

VANESSA KIRBY

Transformation and Organisational Effectiveness Adviser | Product, Operating Model and AI-enabled Change

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IN A NUTSHELL:

Digital Product and Experience leader with 20+ years, building and delivering for growth. I bring a unique combination of deep user-centred design thinking + operational maturity + commercial track record.

My edge is structural - beyond design: I identify where the operating model is the constraint on growth, and I fix it, whether that's a product and its usability, a cross-functional rhythm that doesn't exist, a GTM process that excludes the people who need to know, or a leadership team that isn't functioning as one. I've done all of it, and I've delivered the numbers alongside it.

I've held senior roles at Marks & Spencer, Argos, BT Financial Group and SeedLegals. International in-country experience across Asia, Australia, USA & Europe. Board Trustee at Wimbledon Windmill Museum. Experienced in OKRs, governance, and operating at board level.

CORE COMPETENCIES

- **Product experiences for impact:** organisation and customer outcomes that drive revenue.
- **Transformation leadership:** Agile adoption, digital-first shifts, org redesign in traditional large-scale businesses
- **Scale-up delivery:** Building delivery infrastructure without formal authority across product, engineering, marketing, CX
- **Commercial impact:** Direct accountability for revenue-linked outcomes: conversion, retention, market entry
- **Team leadership:** Teams of 26–30+ in complex matrix organisations; mentorship and growth frameworks
- **AI integration:** Operational efficiency, support cost reduction, design and product process uplift
- **Operating model optimisation:** Cross-functional structure, service design, delivery rhythm, GTM process, OKR frameworks
- **International operations:** In-country delivery across Asia, Australia, USA and Europe

IMPACT EXAMPLES

- M&S furniture end-to-end customer journey redesign: 16% conversion uplift, equivalent to approximately £3m annual revenue,.
- M&S Sparks loyalty programme revamp: over 1 million app downloads and an 8% NPS improvement in 8 weeks
- M&S Christmas Food to Order redesign: +300–450% YoY revenue growth
- Argos: shifted online revenue from 33% to 66% share — c.£250m uplift
- BTFG: full wealth management offering (spreadsheets to apps) market share to 78%
- SeedLegals: Introduced strategic planning, cross-functional GTM process and operational rhythm across a 160-person scale-up — working across product, design, engineering, marketing and support without formal authority over most of it

CURRENT

Director of UX & Product Operations | SeedLegals Apr 2022 – Present | London

LegalTech SaaS scale-up · consolidation and growth phase

- Built out the UX and product design practice, embedding design into every product & engineering team; shifting to company wide, collaborative discovery & ideation to ensure the best solution
- Drove Service Design methods (blueprinting) to identify opportunities for design and manual processes we could automate on platform.
- Switched reliance on Figma to AI prototypes alongside stories written to inform agents (as well as engineers) for speed of delivery
- Introduced strategic planning, OKR and GTM rhythms across a 160-person scale-up, creating a clearer operating cadence across product, design, engineering, marketing and CX.
- Designed and launched, leading cross-functional delivery from concept through GTM
 - new market entry into the USA
 - a regulated investor marketplace product (deal flow to portfolio management)
- Co-sponsored exco-level AI-driven streamlining of internal service capabilities reshaping engineering, product and CX

BOARD & ADVISORY

Trustee | Wimbledon Windmill Museum Oct 2020 – Present | London

- Board-level accountability for digital strategy, user engagement and online visibility across marketing, social, fundraising and events
- Commissioned and delivered in-house museum experience app in partnership with Bloomberg Connects

Board advisor | Mitos Relocation Jan 2026 – Present | London

- Board advisor to founder of retirement relocation consultancy.
- Current focus: brand repositioning and driving AI adoption into the business.

Digital advisor | Conduct Change Jan 2017 – Present

- Digital & online communications advisory for mental health and anti-bullying campaign organisation.

PREVIOUS EXPERIENCE

Director of Service Design | Modern Human (Consulting) May 2021 – Apr 2022 | London

Freelance consulting · maternity leave cover · global retail and edtech clients

- Led service design practice across global retailers and edtech clients; delivered strategic vision and operating model recommendations at senior stakeholder level

Head of Experience Design | Marks & Spencer Oct 2017 – Jul 2020 | London

FTSE 100 retailer · omnichannel digital transformation · team of 26+

- Led a team of 26+ across omnichannel digital experience, operating inside a complex matrix organisation with multiple senior stakeholders and competing priorities
- Led the research and design work behind a furniture journey redesign that increased conversion by 16%, equivalent to approximately £3m in annual revenue at the 2019/20 run rate.

- Led the experience redesign that generated more than 1m app downloads and an 8% NPS improvement in the first eight weeks
- CFTO redesign: +300-450% YoY growth

Head of UX | Argos (Sainsbury's Group) Aug 2015 – Oct 2017 | London

Major UK retailer · £4.25bn revenue · digital-first transformation · team of 26+

- Led the delivery of the full selling journey redesign: homepage, category, product, and checkout plus finance integration and taxonomy coordinating across engineering, trading, and commercial teams
- Helped lead the digital transformation that shifted online revenue from approximately 33% to 66% of the business, contributing to the £250m stretch revenue target
- Structured the team operating model to deliver at speed and scale inside a large, fast-moving retail organisation

Head of UX | BT Financial Group Jan 2013 – Jul 2015 | Sydney, Australia

Investment bank · digital wealth platform transformation · team of 30+

- Led the experience transformation of a wealth platform spanning more than 17 product streams, during the period the platform grew to 78% market share .
- Introduced design systems, experience-led strategy, and modular pattern libraries that reduced time-to-market and enabled consistent deployment at scale
- Business sponsor for the introduction of Agile into a large traditional waterfall organisation accountable for change adoption, not just design execution

EARLIER CAREER

Group Manager – Experience Design - Avanade (Microsoft Technology) London

Creative Director - SapientNitro London

Director of User Experience - Flow Interactive London

Senior Director – Product Interface Design & Testing - LexisNexis Dayton, USA

Prior positions across UK, Asia, Australia and USA - details available on request.

EDUCATION & PROFESSIONAL DEVELOPMENT

MSc Occupational Psychology: University of Hertfordshire

BSc Life Science (2:1): University of Westminster

Recent development: AI for Work & Life (Univ. North Florida, 2025) · Product Analytics (2024) · Figma Pro (2023) · Google Digital Marketing Fundamentals (2020)

SPEAKING & PROFESSIONAL INTERESTS

Conference speaker on digital experience, product strategy, and agile delivery. UX and product mentor. Champion of inclusive design and ethical AI. Passionate about applying digital thinking to heritage, education and public service.