

LEE HUGHES

Design Director — Enterprise Delivery & Digital Transformation

British & European Citizenship · UK / SEA / Europe

linkedin.com/in/leehughesux · lee.hughes@craftcreative.co.uk · www.craftcreative.co.uk

PROFESSIONAL SUMMARY

Design Director with two decades leading enterprise-scale digital transformation across financial services, telecoms and healthcare, translating brand and design vision into practical, value-sliced delivery roadmaps. I work across platform, product, technology and architecture teams to turn ambiguous transformation goals into credible plans, and build the stakeholder alignment that lets those plans hold under regulatory and organisational pressure.

My track record includes building the design system adopted as BT Global's working standard across its product estate, establishing the architecture and delivery principles governing a £1.5 billion digital ecosystem for Nest, and rebuilding a pension platform for Legal & General by reframing FCA compliance as a design tool rather than a constraint. I lead distributed teams across geographies, aligning C-suite stakeholders and design, product and engineering functions around a single, actionable path forward. Alongside this I bring AI into delivery and design operations to accelerate decision-making without sacrificing strategic depth.

CORE COMPETENCIES

Enterprise Delivery Roadmapping & Transformation Strategy · Design System Governance & Rollout · Stakeholder Alignment & C-Suite Influence · Regulated Industry Delivery (Financial Services, Healthcare, Telecoms) · Value-Sliced Delivery Planning · Cross-Functional Leadership (Design, Product, Technology, Architecture) · Systems Thinking · Service Design & Information Architecture · Risk & Dependency Management · Figma-Fluent Design Review & Governance · Accessibility & Inclusive Design (WCAG) · Mentoring Designers, Product Owners & Stakeholders

PROFESSIONAL EXPERIENCE

Craft Creative (Global Clients) Director / Consultant - Nov 2023 – Present

Leading end-to-end design and delivery engagements for confidential enterprise clients, acting as senior design director and strategic delivery partner from discovery through to delivery across financial services and technology sectors.

Advising leadership teams on AI-first design operations and building prototyping workflows that let stakeholders evaluate working products rather than static designs, accelerating executive decision-making and compressing concept-to-prototype timelines significantly.

TCS Interactive (London) Design Director - Jan 2020 – Oct 2023

Design Director across a global enterprise portfolio including Nest, BT, EE, Legal & General, and the Financial Ombudsman Service. Led a cross-disciplinary team of around 50 designers across London, India and the US, mentoring not only designers but product owners and senior stakeholders, and owning creative direction, delivery roadmapping and C-suite stakeholder management. Close collaboration across product, engineering and business was central throughout.

- **BT Global:** Built the design system from the ground up and led its rollout across BT's global product estate. Audit-first, accessibility embedded at component level, documentation written for designers and developers alike. Adopted globally as BT's working reference for digital design, aligning distributed product teams around a single, consistent brand and system standard.
- **Refinitiv (now LSEG):** Rebuilt a client relationship that was close to contract cancellation over inconsistent consultant quality. Replaced an absent vetting process with personal CV review and interview coaching for every consultant placed on the account. Restored client confidence and made the new vetting and coaching process the account's standing practice.
- **Nest:** Repositioned design as a product strategy function, establishing the architecture, principles and delivery roadmap governing a £1.5 billion ecosystem from discovery through to build.
- **Legal & General:** Rebuilt the pension contribution platform for tens of thousands of members. Reframed FCA compliance as a design tool, achieved first-time full accessibility compliance, and reduced contribution processing from hours to minutes. Adopted as the internal design benchmark for the wider division.
- **Financial Ombudsman Service:** Remapped the entire information architecture around user mental models rather than institutional process, redesigned the complaints journey and caseworker tooling, and surfaced process-level organisational recommendations beyond the design brief itself.

EY-Seren (Athens) Senior Product Designer / Lead CX · Contract - Feb 2019 – Aug 2019

Led customer experience design for PRAXIA Bank, a FinTech startup entering the Greek digital banking market.

McCann Health (London) Product Design Lead · Contract - Aug 2018 – Sep 2018

Product and creative design for GlaxoSmithKline, Roche, Accord, and Merck across regulated pharmaceutical digital products.

Engine Group (London) Lead Product Designer · Contract - May 2018 – Aug 2018

Designed intuitive interfaces for Eon, resulting in a 25% increase in user engagement across mobile and web platforms.

Splendid Unlimited (London) Lead Product Designer - Aug 2017 – Apr 2018

Led product design for Barclays, HSBC, and Royal Holloway, managing usability, scalability, and user satisfaction across high-traffic platforms. Introduced evidence-based critique culture across the product team, shifting design reviews from subjective opinion toward goal-oriented decision-making.

DigitasLBi (London) UX Director · Contract - Jun 2016 – Dec 2016

Led UX direction for AstraZeneca, designing a cardiac patient support application from clinical research and stakeholder workshops through to prototype and design system handover.

Status Digital (London) Creative & UX Director · Contract - Feb 2016 – Jun 2016

ISOBAR (Hong Kong) Senior UI/UX Consultant - Mar 2014 – Apr 2015

Imagination Asia (Hong Kong) Senior UI/UX Consultant - Mar 2012 – Jan 2014

TEACHING, WRITING & INDEPENDENT WORK

- **SWCH / ON — Founder:** A design-education platform for the South East Asian market, taking designers from foundations to senior practice.
- **Neurodivergent learning app:** Developing an educational app for neurodivergent learners, built on inclusive design principles and lived experience.
- **Writing:** Regular articles and thought leadership pieces on design thinking, AI in UX, and inclusive and neurodivergent design at craftcreative.co.uk/blog.

EDUCATION

Graphic Design Foundation – Northumbria University

KEY BRANDS

HSBC · Barclays · L&G · Nest · Financial Ombudsman · BT · EE · AstraZeneca · GSK · Roche · JLR · Ford · GE · Van Cleef & Arpels · Canon