

Karl Randay

Design Leadership • Strategic UX • Digital Product Innovation

I am a strategic design leader with over 20 years of experience shaping digital experiences, building high-performing teams, and helping organisations scale human-centred design practice. I've partnered with enterprise clients across a wide range of sectors to deliver award-winning work that drives measurable outcomes. I lead from the front: coaching, facilitating, building systems, and driving alignment between design and business impact. From embedding research methodologies to scaling design operations and product delivery systems, I help teams turn complexity into clarity.

EXPERIENCE

Experience Director

383 Project, December 2024 - Present

As part of the senior leadership team at 383, I lead cross-functional delivery teams and shape a unified vision across design, product, strategy, and engineering. I work closely with client C-suite stakeholders to deliver large-scale, multi-phase propositions that drive innovation and align strategic goals, while embedding scalable frameworks into complex organisations. Alongside guiding external client teams through digital transformation, I represent 383 at industry events, sharing our expertise on UX, research, and customer psychology, while working to continually evolve our strategic consulting methods.

Role achievements

- **Defined and implemented a scalable, atomic service framework** for digital innovation and AI adoption, used for our key clients and across our own strategy, product, design and engineering functions.
- **Led executive design selection for Collinson, resulting in the hire of their Global Director of CX Design**, as well as their global digital design team, embedding UX maturity and cross-functional collaboration across London and Cape Town offices.
- **Updated Collinson's digital product strategy and accelerated digital customer access across 1,700+ global lounges**, by unifying their internal product and design capability.
- **Developed multi-year atomic product and service strategy roadmap with Merlin**, informing a £150M digital transformation programme serving 62M+ guests per year.
- **Developed a loyalty-first, dynamic digital experience for Ardbeg**, driving their 'Committee' 180,000+ strong community and supporting multi-million-pound exclusive releases.
- **Helped drive The AA's 4.4% YoY revenue increase to £229M** through UX optimisation and leading on the integration of Used Car & Insurance services to their platform.
- **Responsible for the strategic consultation, planning and design of consumer products and services for key clients**, involving collaboration with c-suite & senior management teams.
- **Developed an internal progression framework and skills development roadmap**, encompassing design, product and strategy departments, while expanding the delivery teams from 5 to 20 people, including dedicated UX Research and motion specialists.

Key clients

VW & Audi • The AA • Hilton • E-on • Nuffield Health • YouGov • Merlin Entertainments • The Royal Mint • Muller • Busy Bees • Bosch • Homeserve • HSBC • Glenmorangie & Ardbeg (LVMH) • Corpay • Universal Music • BBC • ACM • JLR • British Gas Hive • Tarmac

CONTACT

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AREAS OF EXPERTISE

- Human-Centred Design & Behavioural Psychology
- Friction Mapping & Qualitative Research
- DesignOps, Capability Building & Team Scaling
- UX Strategy & Product Leadership
- Product & Design Strategy
- AI & Emerging Tech Integration
- Rapid Prototyping, Validation & Iterative Testing
- Accessibility & Inclusive Design
- Design Leadership Mentoring & Coaching
- Workshop Facilitation & Strategic Alignment
- Scalable Design Systems & Service Frameworks

EDUCATION & TRAINING

University of Cambridge Online

Cognitive Psychology and the Neuropsychology of Decision Making

2024

IDEO

Human Centred Design Facilitation

2016

The University of Salford

BA (Hons) Design Practice

1996 - 1998

Stafford College of Printing

HND Typography

1994 - 1996

Head of UX & Strategic Design

383 Project, March 2017 - December 2024

As Head of UX & Strategic Design, I led the creative vision and Human-Centred Design approach for our products and services, ensuring they aligned with client needs and business goals. I worked closely with cross-functional client teams to deliver cohesive, impactful experiences that helped connect design to strategic objectives and genuine human needs.

The cornerstone of our actionable insight and product innovation has been my Friction Mapping process, a fully scalable and impact-oriented approach to uncovering challenges and opportunities across the customer and service journeys. I also oversaw the growth and development of the Design, Product, and Strategy teams, implementing progression frameworks and skills roadmaps.

Role achievements

- **Led The AA to win a UXUK Award** for "Best Effect on Business Goals" through redesigning the breakdown reporting journey and driving measurable uplift in customer satisfaction and self-service usage.
- **Strategic partner to VWFS & Audi**, influencing strategic direction and customer experience pillars, using my Friction Mapping methodology to identify and prioritise over 400 unique customer challenges across their end-to-end journeys.
- **Led the strategy and directed the design for Glenmorangie's D2C e-commerce shop** with a non-linear, intent-responsive experience, leading to a 300% spike in customer traffic and generating £400k in organic sales in the first 6 months.
- **Helped The AA win white-label contracts for its redesigned breakdown service**, with brands like Ford, Mercedes and McLaren.
- **Developed our in-house rapid prototyping framework**, reducing time-to-market by 20% for validated 0 - 1 innovation & strategic design initiatives.

Design & Strategy Principal

383 Project, December 2013 - March 2017

My role at 383 as the Design & Strategy Principal required me to develop and implement what would become core research and insight practices, while also covering direct client consultation, oversight of user experience & digital strategy. I was also responsible for pitching, defining and owning the projects and the vision for them, ensuring that the scope delivered the outcomes defined, while building our process for immersion alongside a dedicated OKR framework. I was also responsible for design and strategy team coaching and personal development, managing regular internal ceremonies and reporting into the leadership team.

Role achievements

- **Identified, defined and validated 40+ initiatives as part of Nuffield Health's multi-year digital roadmap and strategy**, unlocked via the first generation of my Friction Mapping methodology.
- **Advised Tarmac on internal culture, alignment, and service design during its merger with Lafarge**, as part of an organisational design and digital employee engagement strategy.
- **Drove external thought leadership** through keynote talks, mentoring, and articles for industry leading channels and global design communities like Adobe and .NET Mag.

Older experience is available upon request

RECENT ARTICLES & APPEARANCES

- **UpNorth Conf 2024**
Using Friction Mapping to drive innovation at pace
2025
- **MixPanel MXP 2024**
Rapid Innovation workshop facilitation
2024
- **DesignOps London 2023**
Panel guest
2023
- **DesignOps Global 2023**
Speaker
2023
- **BHxD**
Speaker
2023
- **The UX Usability Podcast**
Guest interview
2022
- **Figma Design Leaders live broadcast**
Panel guest
2021
- **The Design Podcast**
Guest interview
2021
- **The User Lab & 383 webinars**
Host & Creative Director
2021 - Present
- **ADPList.org**
Designed.org
Design Mentor
2020 - Present
- **Birmingham Design Festival**
Speaker
UX Workshop Facilitator
Community Manager
2018 & 2019
- **Adobe & Behance**
Guest Speaker & Portfolio Reviews
2017
- **Computer Arts .NET Mag**
Guest author
2016 - 2017
- **Adobe Design Blog**
Guest author
2016