

Lewis Royal

Senior Product Design Manager

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Summary

Senior Product Design Manager with 15+ years of design experience, including 7 years leading and coaching high-performing design teams in product-led technology companies. Track record of leading with transparency and candour to raise design quality output, while setting design vision and strategic direction across complex domains. Hands-on leader comfortable operating in ambiguous problem spaces, from early discovery to execution, partnering closely with Product and Engineering to deliver high-quality, customer-centred experiences with measurable business impact.

Skills

Design Leadership: People management, coaching, design quality, vision-setting and product strategy.
Product Design: End-to-end discovery, problem definition, solution validation and Engineering collaboration.
Craft & Taste: Visual design, interaction design, information architecture, AI prototyping and accessibility.
Systems & Scale: Design systems, process and efficiency improvements.
Collaboration: Cross-functional partnership, workshop facilitation and stakeholder communication.

Experience

Senior Product Design Manager / HubSpot (B2B Marketing Software)

June 2022 – Present

Role & Scope:

- Responsible for end-to-end experience quality across HubSpot's Email, SMS and WhatsApp products.
- Owned experience metrics including CSAT, activation, time-to-value.
- Remotely managed and coached 5–7 distributed product designers across two large product groups.
- Set strategic design vision and product direction by partnering with Research, running workshops, creating design concepts and then aligning with cross-functional leadership through presentations.
- Hands-on design for complex and ambiguous problem spaces, including zero-to-one and AI-first products.

Key achievements:

- Led expansion from one to three messaging channels while holding a high bar for experience quality, increasing CSAT.
- Redesigned the domain connection flow to simplify email sending domain authentication, resulting in increased completion rates.
- Scoped and shipped email send time optimisation features, resulting in increased open rates for users.
- Coached and developed three designers to promotion in my first two years as Design Manager.
- Helped shape multiple org design iterations, ensuring the groups were set up to solve the right problems for customers in the most efficient ways.
- Established frameworks to measure experience quality, improving critique and design review consistency across product lines.
- Created and maintained a local Figma component library, fed by the federal design system, to ensure consistency across the product.
- Introduced operating systems and ways of working that improved cross-team efficiency and alignment.

[See next page for further experience](#)

Experience (continued)

Founding Product Designer / Hozah (Parking payments startup)

Aug 2021 - May 2022 (9 months)

Role & Scope:

- Owned the end-to-end customer journey across digital and physical touchpoints, from on-location signage through to mobile-first signup, payments, and account management.
- Led product and design decisions in a zero-to-one environment, operating with high ambiguity and startup pace to help grow revenue.

Key achievements:

- Designed a coherent, end-to-end experience across physical locations and digital products, reducing friction in time-critical, high-stress moments for users paying for parking.
- Launched the first version of the core 'Autopay' product experience, measuring completion rates and user behaviour to iteratively improve usability over time, helping scale the user base.
- Scoped and built custom web and mobile apps to take one-off and recurring parking payments, using mobile-first principles, optimising for ease of use, and performance to ensure the product stood up in real-world constraints: poor mobile signal, limited user time and varied tech confidence.
- Shipped client-facing reporting and management portals, partnering with Sales to understand client needs and collaborating with Engineering to deliver secure, scalable systems.

Experience Design Lead / Dyson (Global technology brand)

Jun 2016 - Aug 2021 (5 years, 2 months)

Role & Scope:

- Led experience design for Dyson.com ecommerce platforms globally.
- Managed a team of 3–5 designers across multiple parts of the product (NPD, optimisation, enhancement).

Key achievements:

- Hired Junior Designers and developed multiple team members to promotion.
- Oversaw experience quality across each designer's area of ownership through critique and reviews.
- Designed and optimised ecommerce journeys with a focus on conversion rate optimisation.
- Delivered CMS-driven web experiences to support the launch of NPD products, in collaboration with Engineering and Commercial teams.
- Joining as a Midweight Designer, I contributed to the relaunch of [Dyson.com](https://www.dyson.com) in 2017, gaining design approval from senior Creative and UX leadership.
- As Senior Designer, I launched the first design system for [Dyson.com](https://www.dyson.com), establishing consistent Sketch libraries and partnering with Engineering to implement them in code, leading to greater consistency across global sites.

Previous Experience

Prior to moving into Product Design, I trained in Graphic Design in various Marketing and Publishing organisations, primarily working on marketing materials in both print and digital.

- Digital Designer (Contract) / RAC 3 months
- Creative Designer / Brightside Insurance 2 years
- Design Assistant (contract) / Oxford University Press 5 months
- Graphic Designer / NGM 2 years

Case studies available upon request