

# 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.**

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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.

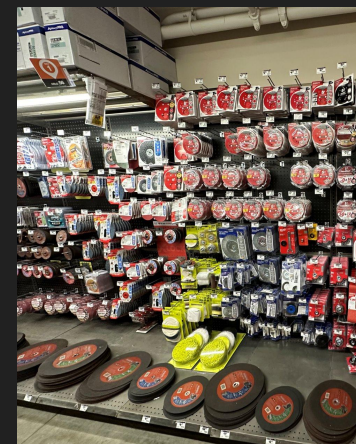
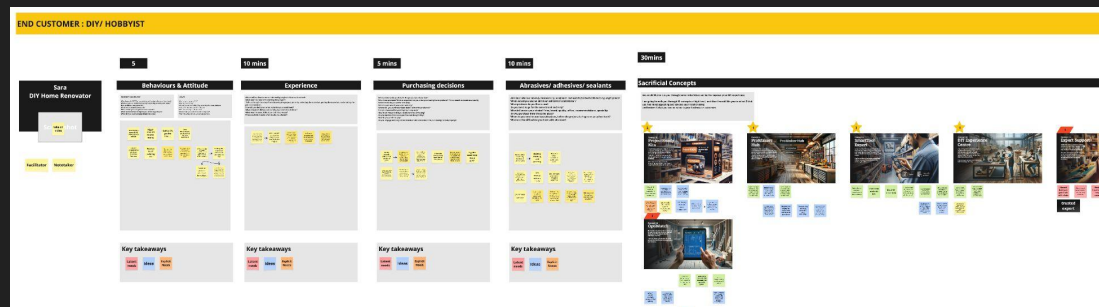


## Discovery

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

DIY / Hobbyist Contractor Distributor Retailer

### Timely Insight

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

Our end-users rely on personal connections for information 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 3 consumers say lack of confidence limits the projects they undertake
- 63% of DIY consumers cite user-generated content as 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' fingertips?
- 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

DIY / Hobbyist Contractor Distributor Retailer

### 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 doing advance planning in the last 2 years
- \$6.2bn Construction management software market, projected to grow at a CAGR of 1%
- Over 50% People report saving on budget or the challenge as home improvement

**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 rework?

**Why is this important to SG?**

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

DIY Archetypes

**Novice DIYer**

I do extensive planning and research to understand how to go ahead on a project and what materials and tools I should use

- Lacks confidence in their abilities and start with small projects to build their skills
- Limited experience with tools and techniques used in DIY projects
- Heavily relying on support online and in-store

⚠️ Buys multi-pack packages, specific to current project

**Intermediate DIYer**

I know my limits, I will try my hand but likely find someone to do it for or with me for the bigger projects

- Require support from contractors for bigger projects
- Enjoy discovering brands
- Seek guidance from experts before purchase

⚠️ Buys multi-pack packages, specific to current project

**Experienced DIYer**

I know what I'm doing and how my experience in projects can guide me for the right direction, and I can save it from there

- Significant level of skill and knowledge in undertaking DIY projects
- Loyal to a specific comprehensive set of tools and finished items
- Open to experimenting with new products

⚠️ Has alternatives from previous projects to use from

DIY / Hobbyist Contractor Distributor Retailer

### 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 most growth assumed in APAC regions
- 52% Of shoppers value the services of an in-store assistant when searching for products
- 52% Consumers believe convenience influences at least half of their decisions

**How might we**

- Innovate products to maximise usability and minimise waste?
- Offer on-demand and enhanced delivery services?
- Develop modular or customisable 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

DIY / Hobbyist Contractor Distributor Retailer

### 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, Inc. to improve customer experience
- 10.6% Top growth for Asian Pacific with industry leading retail experience & ROI (Q3)
- 75% Of customers admit to make judgments on a company's credibility based on their online presence

**How might we**

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

**Why is this important to SG?**

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

Professional Archetypes

**Large Scale Contractor**

I need a contact person in the store who I can trust, who can confirm transactions with on the go

- Manage contracts, budgets, admin tasks, and tool selection
- Employ several independent contractors and workers for medium to large projects
- Rely on durable tools and supplies that guarantee efficient results

⚠️ Buy in bulk alongside core products

**Independent Contractor**

The retailer one thing that a job is to get in and get out fast, is to offer me in the finished. You have to be flexible

- Work hands-on and manage contracts, budgets, admin tasks, and tool selection
- Employ several independent contractors and workers for medium to large projects
- Minimal of time, costs, and long-term value to tool investments

⚠️ Buy bulk packages of materials to save money and time

**Individual Workers / Labourers**

I cannot tell, please talk to my manager. He makes all the decisions really

- Provide temporary services to large-scale and independent contractors
- Focus on task completion. No involvement in purchasing decisions
- Language barriers may pose communication challenges

⚠️ Buy whatever supplies they are told to buy

**Specialist**

This is my professional competency is my job. I know what I need, how much I need, what quality, all the supplies

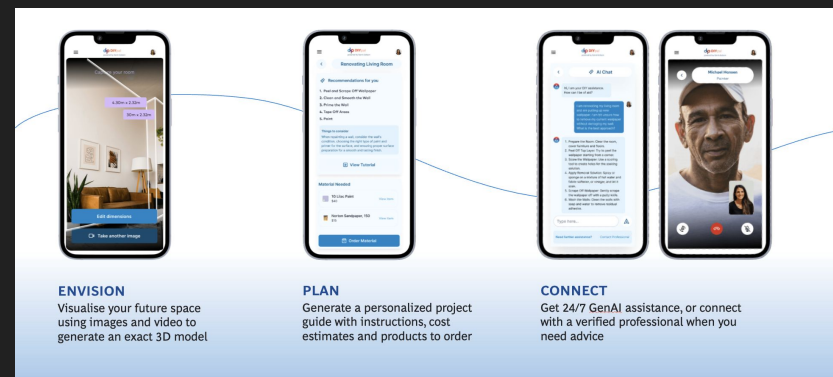
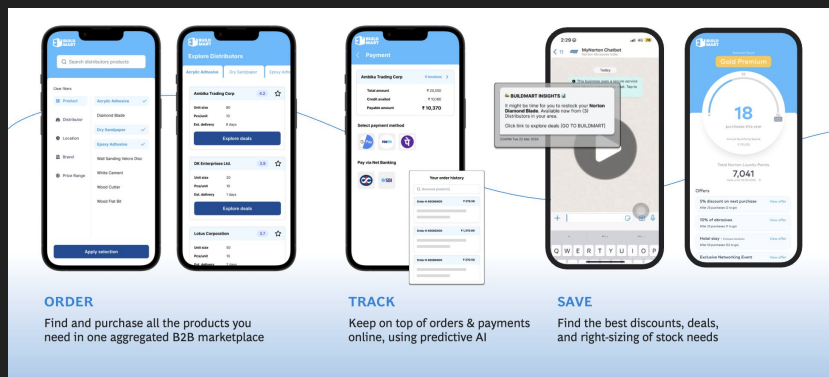
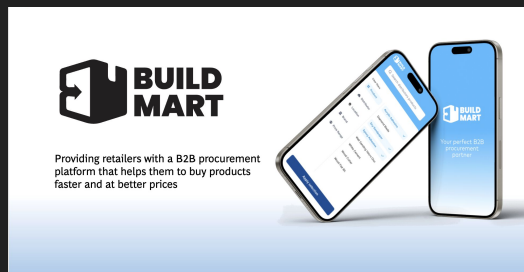
- Contractors with expertise in areas like carpentry, painting, plumbing, or electrical
- In-depth knowledge and skills, using domain-specific tools
- Work quality is crucial for their reputation and future opportunities

⚠️ Selects materials to ensure the best output quality

## Opportunity spaces and archetypes

## 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.

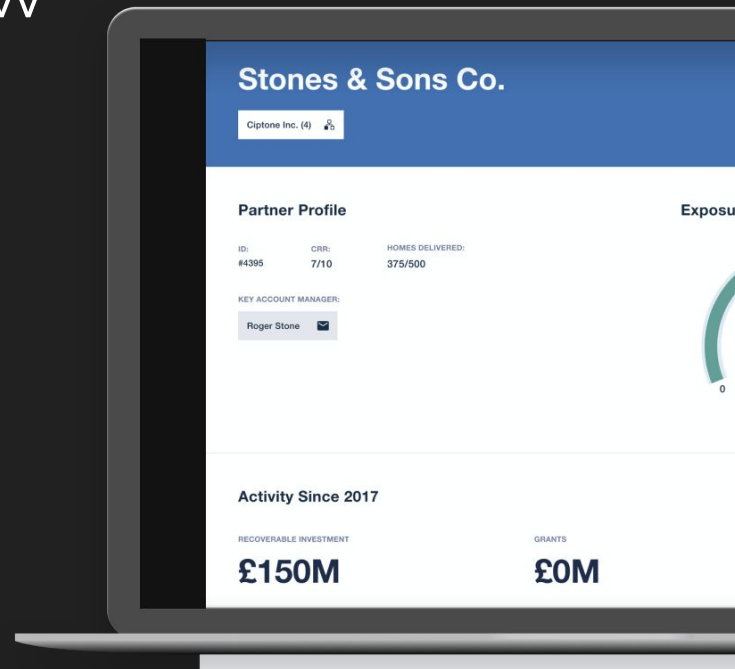
Cultural transformation toward agile, human-centered innovation.

# 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.

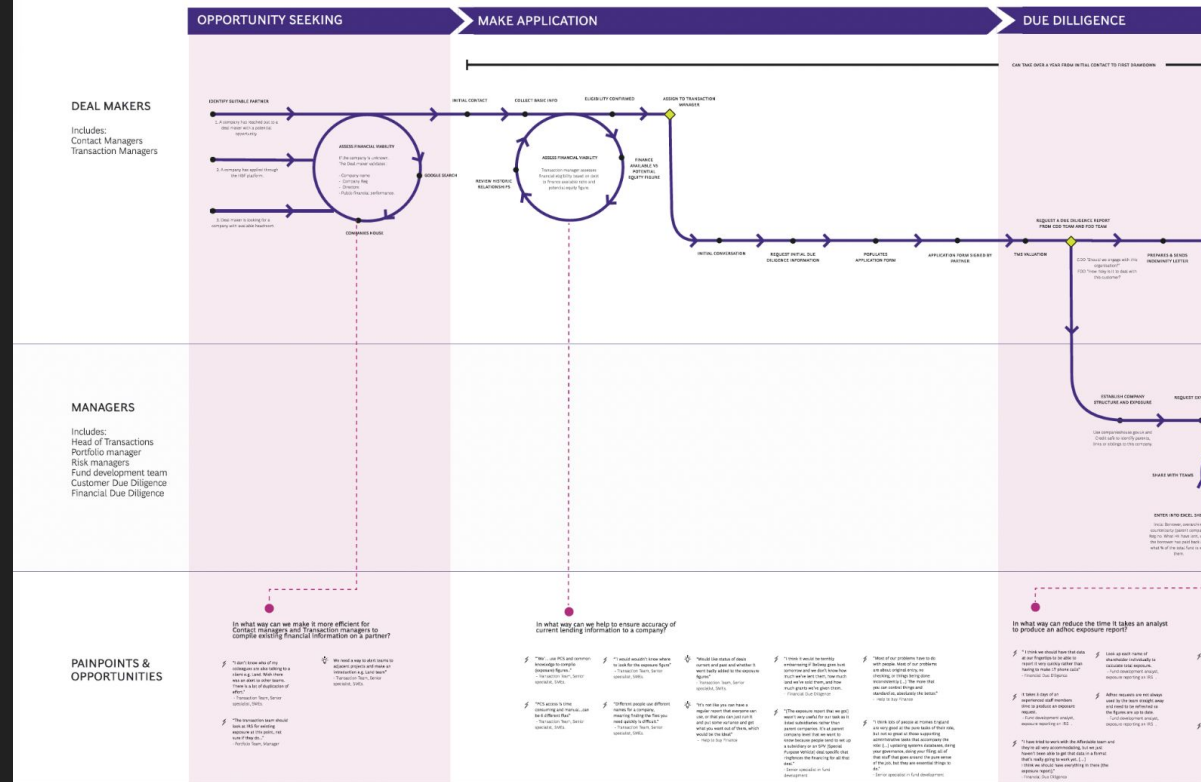
## **Prototyped and tested an integrated dashboard**

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.

## Our point of view

## Discovery

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



As-is Service Map

76 challenges  
identified, 3  
prioritised as  
the most  
impactful

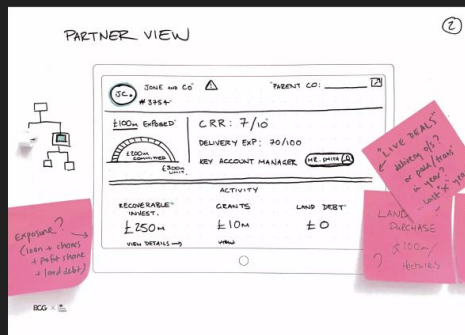
How might we make better informed decisions based on aggregated data?

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.



Key screen, sketches



Workshop storyboarding future vision

Which I translated into a storyboard for testing and stakeholder alignment



Refined storyboard

## Validation

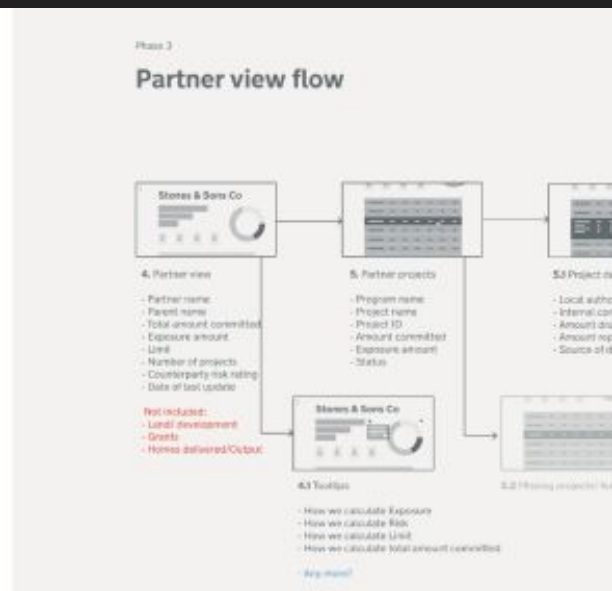
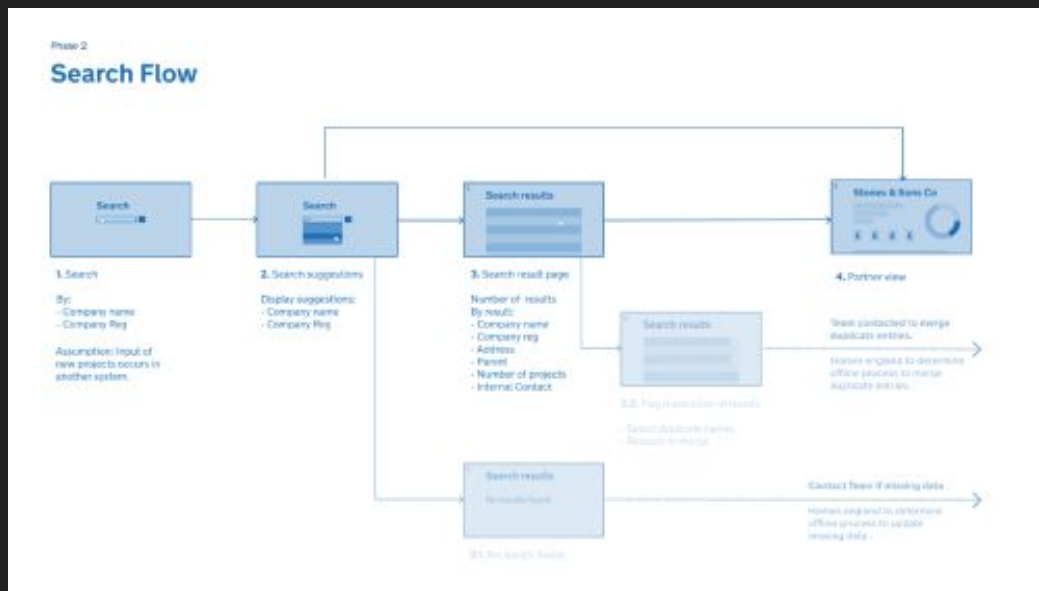
We conducted 1-1 interviews with multiple end-users to refine the flow and user interface.



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

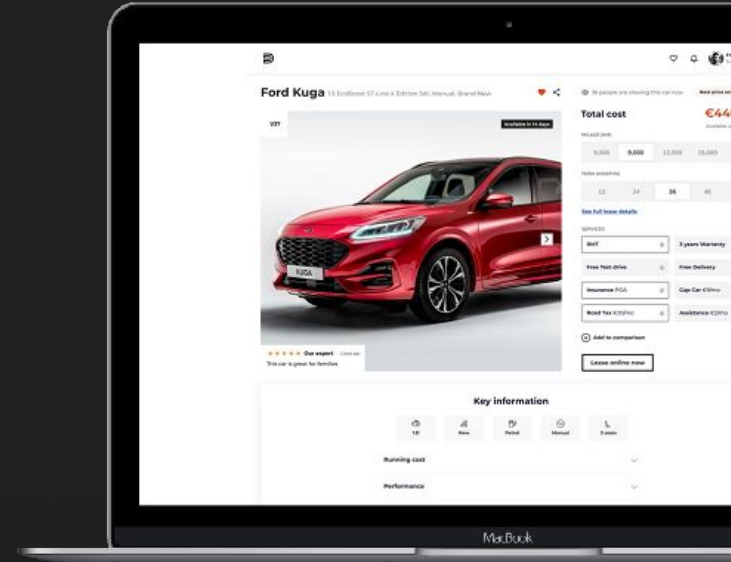
# Car Leasing, Automotive

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.

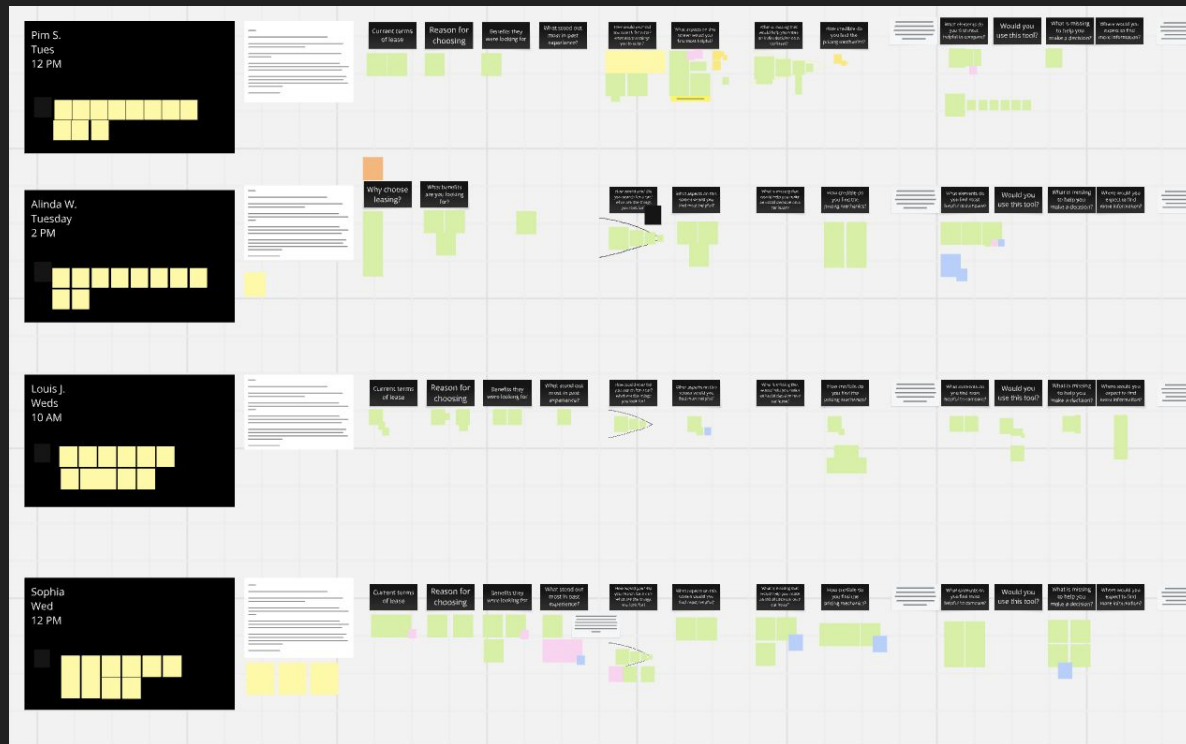
## **Defined the User Experience and made the business strategy tangible with a clickable prototype**

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**

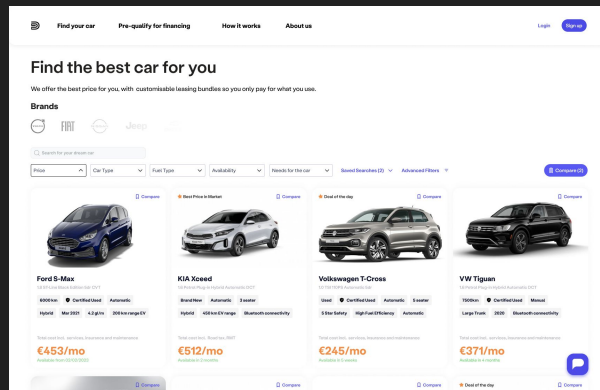
Most were comfortable leasing online, but wanted live help at key moments (like booking test drives).

**Rewards matter for loyalty**

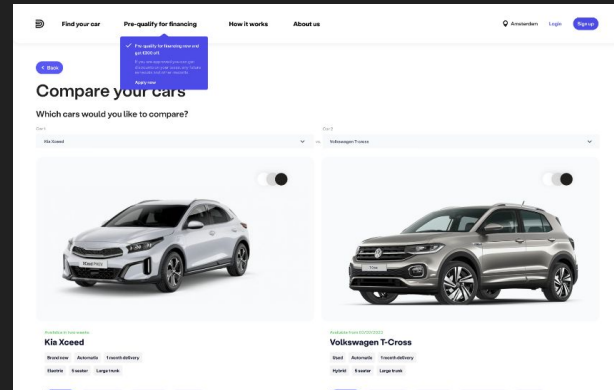
Majority said they'd renew if rewarded for good driving or car care.

## Experience Design

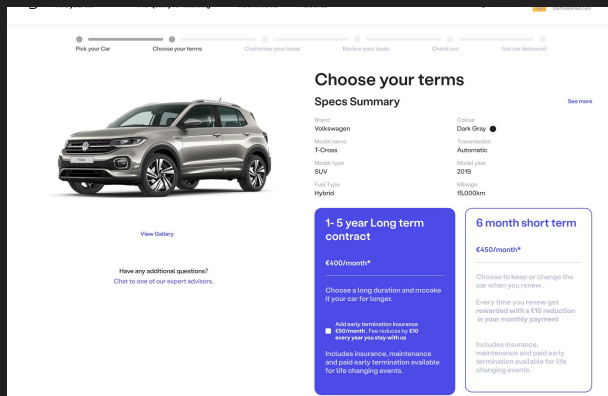
Defined core user flow and digital first experience that promoted transparent costing and flexible terms in a 'build your own' contract format.



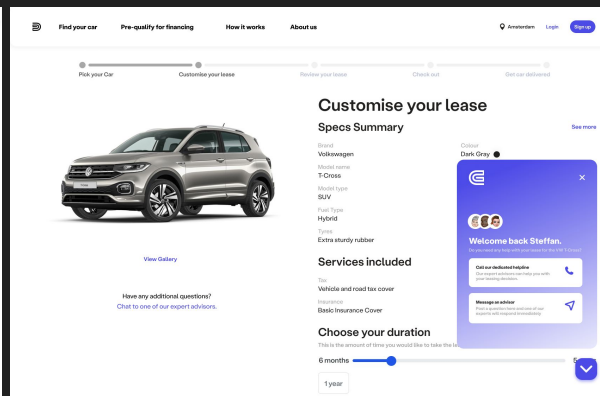
1. Browse cars



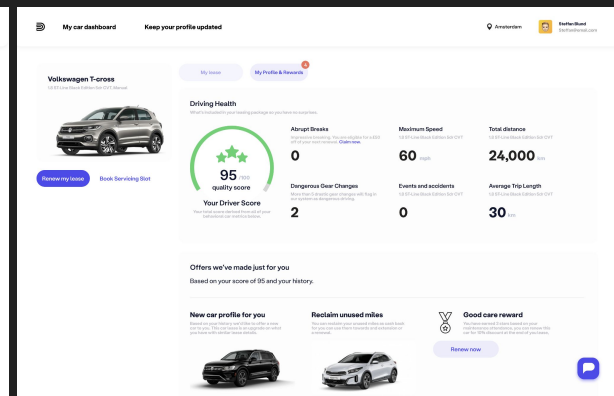
2. Compare cars



3. Choose leasing terms



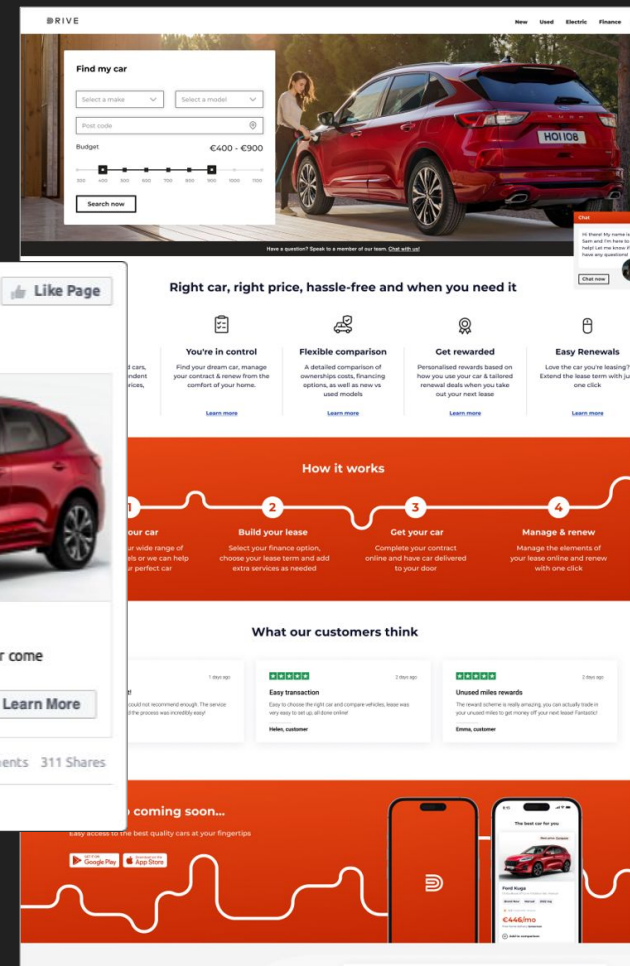
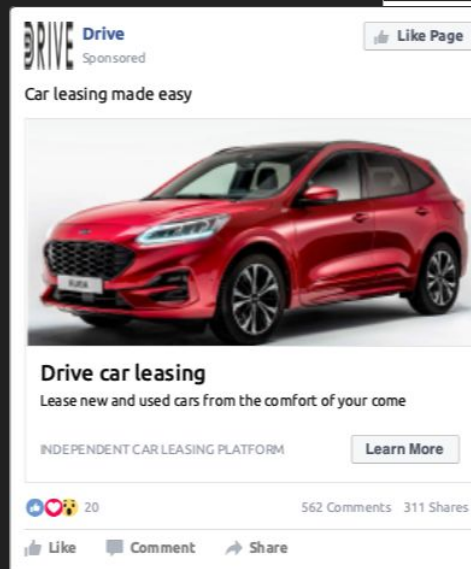
4. Customise



5. Maintain and renew

## Proposition Testing

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



# 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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