

GLEN BROOMFIELD

I am a pragmatic and optimistic design leader with over 15 years of experience guiding teams to deliver high-quality digital products and systems. As a Strategic Design, Senior Manager at Boston Consulting Group, I have successfully spearheaded transformative projects, led multidisciplinary teams, and introduced innovative AI solutions to save time and money.

I excel in strategic design work, fostering team growth and driving organisational change. My collaborative approach and ability to align strategic goals across functions make me a valuable asset to any design leadership team.



Saving hundreds of thousands of hours each year

I led the discovery, design and implementation process for a new platform to streamline end-of-project feedback using GenAI, reducing the time required by senior consultants and enhancing the feedback process. The project was a key driver for earning \$7 Million in investment to digitally transform BCG's career development function.

Problem

Senior consultants spend 75 minutes per feedback form, causing delays and impacting team development. With 75,000 forms written annually, this process is time-consuming and cognitively demanding.

Approach

- Ran an experiment leveraging personalised OneNote notebooks.
- User-centric iterative prompt engineering
- Short-term roll out as a custom GPT
- Learnings informing longer-term proprietary platform build

Solution

A prompt that reliably synthesises the notes case team leaders write on their teams performance throughout a project, into formally written, end-of-case feedback. The prompt is leveraged through a GPT while a proprietary system is built (of which I am the Design Lead on).

Role & Team

I spearheaded the experiment with a team of data scientists and product managers.

Key Challenges

Huge amounts of alignment and stakeholder management required to introduce GenAI into an extremely human, culturally founccational process.

Results & Impact

Not only did our GenAI supported feedback first drafts save time for senior leaders, it made the process of writing feedback easier. Removing the blank page of an evaluation form made them start the process sooner, preventing internal team members from having to follow up and chase reviewer writers to write and submit their feedback.

\$7 Million

In funding for a digital transformation project

30k

senior leader hours saved each year

90%

Employee Satisfaction

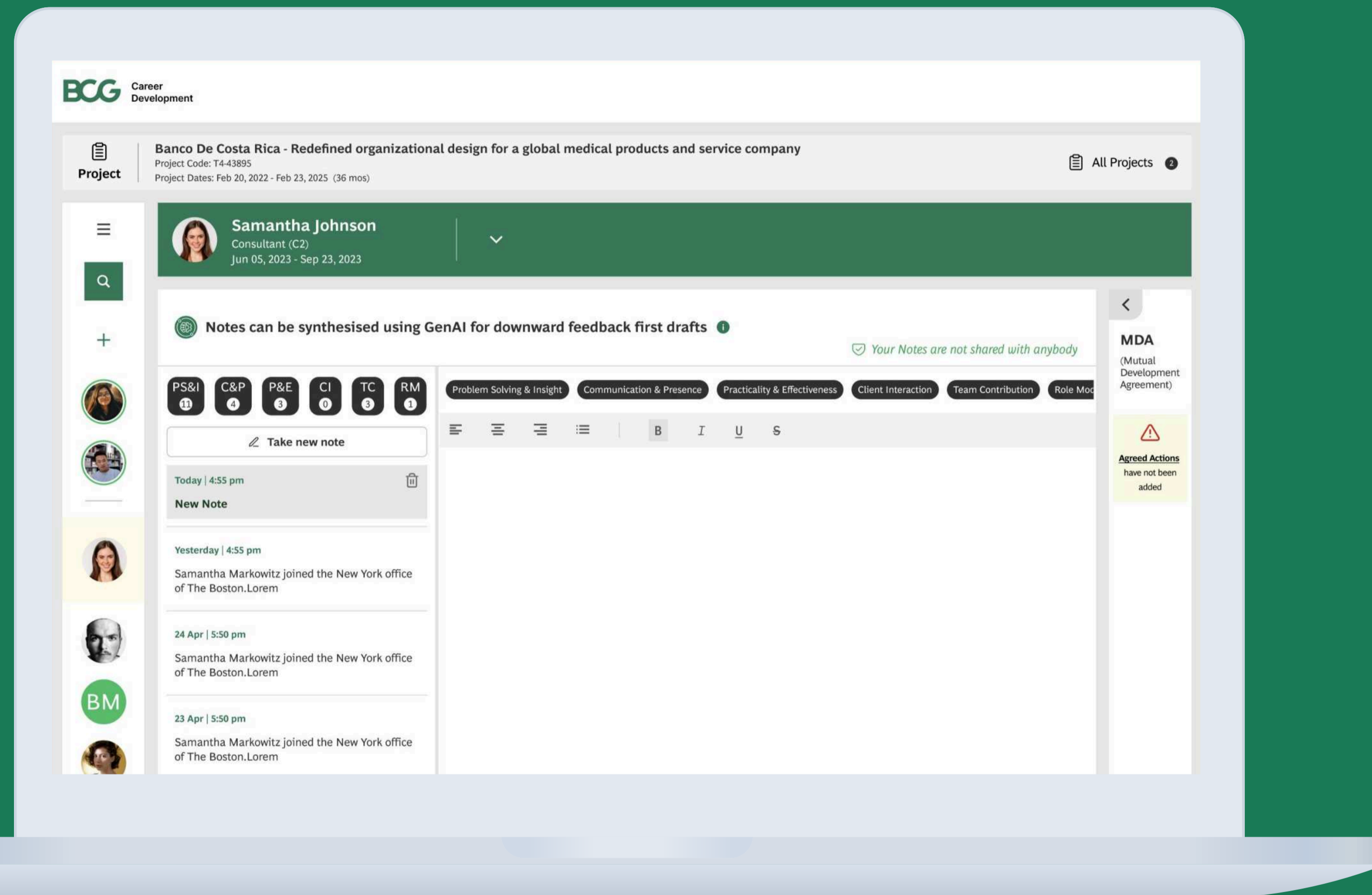
132,600

career development facilitators hours saved each year



From notes to formally written feedback in the click of a button

88% of senior leaders were already taking notes and manually synthesising them into feedback forms. AI taking on the synthesis process saved tens of thousands of hours and made the process significantly easier.



Helping Caterer.com find jobs for 50,000 people during COVID-19

When COVID-19 hit, I led the creation of a Hospitality Redeployment Hub at Caterer.com (part of StepStone), helping 50,000 displaced hospitality workers find new jobs in eight days.

Problem

COVID-19 lockdowns resulted in 500,000 hospitality workers losing their jobs overnight, and Caterer.com's job inventory was decimated.

Approach

- Conducted workshops and remote ideation sessions
- Developed a service blueprint for the redeployment process
- Facilitated communication and alignment across multiple teams
- Influenced prioritisation across four product and one marketing roadmap

Solution

The Hospitality Redeployment Hub with 5 key components:

1. Cross-posted roles from StepStone's brands.
2. Signposted non-hospitality roles.
3. Implemented a dynamic application process.
4. Sent inspirational emails to 430,000 workers.
5. Formed partnerships with industry associations.

Role & Team

I organised a cross-functional team including a researcher, product analyst, copywriter, product manager, and group of engineers to respond rapidly.

Key Challenges

- Maintaining velocity when everybody had been thrust to work from home
- Numerous roadblocks and had to keep the team optimistic and solution-focused through one-on-one and group coaching.

Results & Impact

- Featured on BBC Radio 4, Sky News, and various industry publications.
- Showcased Caterer.com's commitment and agility during a crisis.

8 million

Visitors in the first 3 months

70,000+

New social followers

2.1 million

Applications to roles

50,000

People with new jobs

Our customer understanding enabled agility

Our research was stored in the format of a living, breathing journey map. This meant when an opportunity arose, we had the foundational knowledge to respond quickly to best serve jobseekers and recruiters.



Helping 25 SMEs Compete in a Growing Market

I partnered with the Northern Ireland Department of Finance to help 25 small businesses in Belfast enhance their competitiveness through design thinking, resulting in new clients and media coverage.

Problem

While design drives innovation and growth, 56% of European businesses don't utilise it. The Northern Ireland Department of Finance aimed to integrate design into Belfast's SMEs to boost their competitiveness.

Approach

- Conducted workshops for 25 business owners
- Simplified design terminology to make it accessible
- Developed a toolkit informed by interviews with 12 business owners

Solution

Created a simple toolkit to help business owners understand their customers better, leading to continued collaboration with three businesses.

Role & Team

As the Lead Service Designer, I collaborated with a Senior Service Designer from the client's Innovation Lab.

Key Challenges

- The complexity of design language was a barrier for business owners, necessitating a more user-friendly approach.

Results & Impact

Three of the small businesses enjoyed the sessions so much, we continued working together in various capacities. I led more in-depth service design projects with two of them, while a third brought me on-board as a Design Thinking consultant on several projects.

25

SMBs trained
in design thinking

100%

Satisfaction from
the SMBs

16

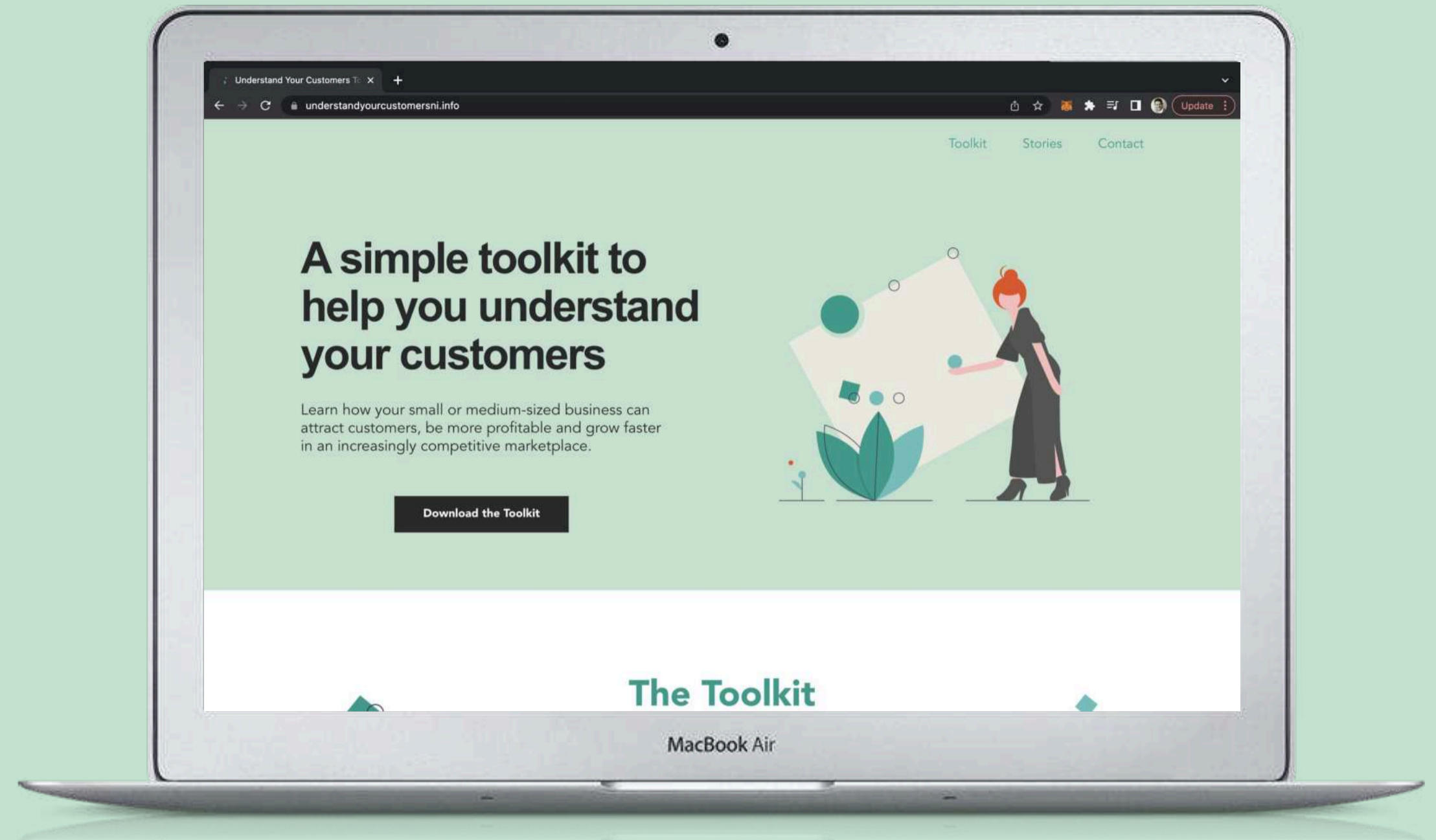
Media mentions

3

New clients

A simple toolkit to help small and medium sized business understand their customers

Our toolkit used language that specifically did not alienate or confuse people with limited design thinking experience. We hand picked methods and approaches that required minimal experience and transformed the language to be accessible to enable business owners to better understand their customers.



A toolkit to understand your customers

Time Required: 10 minutes +

This toolkit is explicitly designed to help small businesses identify what their customers really care about. Failing to adjust to customer changing needs is a competitive local (and now global) market. Happy customers can either go elsewhere to get their needs met. There are 5 different activities that you can start using today based on what you most want to tackle.

What's in the toolkit?

- To learn more about the customers you have to grow your business. **Seek Feedback** Time Required: 5 minutes
- Observe customers can identify go elsewhere to get their needs met. **Observe Customers** Time Required: 5 minutes
- To make existing customers who become ambassadors of your business. **Service Safari** Time Required: 30 minutes
- Customer Journey Maps **Customer Journey Maps** Time Required: 1 hour
- To learn how to fix something that isn't working. **The 5 Whys** Time Required: 10 minutes

The journey a customer takes has three parts: Before, During, and After, which can be further broken down based on the customer's sentiment towards your business. There are a few starting points to get into the details. Again, Consider, this, Convert and Advocate.

continue on following page

UnderstandYourCustomersNI.info

5 Whys

Time Required: 10 minutes +

The 5 Whys method is a simple way to dig into a problem your customers face and uncover valuable insights that might help you solve it.

What?

Quite simply, it involves asking your customer, "why?" whenever they explain something to you. Each time you ask why it prompts someone to re-evaluate their position and think about their reasoning. It may seem a little odd to keep asking why at first, but it will bring great insights while allowing you to dig deeper to find the root cause of the problem.

Practising the 5 Whys method is also helpful in situations when you think you already know the answer. What you have might surprise you!

How?

A small business owner has decided to introduce an app that provides customers with an alternative way of purchasing their new range of products, but no one is using it. How has the 5 Whys method helped to dig deep into the root cause of the situation?

- Why is no one using the app?** The new app is difficult to use.
- Why is it difficult to use?** It takes too much time.
- What takes time?** It asks for lots of information that I don't have to hand, so I don't need it last time.
- Why didn't you need it last time?** It was added in my profile on the website, but it's not in the app.
- Why is it not in the app?** Because the website doesn't talk to the app.

UnderstandYourCustomersNI.info

Feedback Capture Grid

This toolkit has been developed as part of the User Factor Project. It is provided for free thanks to funding from Interreg Atlantic Area.

For any questions or additional information about the User Factor Project, please visit: UnderstandYourCustomersNI.info

UnderstandYourCustomersNI.info

Customer Journey Maps

Time Required: 1 hour +

What?

A Customer Journey Map is a way of understanding what a customer does when they interact with your business, step by step. If you own a hotel, a customer may search many hotels as a step one. They may get the hotel to check something or go to TripAdvisor to see what others are saying before deciding to book.

Why?

It can be difficult for a business to see its service beyond its perspective. However, a visual map by step of the customer's journey can help highlight when things are not working well (or well) for customers. A happy customer keeps coming back, and sometimes it's small changes that can make the difference here.

continue on following page

UnderstandYourCustomersNI.info

Observing Customers

Time Required: 5 minutes +

What?

Observation is about paying particular attention to what is going on in the environment. It's about observing your customer's behaviour with your product or service as they use it in day-to-day life, e.g. by watching customers in a small print shop business, the owner discovered that customers were leaving waiting as he served one customer at a time. By putting a table in the shop, customers could browse their phone and were happy to wait there instead of going elsewhere. Observation is a powerful tool.

Why?

Customers may not feel able to be completely honest with business owners if they think they might offend. What customers do, however, can tell you a lot about what is going on for them. Keeping a close eye on what a customer is doing gives insight into what isn't working. This could result in making more changes to fix a problem that could make a customer look elsewhere.

continue on following page

UnderstandYourCustomersNI.info

“There is only one boss. The customer. And they can fire everybody in the company from the owner on down, simply by spending their money somewhere else.”

Congratulations! You've started the journey to truly understand your customers. These tools are a great way to get you started.

This toolkit has been developed as part of the User Factor Project. It is provided for free thanks to funding from Interreg Atlantic Area.

For any questions or additional information about the User Factor Project, please visit: UnderstandYourCustomersNI.info

UnderstandYourCustomersNI.info

Enabling Cryptocurrency Transactions in Blockchain Gaming

As General Manager at Fabriik, I led the development of Weave, an in-app exchange service that enabled businesses to allow customers to transact using Bitcoin and other cryptocurrencies. This innovation resulted in \$30M in Series A funding, 118 new clients, and processed 320,000 transactions per month, impacting over 500,000 users in six months.

Problem

While 20% of Americans own cryptocurrency, blockchain gaming platforms struggled to support varied digital assets.

Approach

- Conducted secondary research and validated the need through fake door testing with game developers.
- Defined technical specifications and visualised fund flows.
- Engaged with game developers to understand technical setups and plan features.

Solution

Weave, a simple crypto swap solution was offered via two delivery methods:

1. API: For direct integration into applications.
2. Widget: Easily deployable on websites with a simple code snippet.

Key Challenges

Ensuring the integration was seamless for developers and accessible for businesses with limited technical resources.

Results & Impact

Weave was a hit! It received glowing reviews in industry associations and contributed to the business being awarded \$30M Series A funding round. During my time as GM of Fabriik, we won 118 new clients for Weave, processing 320,000 transactions per month. We estimate the service touched over half a million users in the span of 6 months.

\$30 Million

In Series A
funding earned

500k

Users of
the service

320k

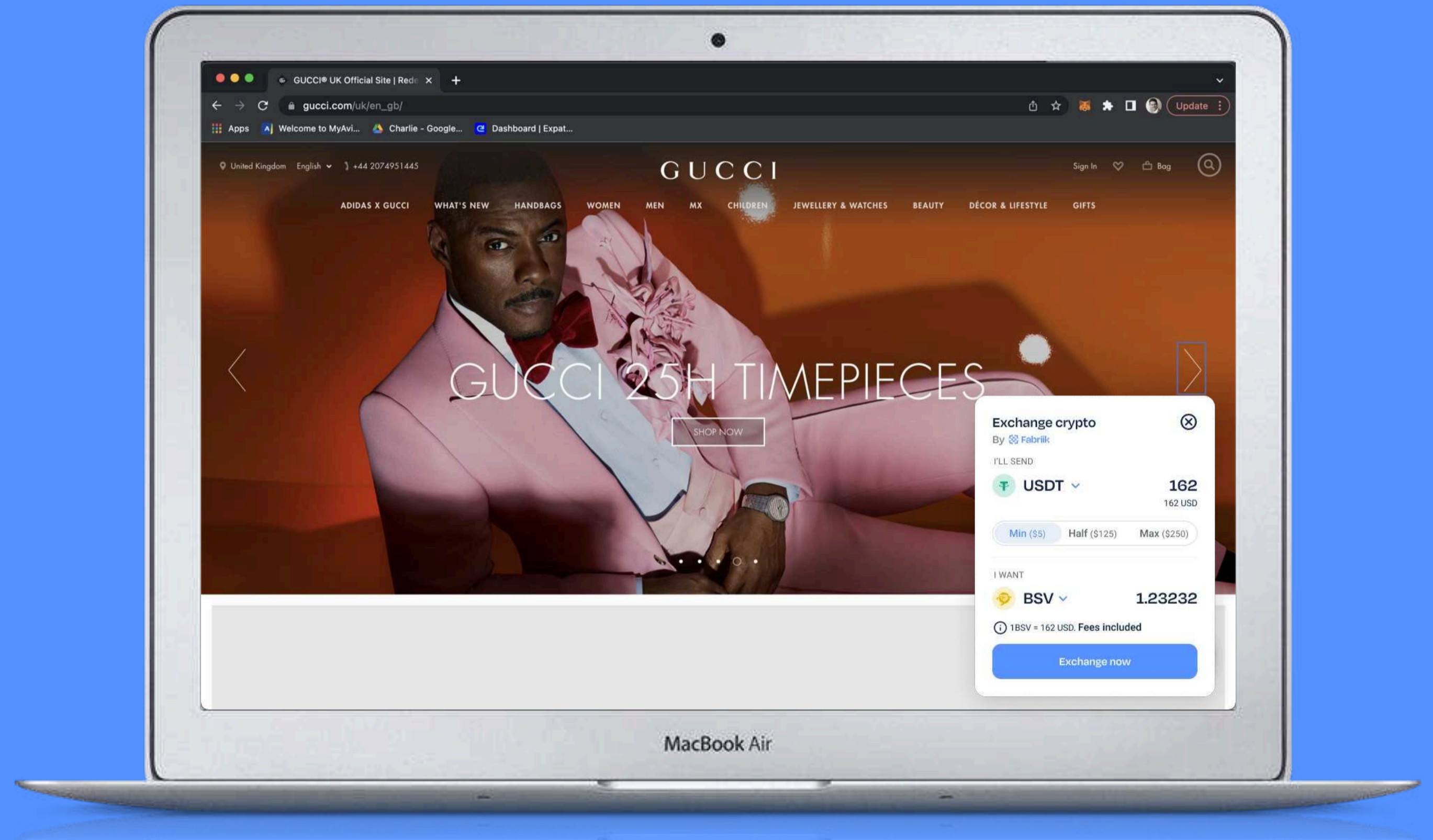
Transactions processed

118

New clients

Enabling cryptocurrency swaps with a low-code solution

Fabriik's Weave could be deployed on any website by copying and pasting a few lines of code. This enabled our clients to start accepting cryptocurrency payments quickly and easily.



OVERVIEW

As a design leader with over 15 years of experience, I excel in building and guiding teams across global brands and startups to understand and meet customer needs. My approach is deeply collaborative, focused on exploring customer behaviours and motivations to uncover rich opportunities. I leverage both qualitative and quantitative data to inform strategic decision-making and foster a culture of action-oriented alignment and continuous improvement.

My international experience spans four continents, and I have effectively led diverse teams, holding dual US and UK citizenships. My work, presented at global conferences in the USA, London, Amsterdam, and Belfast, has been recognised in industry journals and nominated for the CX Awards.

Living just outside of London with my wife Vanessa and our sons, Alto and Van, I balance a committed family life with a passion for transformative design leadership.

I invite you to review my professional recommendations on LinkedIn to better understand my work ethic and impact from those who know me best

CONTACT INFORMATION

+44 (0)7882 118912

Hi@GlenBroomfield.com

Professional Profile: [Linkedin.com/in/glenbroomfield](https://www.linkedin.com/in/glenbroomfield)

Portfolio: [GlenBroomfield.com](https://www.glenbroomfield.com)