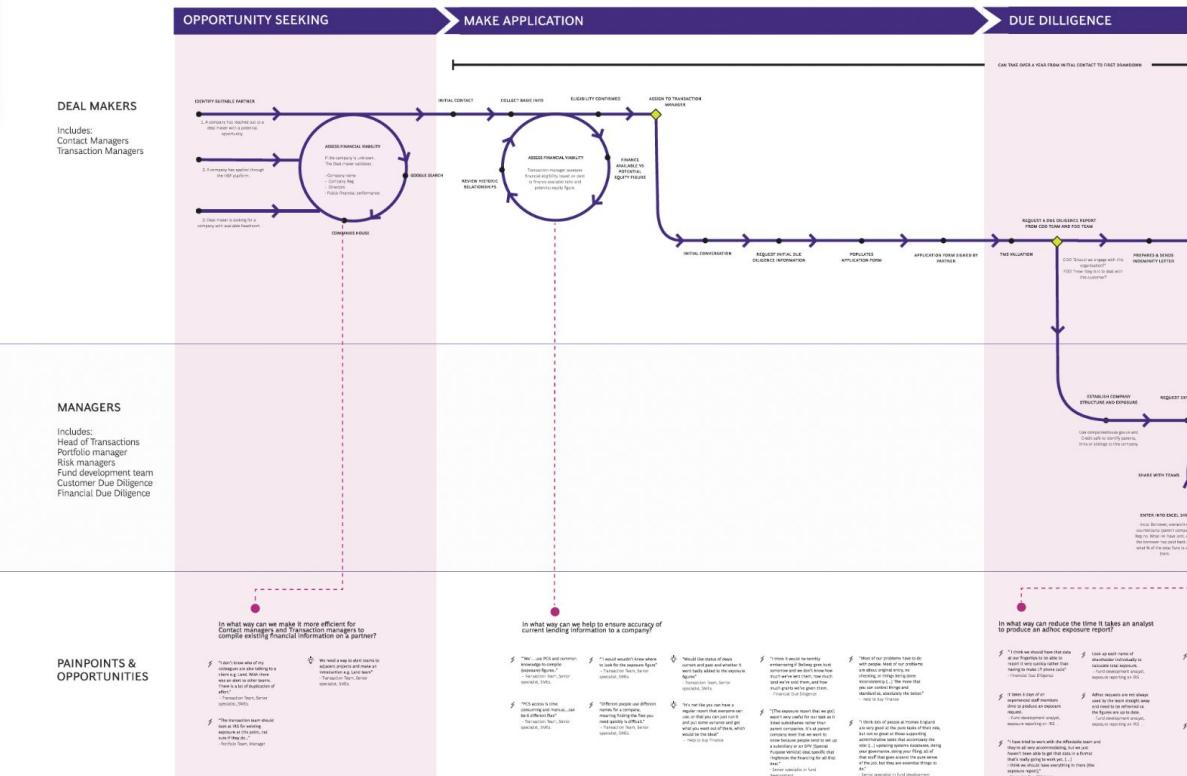
Prototyped and tested an integrated dashboard

Created user flows and wireframes to inform an interactive dashboard prototype visualising exposure data in an intuitive, universal format. Tested concepts with end users, iterating layouts alongside UI team to improve clarity and navigation.

Discovery

Through a series of interviews across seven different teams, I created the as is service map, highlighting frictions and opportunities for optimisation.

Our point of view



As-is Service Map

76 challenges
identified, 3
prioritised as
the most
impactful

How might we make better informed
decisions based on aggregated data?

How might we create our own language
and make it accessible and consistent
to Homes England?

How might we increase the data
credibility?

Definition

In a 2 day co-creation session, we created a future vision for the service.

Which I translated into a storyboard for testing and stakeholder alignment



Key screen, sketches



Workshop storyboarding future vision



Refined storyboard

Validation

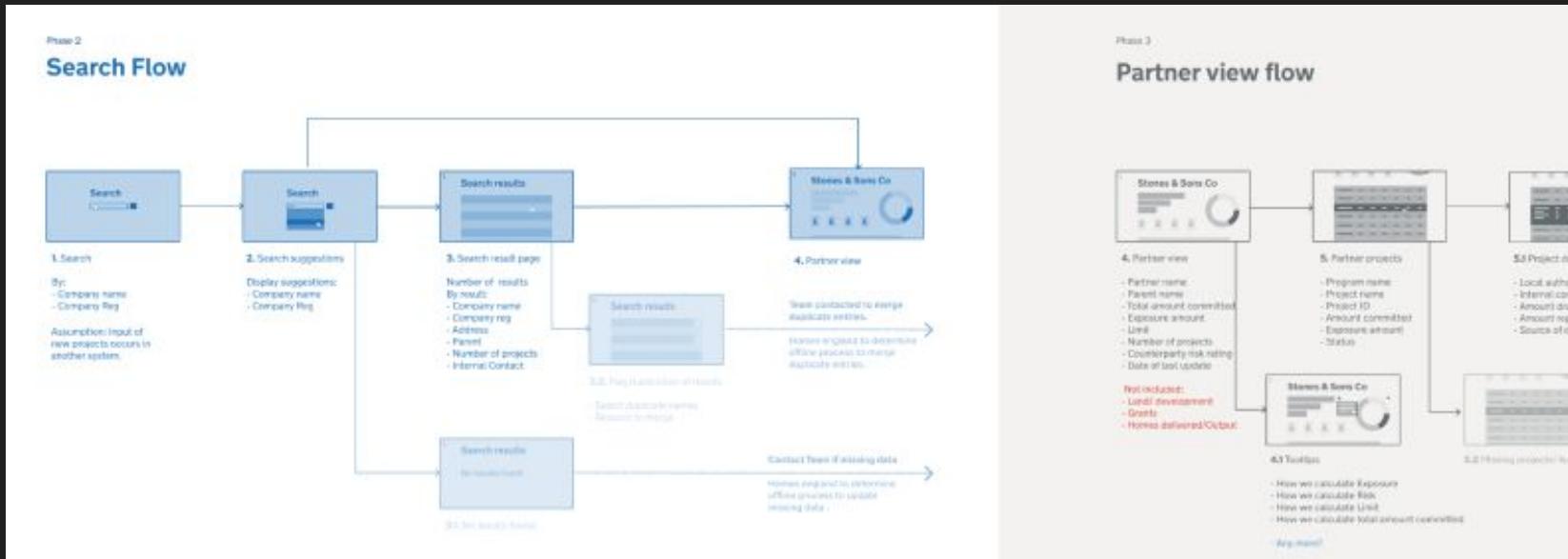
We conducted 1-1 interviews with multiple end-users to refine the flow and user interface.



Insight synthesis, war room

Experience design

I mapped the experience and data requirements for engineering to build a proof-of-concept utilising GDS Design System and their real data



Wireflow, Proof-of-Concept

Outcome

A single source of truth for financial exposure, uniting teams around consistent, trusted data, improving visibility, data quality, and decision-making.

Delivered a proof-of-concept prototype, utilising GDS design system, and a prioritised feature roadmap.

Enabled faster, evidence-based lending decisions

Shifted staff behaviour toward better data governance

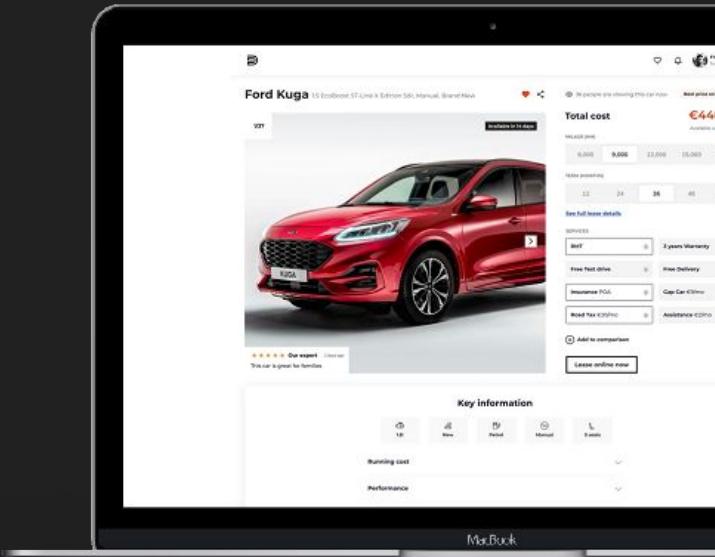
Established a universal language for risk and opportunity

Car Leasing, Automotive

Defining a new direct to customer car leasing experience to capture a young digitally savvy audience.

A global Car Leasing company, wanted to capture new growth in the direct-to-consumer leasing market. Traditional offerings were losing traction with younger and more digitally savvy audiences.

I led the design team through development and validation of the direct to consumer value proposition with mixed methods research. De-risked assumptions, iterated user experience and built alignment across product, tech, and leadership teams with evidence they could trust.



The client faced three critical challenges:

Unclear customer needs

limited quantitative data on what features consumers truly valued.

Risky assumptions

uncertainty about whether flexibility, transparency, and rewards could differentiate in a crowded leasing market.

Multiple Stakeholders

with different ideas of what their direct to customer leasing offer should be.

What I did

Gathered data and insight on the features that customers truly valued

Tested preferences around contract length, pricing, transparency, digital journey, and rewards via a Quant survey with 505 respondents in the Netherlands, later extended to other markets (UK, France, Italy, Spain).

De-risked assumptions on features that would drive engagement

Utilised Facebook campaigns and dummy brand landing pages reaching 170k+ users.

Generated 543 sign-ups, each user selecting a reason for sign-up, allowing us to track which features and themes drove most engagement.

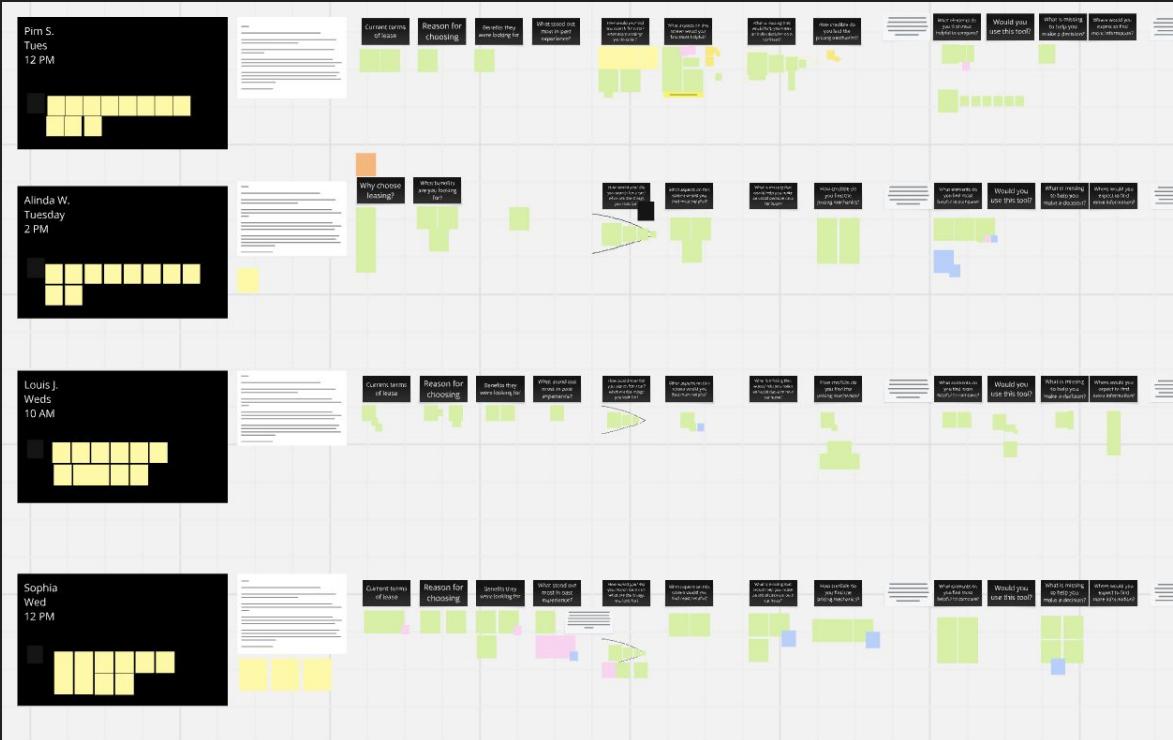
Defined the User Experience and made the business strategy tangible with a clickable prototype

Designed and built a prototype to align stakeholders on the future experience.

Conducted prototype-based user tests (166 respondents) and in-depth interviews (15 participants) to explore key hypotheses

User research

Conducted a series of 1-1 interviews to test early hypotheses and user experience. Using sacrificial concepts to engage users and test hypotheses



Interview capture matrix, Miro

Some of what we learnt about their future customers

Flexibility = peace of mind

People liked the idea of longer contracts, but only if they had an easy cancellation option.

Transparency builds trust

Clear cost breakdowns beat “special deals” every time.

Digital first, human touch second

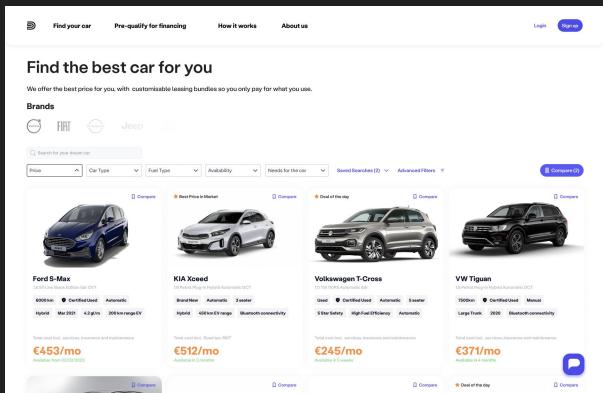
Most were comfortable leasing online, but wanted live help at key moments (like booking test drives).

Rewards matter for loyalty

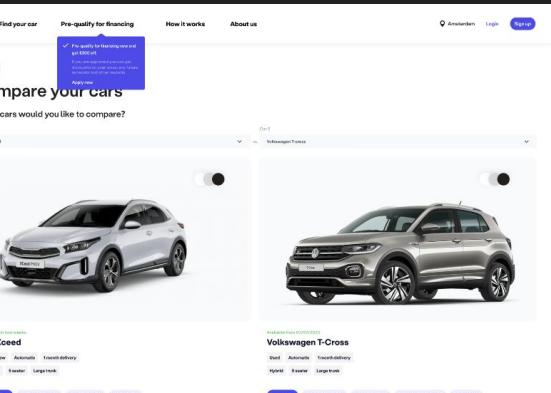
Majority said they'd renew if rewarded for good driving or car care.

Experience Design

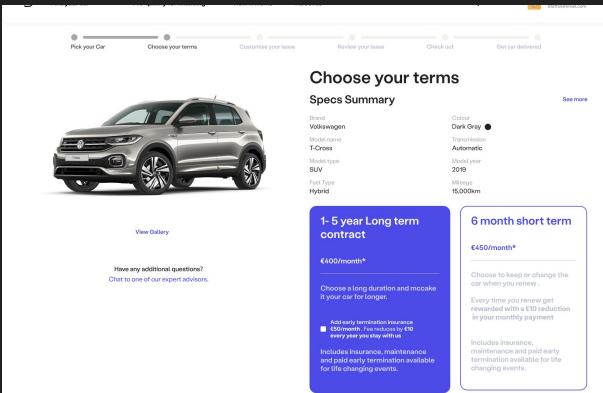
Defined core user flow and digital first experience that promoted transparent costing and flexible terms in a 'build your own' contract format.



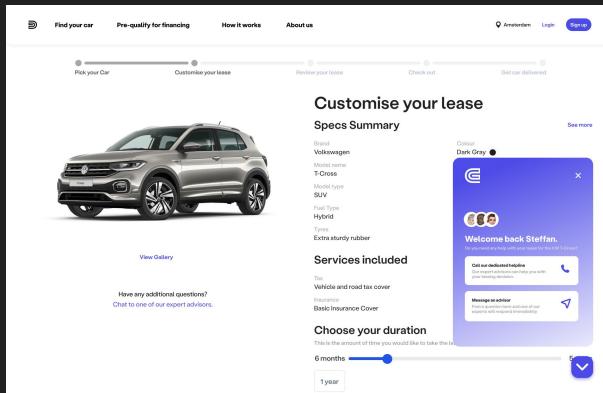
1. Browse cars



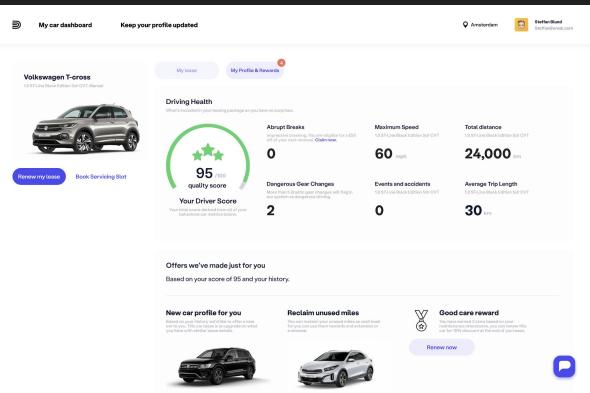
2. Compare cars



3. Choose leasing terms



4. Customise



5. Maintain and renew

Proposition Testing

Utilised Facebook campaigns and dummy brand landing pages to de-risk value proposition and generate early sign ups

The image displays three distinct digital assets for the 'DRIVE' brand, illustrating the proposition testing process:

- Facebook Ad (Left):** A sponsored post titled 'Car leasing made easy' featuring a red Ford Kuga. The ad claims 'Lease new and used cars from the comfort of your home' and is described as an 'INDEPENDENT CAR LEASING PLATFORM'. It includes a 'Learn More' button and social sharing options.
- Landing Page (Middle):** A 'Find my car' search interface on a desktop. It includes fields for 'Select a make', 'Select a model', 'Post code', a budget range from €400 - €900, and a search button. To the right is a photograph of a woman plugging in a red Ford Kuga.
- Mobile App (Right):** A screenshot of the 'DRIVE' mobile application. It shows a red Ford Kuga on the screen. The interface includes sections for 'Right car, right price, hassle-free and when you need it', 'How it works' (a 4-step process: 1. Your car, 2. Build your lease, 3. Get your car, 4. Manage & renew), and 'What our customers think' (with two reviews from 'Helen, customer'). The bottom of the screen shows a navigation bar with icons for Google Play and App Store.

Outcome

A high-confidence value proposition backed up with data, giving leadership the confidence to move forward to building an inhouse product team to develop and launch across Europe.

Get in touch

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