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.

Innovation Strategy

Car Leasing, Automotive

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

Mixed Methods Research at Scale

Global Meditation, Wellness

Digital transformation of a legacy wellness experience from discovery to launch.

End to End UX Design & Delivery

Finance, Gen AI

Exploring how financial institutions can move from Gen AI hype to meaningful implementation.

Speculative design

UK Govt, Public Sector

Optimising Government financial exposure data platforms to enable housing developments.

Service design

Home Services, Insurance

Creating a new digital service ecosystem to increase customer base and revenue streams.

MVP definition and Alpha testing

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 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 Client 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 client leadership and working 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.
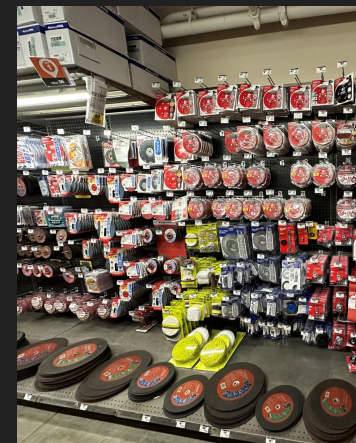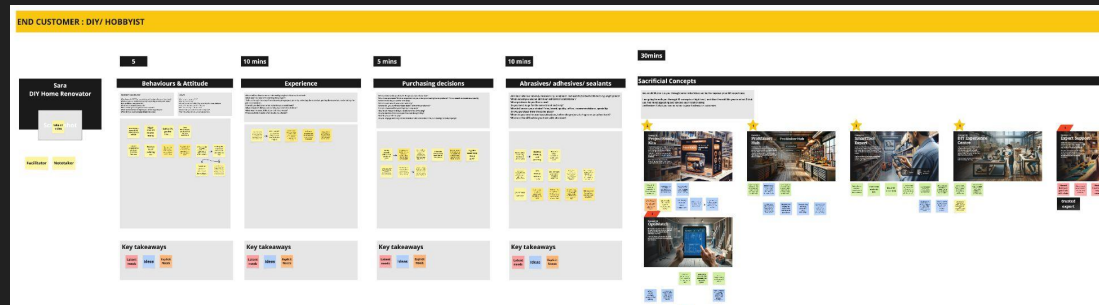
Interview capture matrix and ethnographic observations

Discovery

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 for ideation.

Opportunity spaces and archetypes

Validation

Assessed and prioritised based on Desirability, Viability, Feasibility and Strategic fit

Viability & Strategic Fit : Two ventures progressed by the board based on projected revenue and expected uplift to the core.

Desirability : Concept design evaluated and iterated on based on customer and retailer feedback via surveys and 1-1 interviews with end users, and retailers.

Feasibility: Development of core user flow and feature set, translated to technical requirements enabled feasibility assessment and pilot and implementation roadmap developed.

BUILD MART

Providing retailers with a B2B procurement platform that helps them to buy products faster and at better prices

ORDER
Find and purchase all the products you need in one aggregated B2B marketplace

TRACK
Keep on top of orders & payments online, using predictive AI

SAVE
Find the best discounts, deals, and right-sizing of stock needs

DIYpal
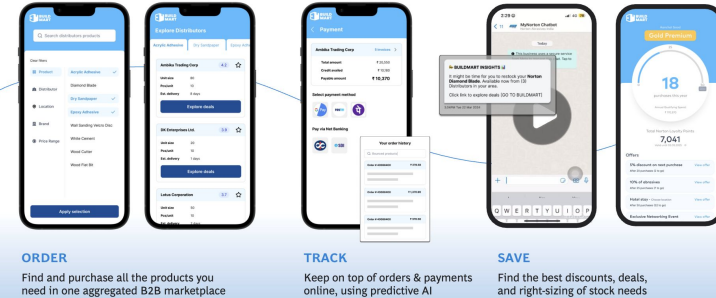
Empowering DIYers to master any project with visualization, step-by-step guidance and real-time support

ENVISION
Visualise your future space using images and video to generate an exact 3D model

PLAN
Generate a personalized project guide with instructions, cost estimates and products to order

CONNECT
Get 24/7 GenAI assistance, or connect with a verified professional when you need advice
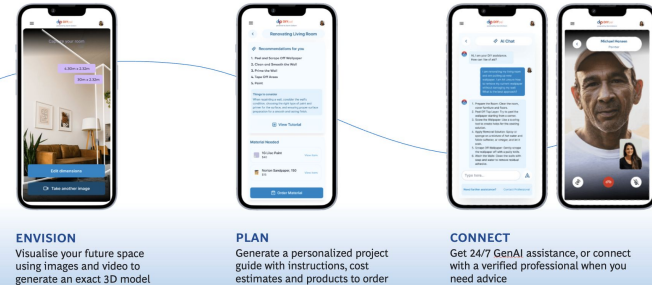
Outcome

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.

The Client 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 clients digital growth roadmap.

Innovation playbook institutionalized to accelerate future venture cycles.

Cultural transformation toward agile, human-centered innovation.

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.
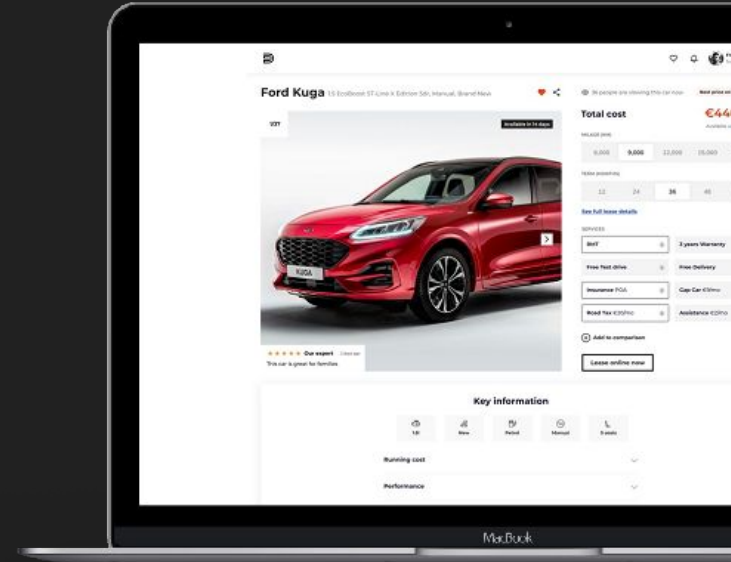
The client faced three critical challenges:

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

Led the end-to-end research programme

Defined the approach and lead the team through qualitative interviews, quant survey design and unmoderated prototype testing across 5 markets to validate early hypotheses, and ensure insights directly informed design and business decisions.

Orchestrated proposition testing at scale

Designed the experimental framework using social media adverts and dummy landing pages to de-risk assumptions and generate real-world engagement data across markets.
Reached 170k+ users and generated 543 sign-ups, allowing us to track which features and themes drove most engagement.

Directed the experience design

Established the vision for a transparent, flexible, and digital-first leasing journey.
Oversaw creation of the core user flow and prototype that aligned stakeholders on the future customer experience and allowed us to test experience with end users.

Built alignment across product, tech, and leadership teams

Translating research evidence into a compelling value proposition, and ensuring strategic clarity through alignment workshops resulting in buy-in for future in-house development.

Discovery

A series of 1-1 interviews and quant surveys across 5 markets to test early hypotheses and understand user current behaviours and frictions in the car leasing journey.

We used sacrificial concepts to further engage users and test hypotheses.
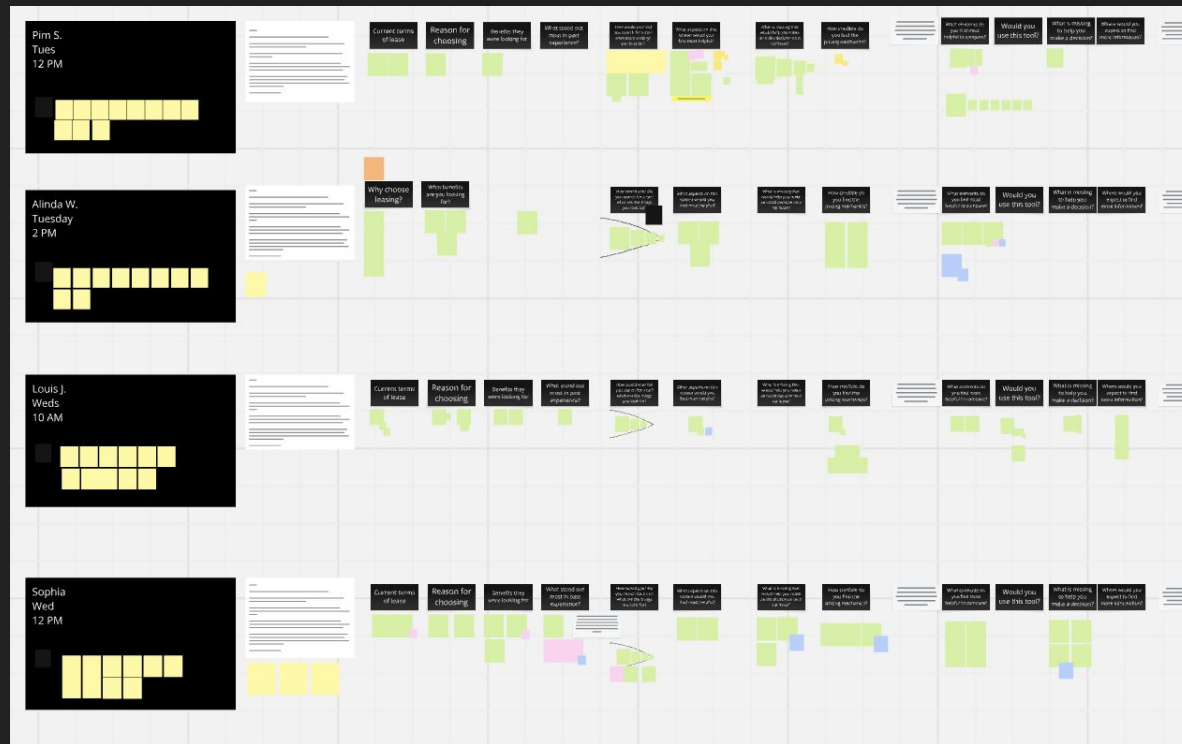
Interview capture matrix, Miro

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.

Definition

Defined core user flow and digital first experience that promoted transparent costing and flexible terms in a 'build your own' contract format.
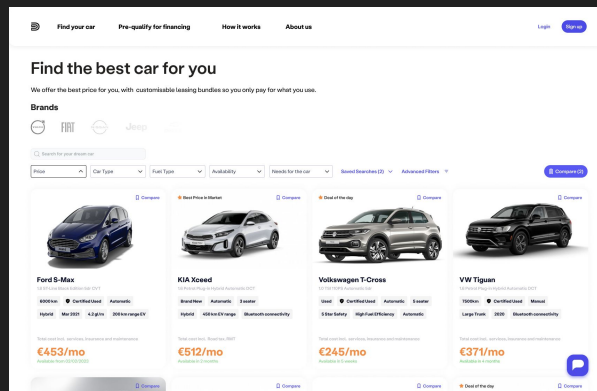
1. Browse cars
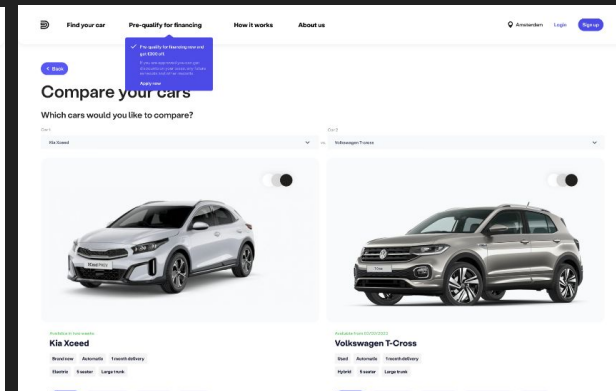
2. Compare cars
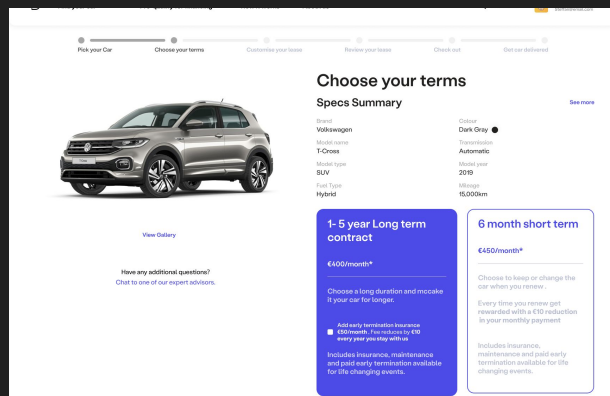
3. Choose leasing terms
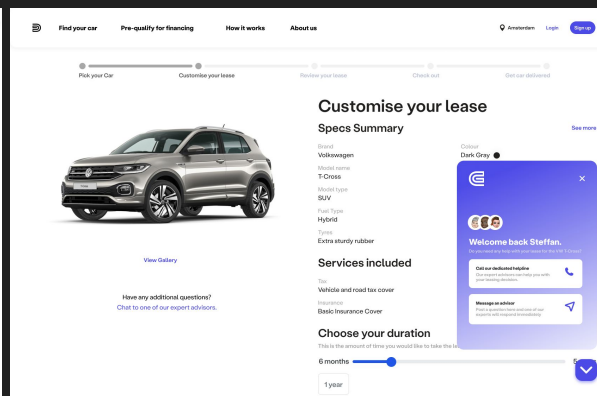
4. Customise
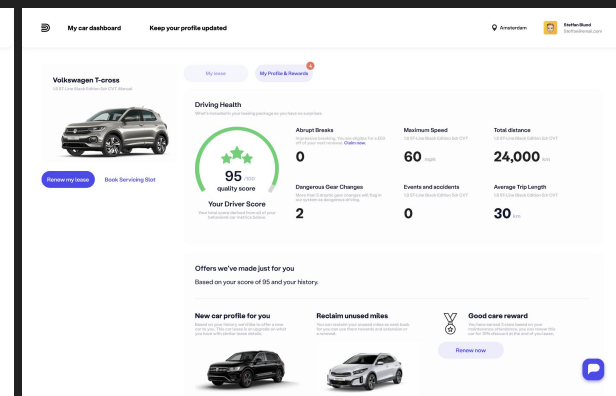
5. Maintain and renew

Validation

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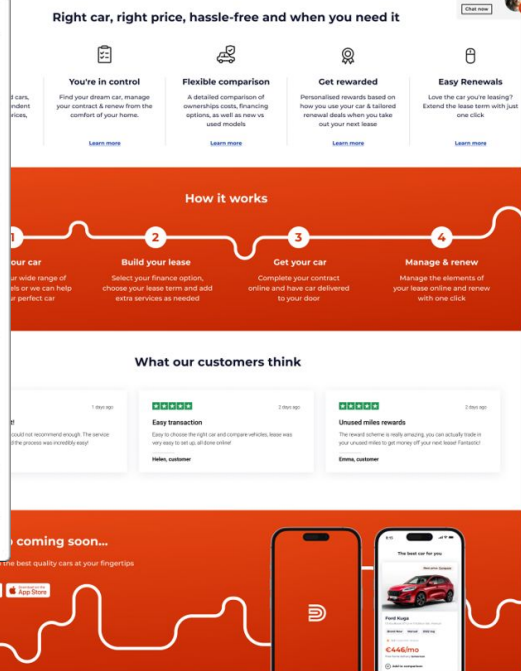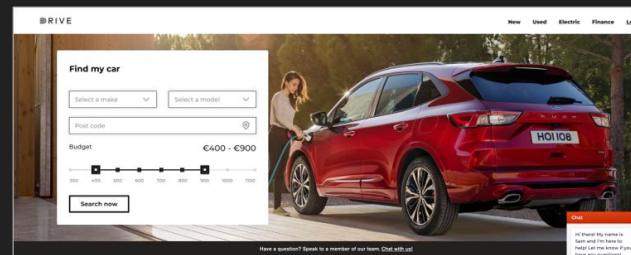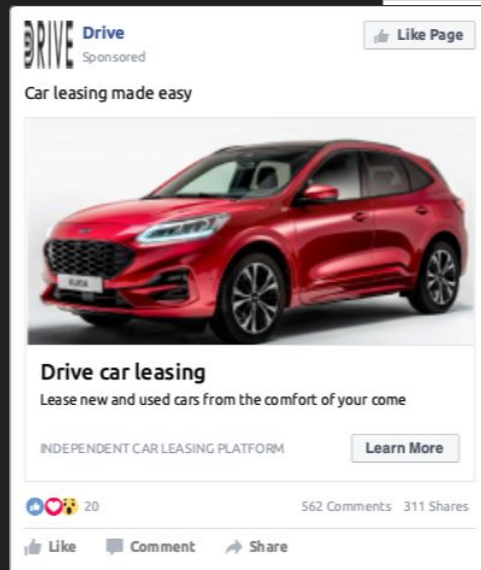
Outcome

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.

Generative AI in Banking

Exploring how financial institutions can move from Gen AI hype to meaningful implementation

With Gen AI rapidly transforming customer experiences across industries, we set out to explore what the future of banking could look like and how financial institutions can move from hype to meaningful implementation.

This speculative project was designed to inspire, educate, and guide: showcasing opportunities for Gen AI in banking, while laying out practical next steps to help organisations test, learn, and scale responsibly. I led the strategic design exploration, synthesising market signals, speculative scenarios, into use cases, design principles and GTM playbook.

Challenges

Emerging tech, unclear pathways
While Gen AI offered endless potential, Banks
lacked a clear view of where to start and how
to de-risk adoption.

Customer expectations rising
Consumers increasingly expect personalised,
human-like support from digital services.

Operational complexity
Strict regulation and legacy systems made
experimentation difficult, limiting innovation
pace.

What I did

Steered horizon scanning and use case definition

Identifying emergent Gen AI + CX trends and analysed maverick use cases already live in the market, from hyper-personalised UIs to Agentic assistants coordinating complex customer needs.

Translated GenAI trends into tangible banking opportunities

Through thought-starter scenarios, reframed these trends into three key use cases for financial services, that balanced innovation with feasibility and responsible use.

Defined the Playbook; Principles, Guardrails and guide to implementation

Developed four core design principles for humanised AI in banking, balancing customer experience, ethics and business interests. Gate-checks and success criteria were built into the framework to ensure safe, scalable adoption.

Guidance & Support

How might we provide guidance and support throughout the customers financial journeys?

AI copilots offering personalised financial coaching based on understanding customer needs and interactions,
and escalating to human expert when needed.

9:41

Hi
Andrea!

How can we help you today?

Good news

Your business loan for The Brew Coffee Shop has been approved for a total amount of $50,000 at an interest rate of 4.5% p.a. for a duration of 5 years.

Dismiss   Learn more

New account *3733

1000,00 GBP

You are below your monthly budget.

VISA
Platinum

Curr...
9,...
You a...

Home   Accounts   Payments   Wealth   Rewards

9:41

Ask FinMate

Today, 9:41

As we know this is your first venture, we have hand-selected the following additional services to support your business growth and financial stability

Financial Advisory

Gain insights on optimizing the utilization of your funds, helping you make informed financial decisions that can enhance your profitability.

Learn more

Busi...

Protect your
unforeseen
continuity a
coffee shop.

Send Message

9:41

Ask FinMate

To learn more about our entrepreneurial services and how they can propel your business forward, you can speak to our advisor. He specialises in small F&B businesses

David Turner
Available now

David Turner is a seasoned Financial advisor with over 10 years of experience helping small businesses grow

Transfering you to David Turner

Nice to meet you, Andrea. Would you like to chat now, or book a call for later?

Chat now   Book a call for later

1. Understand the user needs   2. Personalise options   3. Connect to human
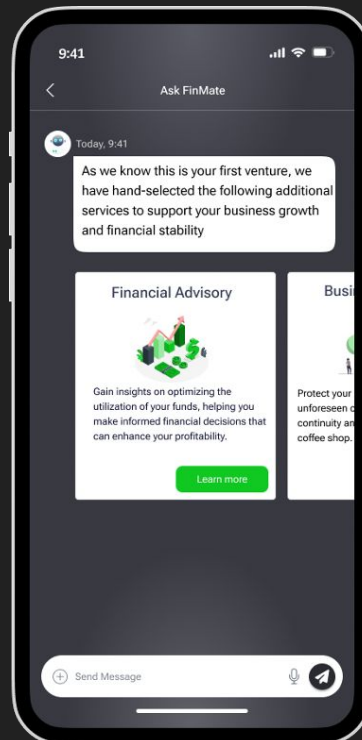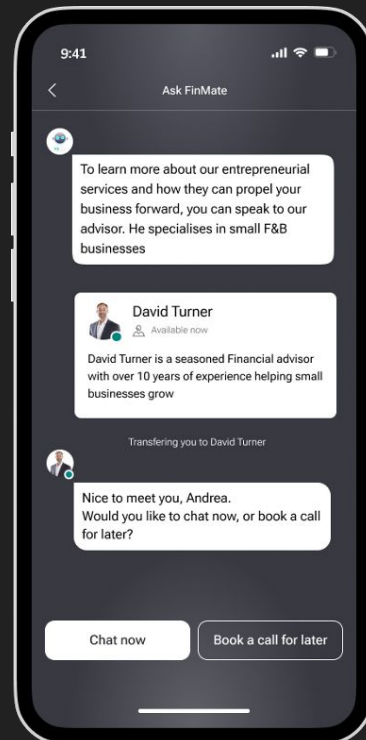
Everyday Living

How might we become more present in the everyday through daily banking?

Anticipate, advise and automate actions for daily banking ultimately generating trust, reliance and digital attachment
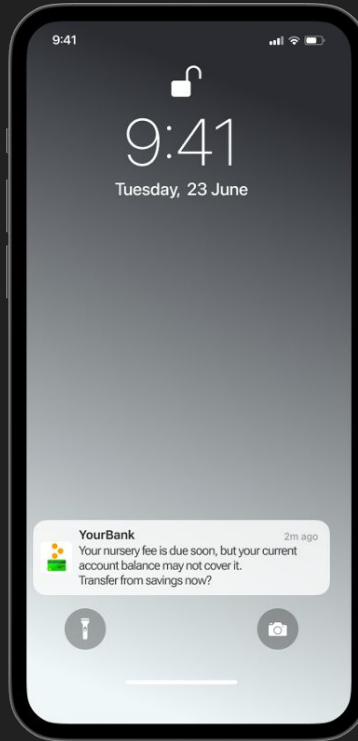
1. Anticipate
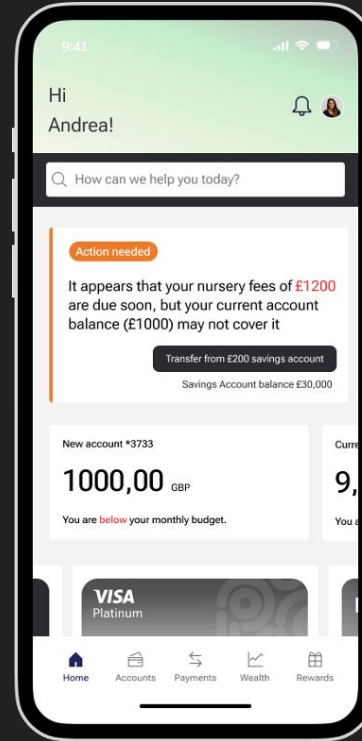
2. Advise
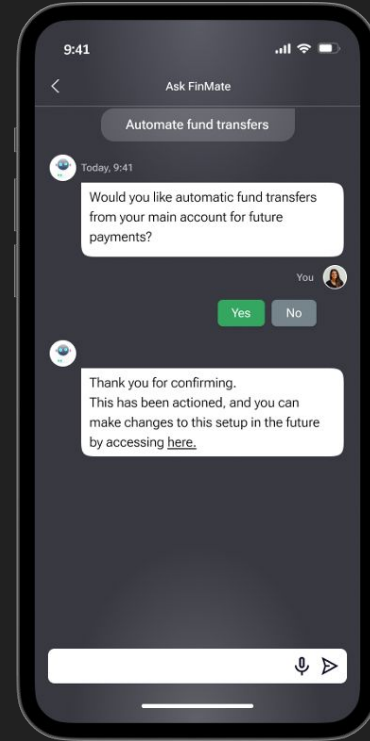
3. Automate

Life Moments

How might we become more present in big moments in customers lives?

Orchestrating complex journeys such as buying a home or starting a business.
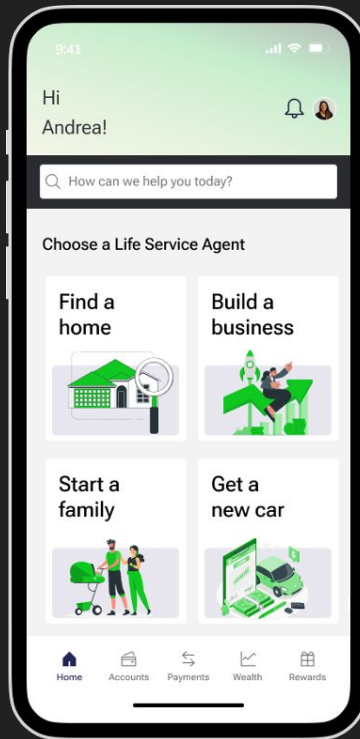
1. Understand user intentions
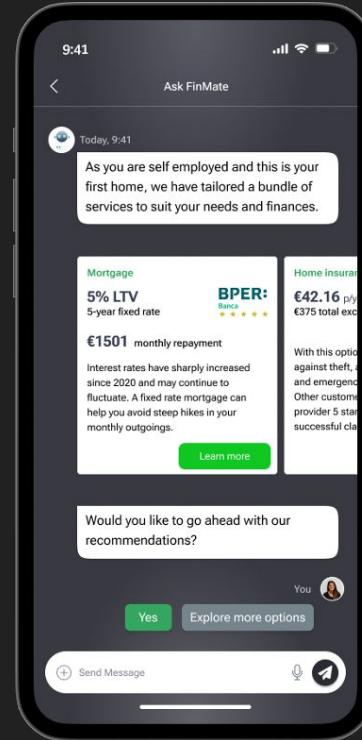
2. Coordinate and personalise multiple services
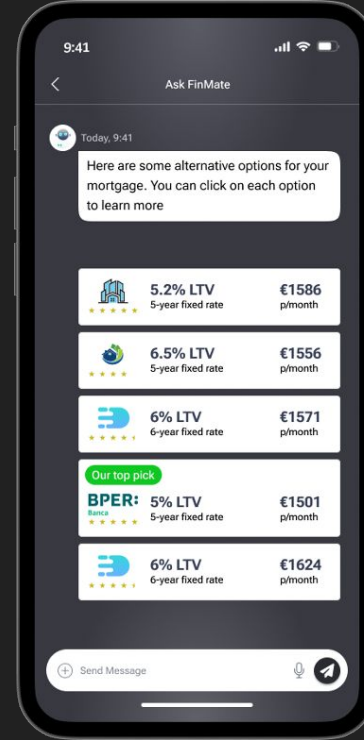
3. Enable transparency and user control

Implementation Playbook

We provided a step-by-step playbook for implementation

Start small: Target immediate customer frictions with clear business value.

Experiment & learn: Use sandboxes, closed testing groups, and rapid prototyping.

Evolve & scale: Build toward multimodal, proactive financial concierge services.

Sample content of playbook

Outcome

A future vision shifting banking from reactive transactions to proactive, emotionally intelligent experiences.

A practical playbook enabling financial institutions to explore Gen AI responsibly and confidently.

Now part of our GTM Gen AI proposition for financial institutions.

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 a proof of concept that visualised financial exposure data in a clear, intuitive, and actionable format. Leading to a new GDS component implementation and new workflow that reduced human error and time spent.
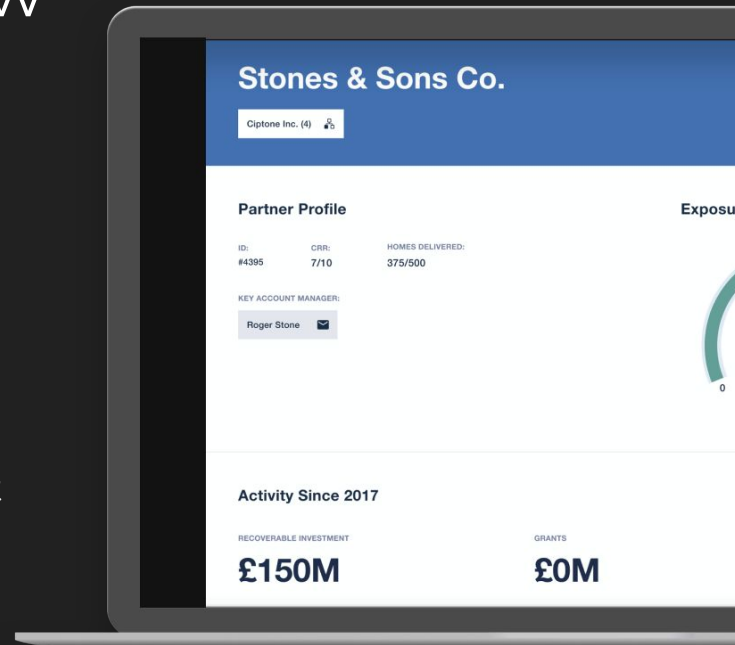
Client challenges

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

Lead the discovery programme and identification of key friction points

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

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.

Defined the new user experience

Created user flows and wireframes to inform an interactive dashboard prototype.

Validated with end users, iterating layouts alongside UI team to improve clarity and navigation.

Coordinated with technical teams the data requirements to build a proof-of-concept utilising GDS components.

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
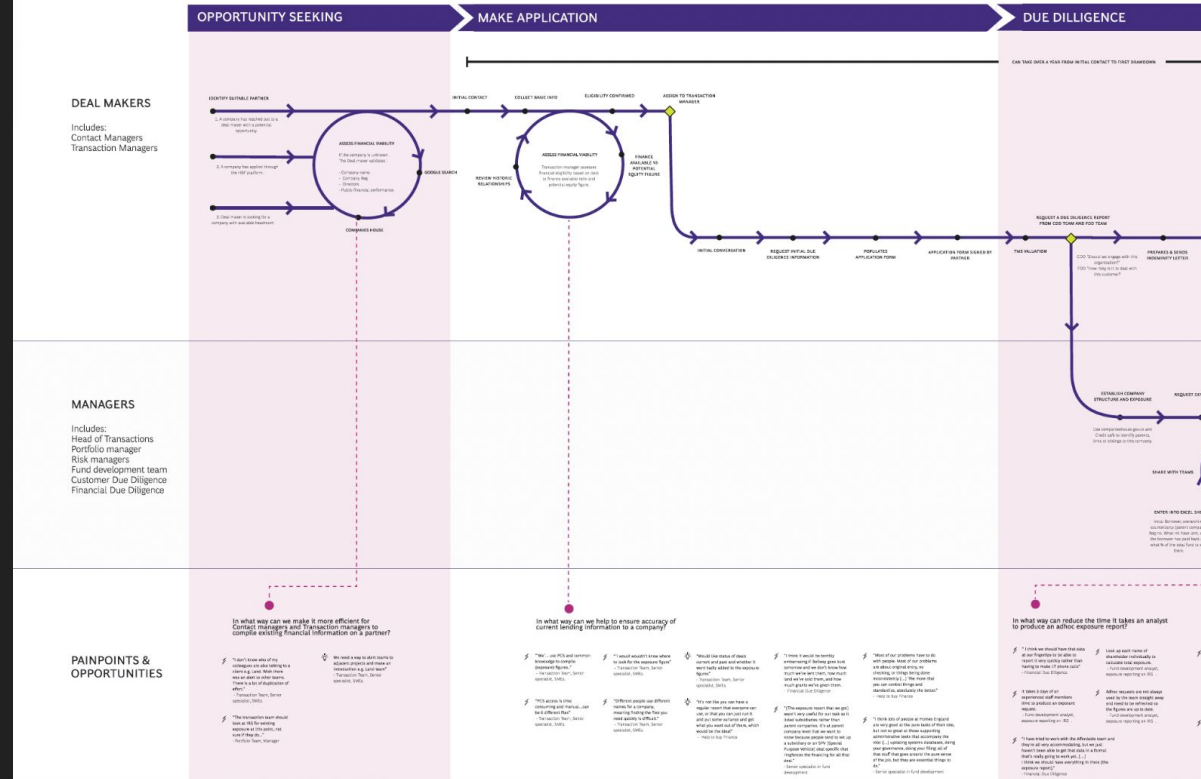
76 challenges identified, 3 prioritised as the most impactful

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

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

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 end user 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 user flow and interface.

Insight synthesis, war room

Definition

Based on user feedback ,I iterated and mapped the experience and data requirements for our technical team to build a proof-of-concept utilising GDS Design System and their real data.

MVP feature set and implementation road map was prioritised based on Desirability and Feasibility assessment.
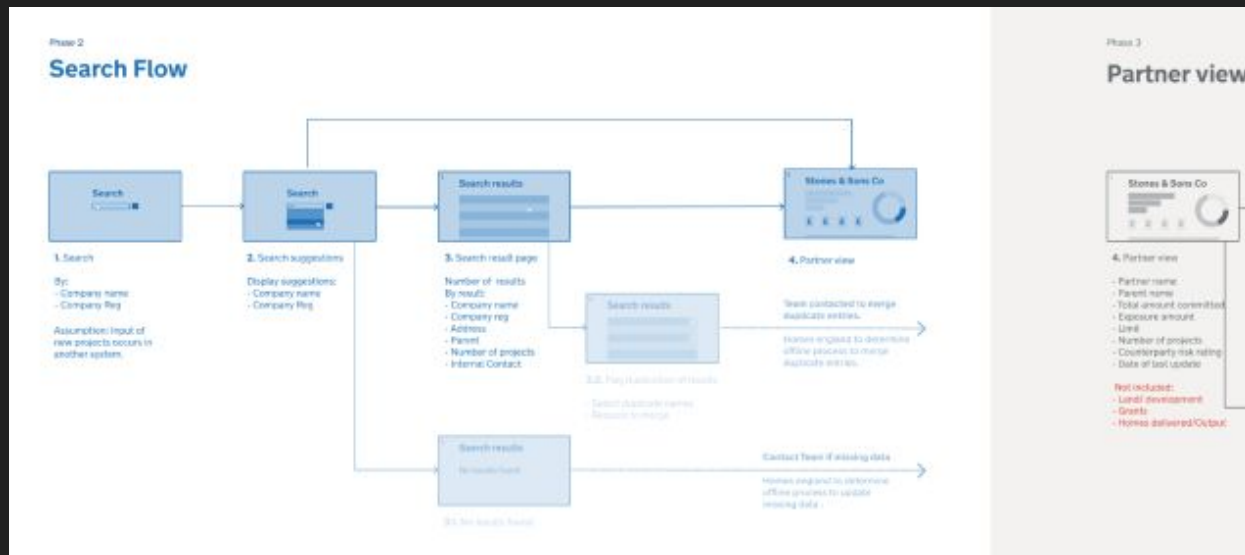
Wireflow, Proof-of-Concept

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

Global Meditation Organisation, Wellness

Digitising a legacy wellness experience to enable scale

A global meditation organisation needed to update its digital presence to reach new audiences. We partnered with them to create a digital transformation of their service enabling new engagement, growth, and accessibility.

What began as a 12-week project evolved into a multi-phase digital transformation over 2 years, where I led the UX and experience design through concept, validation, and full development — ultimately delivering a live platform now used by meditators globally.

Transcend   Learn   Community
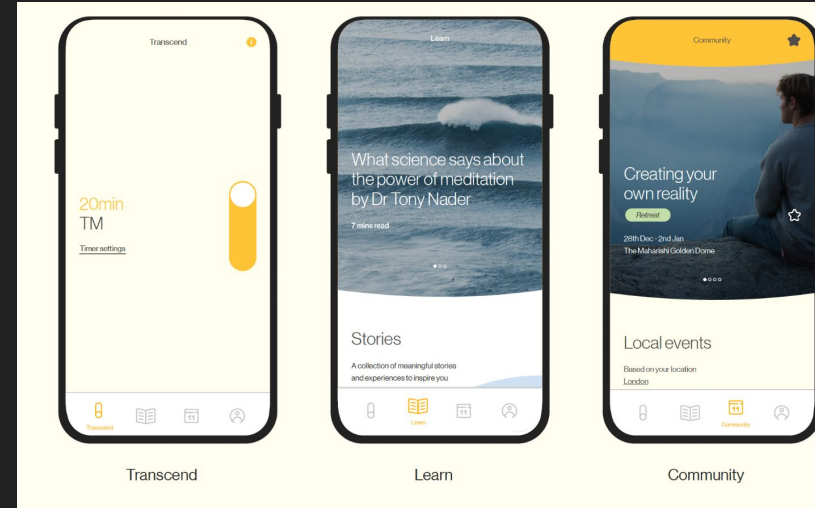
Client challenges

Declining engagement
 Many learners dropped off after completing the introductory course, limiting ongoing practice and revenue.

Legacy perceptions
They faced competition from younger, tech-native meditation apps that felt more accessible.

Complex stakeholder landscape
Sensitive course materials and differing views on digitalisation created alignment challenges.

What I did

Led a multi-phase design programme over 2 years

Guiding multidisciplinary teams through research, co-creation, and prototyping to translate a deeply personal, teacher-led practice into an authentic digital experience.

Directed experience design and validation

I defined the experience vision, led concept development, prototyping, and iterative testing with global meditators to validate usability and desirability.

Defined product strategy and modular learning system

I set the product experience strategy, defined the MVP roadmap and introduced a modular course architecture that enabled scalable freemium and premium pathways. This structure allowed the business to adapt content rapidly while maintaining consistency.

Managed complex stakeholder relationships

As a primary liaison with leadership, I navigated sensitive content and differing views on digitalisation. Through structured communication and transparent design decision-making, I built trust and alignment across a cautious, tradition-driven organisation.

Discovery

Immersing ourselves, learning the technique and experiencing the full journey as new meditators.

Through qualitative interviews with both teachers and practitioners, we mapped the service end-to-end and identified 97 friction points and opportunities across the meditator, teacher and organisation's journey
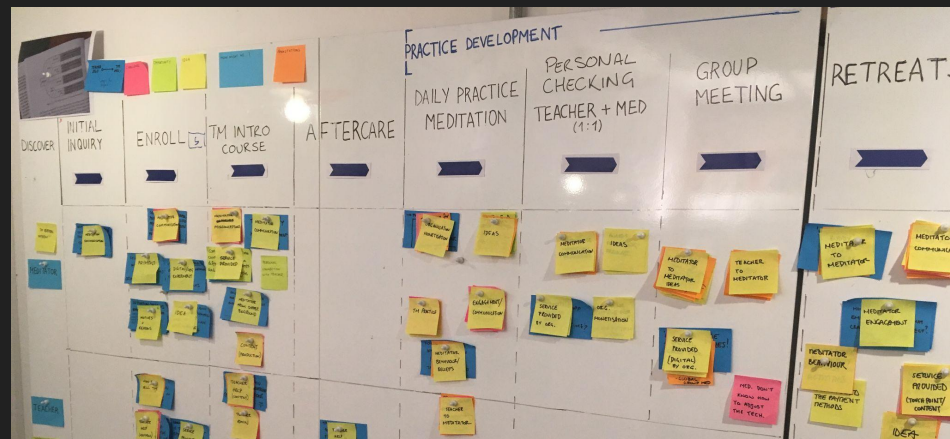
Co-creation workshop

We prioritised our focus on the course delivery where the biggest impact to the meditator, teacher experience could be made with the biggest business gains

Before TM

New meditators

During TM

Existing meditators

DISCOVER → INITIAL ENQUIRY → ENROLL → TM COURSE → AFTER CARE → DEVELOP PRACTICE

DAILY PRACTICE MEDITATION → PERSONAL CHECKINGS → GROUP MEETINGS → RETREATS/COURSES → ADVANCED TECHNIQUES → SIDHI PROGRAM

TM CORE EXPERIENCE
LEARNING TM

TM CORE EXPERIENCE
PRACTICING TM
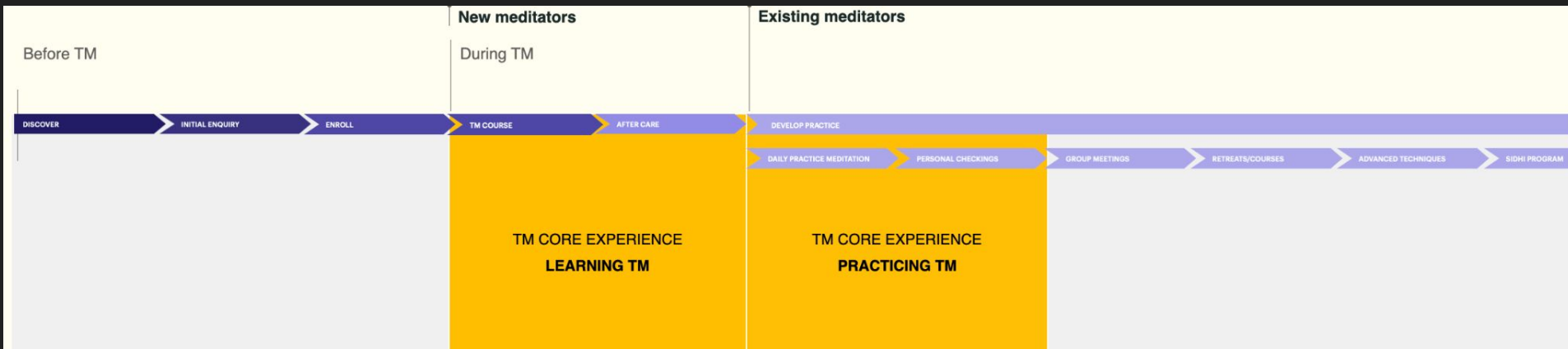
Simplified service map

Prioritised opportunity areas

How might we help them be more regular in their practice?

Meditators struggled to maintain regular practice, dropping off rapidly after learning the technique.

How might we maintain that human connection with organisation?

The human connection with a teacher was the most valued aspect of the course.

How might we better guide meditators to achieve higher levels of meditation?

We identified that meditators described the meditation practice as a journey, and sometimes you can't see your progress or where you are going.
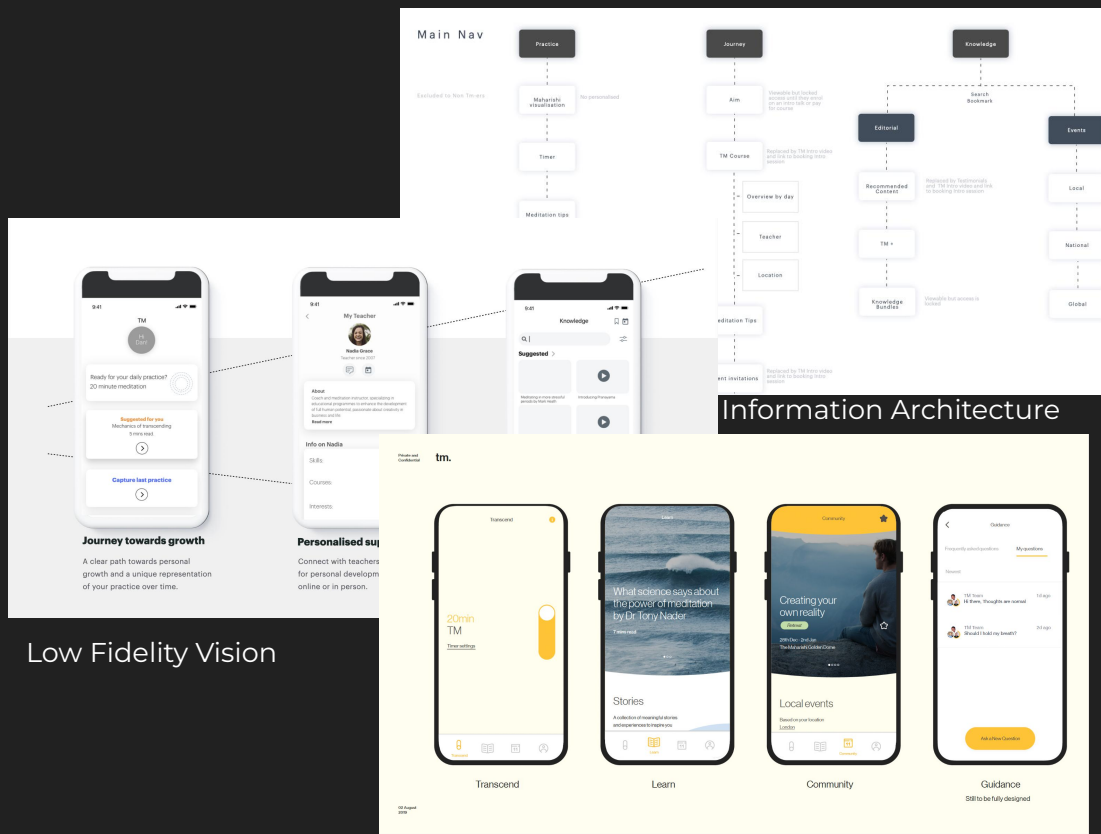
Definition

Based on our prioritised challenges we defined a shared vision with the client.

A North star that guided our definition of the core features , the IA and core user flows for the MVP.

Multiple rounds of user testing from low fidelity to high fidelity prototypes further validated and refined the experience.

Information Architecture

Low Fidelity Vision

High Fidelity Vision

Definition

Digitising the course, was highly complex and sensitive, requiring multiple iteration an alignment with client leadership.

I partnered with engineers to establish a modular learning system that supports recall and testing to ensure knowledge retention and also freemium and premium content, ensuring scalability and adaptability for future courses.
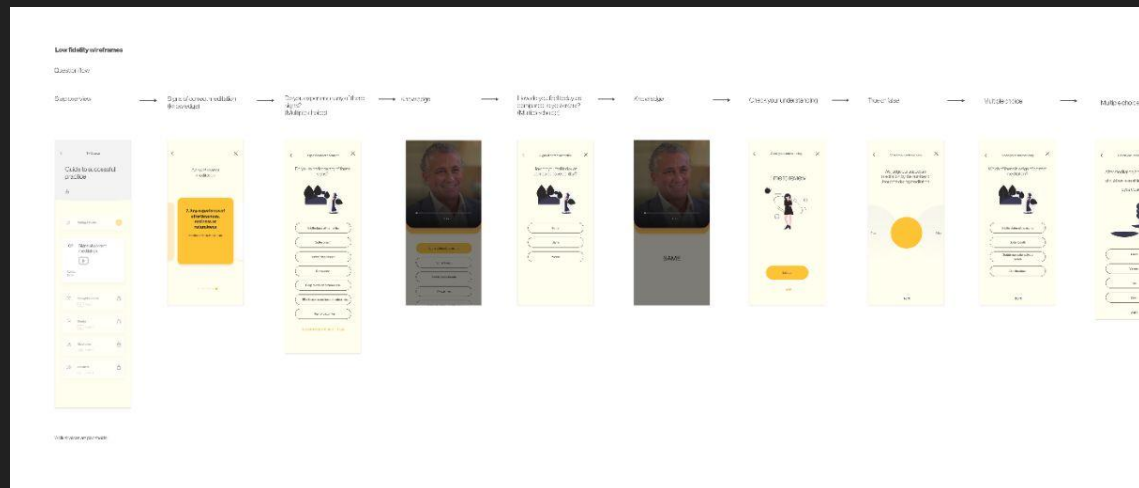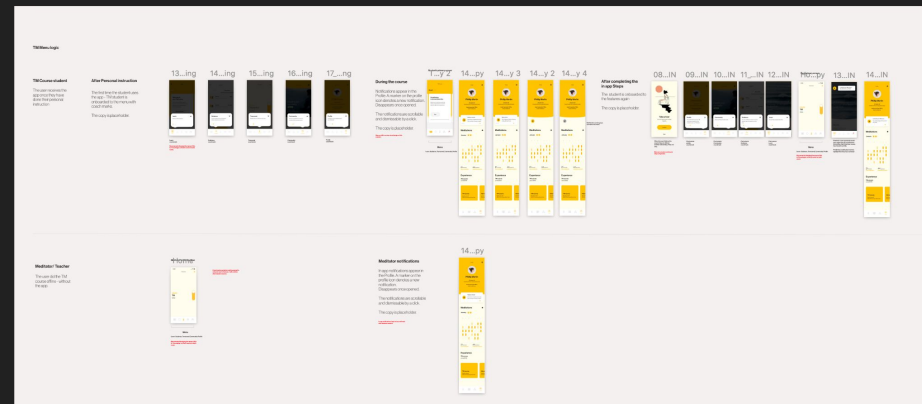

Course wireflow

Development

We ran an agile two week sprint cycle prioritising, designing, testing, iterating and delivering the roadmap with engineering and product.
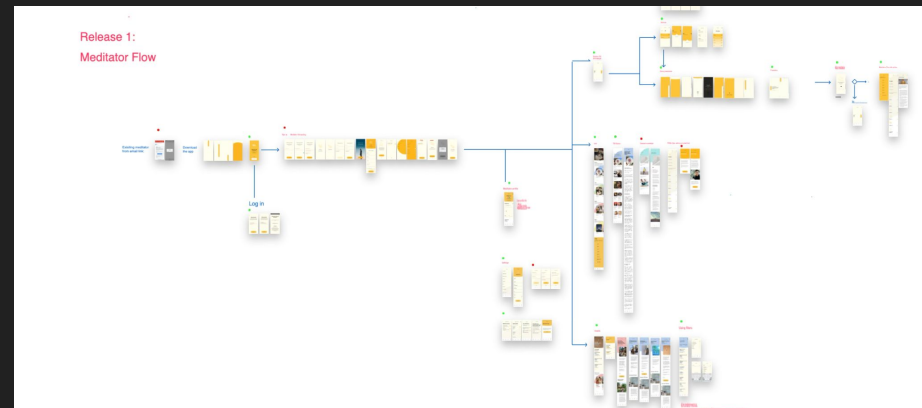
MVP Wireflow

Digital Learning Course Wireflow

Outcome

Live digital platform
The app and digital course is now live and used by meditators worldwide.

Sustained engagement
Increased practice regularity and strengthened teacher-student connections.

New revenue pathways
Digitalisation unlocked B2B and hybrid course models previously unachievable.

Stakeholder alignment
Leadership embraced the full digital roadmap, setting the foundation for continued transformation.

Home Services, Insurance

Creating a new digital service ecosystem to increase customer base and revenue streams

One of Africa's largest insurance companies, wanted to grow its customer base and build stronger, more frequent relationships with users through digital services

Over four months, I led research, definition of experience, and Alpha testing, taking the idea from early concepts to a live pilot that became a new, revenue-generating digital product now live in market.

Client challenges

Low engagement in a commoditised market
Insurance interactions were limited to renewals and claims.
They wanted to move beyond reactive touchpoints and build
continuous customer relationships through digital services.

Fragmented digital experience
Multiple brands and products operated in silos, leaving
customers without a unified or value-driven digital offering.

Need for new, scalable revenue streams
The business aimed to diversify its portfolio by developing
ecosystem propositions across home, utilities, and
maintenance services.

What I did

Led user experience and validation strategy

Coordinated a team across parallel workstreams, leading user flow definition, information architecture, and usability testing strategy for SPARK and ProServe

Directed user testing protocols and Alpha / Beta learning loop

Authored the test plan frameworks used in Alpha and Beta pilots, later adopted by the client's internal teams as the basis for ongoing service validation

Translated insight into experience design

Collaborated with an UI designer producing high-fidelity wireflows for build, ensuring coherence between service logic, technical requirements, and user needs.

Validated through live pilot launch

Supported the rollout of the live Alpha pilot, engaging real customers and suppliers to validate both service value propositions and experience flows in-market**.**

1

Structured the experience and information architecture

Led definition of the IA and service flows for both customer and supplier apps.

Designed navigation hierarchies prioritising frequent-use interactions like booking jobs, managing quotes, and monitoring usage.


Information Architecture Draft

Validated and refined through live testing

Directed the user testing protocol and Alpha Test & Learn plan, including structured quant + qual loops over two-week test cycles (30 customers, 15 suppliers in Alpha; 100 customers in Beta).

Testing focused on usability, engagement, and retention potential, feeding directly into backlog refinement for MVP.
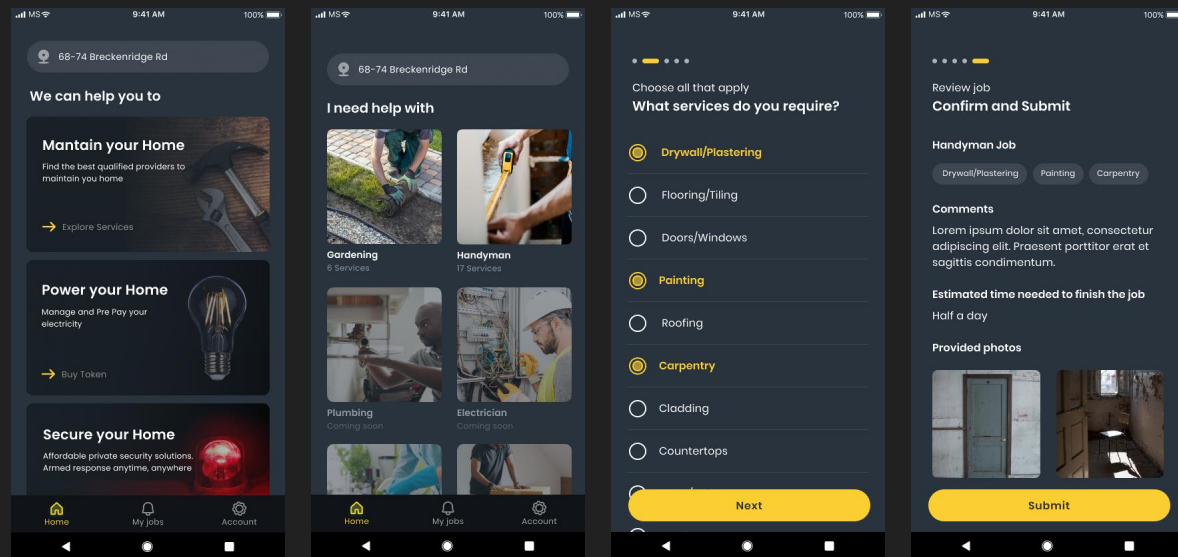
Pilot wireflow

Outcome

Live digital ecosystem
A new connected service platform, now live and in market, a scalable way to engage customers across home, utility, and maintenance services.

Validated customer experience
Proved the value of two core services, SPARK and ProServe, through Alpha pilots, achieving 96% satisfaction on key journeys.

Commercial impact
Projected to generate €56M in new revenue over five years.

Design and testing capability
User testing and learning protocols developed during Alpha adopted by Client teams.

Get in touch

lucysharp6@gmail.com