

VANESSA KIRBY

Director Product Operations | UX Leader

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[Website](#) [SlideShare](#) [LinkedIn](#)

IN A NUTSHELL:

I help product-led companies GTM with impact - both for the user and the organisation. A clear line between design decisions and business outcomes. The revenue impact speaks for itself.

20+ years in digital, building and delivering for scale. I've run cross-functional programmes, introduced operating models, and driven measurable commercial outcomes at M&S, Argos, BT Financial Group, and SeedLegals across organisations from 50 to tens of thousands of people, and across retail, fintech, legaltech, and enterprise.

I bring a unique combination of deep user-centred design thinking + operational maturity + commercial track record. 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 26–50+ 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, delivery rhythm, GTM process, OKR frameworks

International operations: In-country delivery across Asia, Australia, USA and Europe

current

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

LegalTech SaaS scale-up · ~160 people · consolidation and growth phase

- Introduced strategic planning cadence, cross-functional GTM process, and delivery rhythm across product, engineering, marketing and CX; operating without formal authority over most functions
- Designed and launched new market entry into the USA and a regulated investor marketplace product (deal flow to portfolio management), leading cross-functional delivery from concept through GTM
- AI integration programme to improve operational efficiency and reduce support costs, coordinating across product, engineering and CX teams

- Co-sponsored exco-level strategic pitch with Director of Strategy on AI-driven disruption reshaping engineering, product and CX boundaries simultaneously, operating at SLT on a topic with material implications for company structure

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
- Furniture category: +16% conversion - equivalent to ~£3m annual revenue uplift - through end-to-end redesign of the customer journey
- Sparks loyalty programme revamp: +1M app downloads and +8% NPS improvement
- CFTO redesign: +300–450% YoY growth; delivered through structured cross-functional delivery programme

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

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

- Central to Argos's transformation from physical to digital-first: shift from 30% to 66% online business, hitting the £250m stretch revenue target, one of the most significant retail digital transformations of its period in the UK
- Owned delivery of the full selling journey redesign: homepage, category, product, and checkout plus finance integration and taxonomy coordinating across engineering, trading, and commercial teams
- 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+

- Business sponsor for the introduction of Agile into a large traditional waterfall organisation accountable for change adoption, not just design execution
- Led digital transformation of the wealth management platform: introduced design systems, experience-led strategy, and modular pattern libraries that reduced time-to-market and enabled consistent deployment at scale
- Managed a team of 30+ through sustained organisational change in an investment banking environment

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.

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BOARD & ADVISORY

Trustee (Digital Strategy) | 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

Digital Adviser | Conduct Change *Jan 2017 – Present*

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

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.