

CAROLINA SAMPAIO

User Research & Service Design Leader

Hitchin, SG5 | 07754 121232 | carolina250494@gmail.com | [LinkedIn](#) | [Portfolio](#)

User Research and Service Design Leader with 9 years of experience shaping research strategy, insight operations and product direction across enterprise, retail, telecoms, healthcare and public-sector environments. Experienced in building research functions, leading teams, influencing senior stakeholders and translating mixed-methods insight into roadmaps, service improvements and measurable business outcomes.

SELECTED IMPACT

- Protected a key retail service by evidencing a projected 37% sales reduction if Argos Pay and Browse were discontinued, directly influencing an executive decision.
- Increased customer satisfaction/NPS by 38% at BT by creating a global customer feedback programme and connecting insight directly to product and service teams.
- Built Research Ops frameworks, insight repositories and prioritisation processes that improved research consistency, visibility and speed across large product organisations.
- Led and coached UX research/design teams, including a team of 6 across 12 product streams, and raised organisational design maturity from NN/g Level 2 to Level 4.

PROFESSIONAL EXPERIENCE

Product Design Lead | RES | Nov 2023 - Present

- Lead enterprise design and research strategy across multiple products and touchpoints, strengthening experience quality and design consistency across a complex B2B product environment.
- Led global discovery with internal stakeholders and end customers, synthesising evidence into a prioritised product backlog and three-year roadmap aligned to business goals.
- Built an end-to-end UX research process from scratch, including intake, planning, evidence capture, benchmarking and a centralised insight repository across product and customer engagement teams.
- Raised design maturity from NN/g Level 2 to Level 4 through coaching, research rituals, process development and organisational change.

Senior User Researcher | Sainsbury's / Argos | Oct 2022 - Oct 2023

- Led strategic research for Argos Pay and Browse, demonstrating that discontinuation would risk a 37% sales reduction and influencing senior leadership to maintain the service for key customer segments.
- Established a scalable Research Ops framework for intake, prioritisation, templates and insight sharing, reducing research backlog while improving quality and consistency of delivery.
- Led a team of 6 UX research designers across 12 product streams, embedding a user-centred design framework into product discovery and delivery.
- Developed 6 customer personas and presented high-impact insights to senior leadership, creating standard research assets for design and product teams.

UX Design & Research Lead | British Telecom | Jun 2021 - Sep 2022

- Created a global customer feedback programme, enabling direct customer insight flow into product and design teams and contributing to a 38% increase in customer satisfaction/NPS.
- Established a central research and data repository shared with 20+ stakeholders, improving accountability and evidence-based decision-making across product teams.
- Developed global customer personas and strengthened key account relationships, aligning short- and long-term design strategy with measurable UX outcomes.

UX Senior Designer | Acacium Group | Nov 2020 - May 2021

- Designed and delivered a diabetes management application for NHS patients during COVID-19, enabling remote doctor-patient communication and personalised lifestyle support; improved patient engagement by 20%.
- Implemented user research protocols that reduced design iteration cycles and supported faster deployment of healthcare solutions.
- Collaborated with clinical teams, developers and product managers to ensure solutions met user needs, clinical constraints and regulatory requirements.

UX & Service Designer | Capgemini | Jan 2019 - Oct 2020

- Led service redesign for Parcel Force using persona development, journey mapping and design thinking workshops, increasing client satisfaction by 45% and accelerating stakeholder alignment by 30%.
- Led end-to-end research and design for a global Unilever market tool, reducing internal assessment process time by 40% and automating 60% of the workflow.
- Delivered data-driven service and product design improvements across logistics and consumer goods clients, aligning user needs with operational efficiency.

UX Designer | Tata Consultancy Services | Jul 2017 - Dec 2018

- Redesigned critical Vivat Insurance journeys, reducing identified pain points by 35% and improving user retention by 40%.
- Conducted global persona research for Aviva, helping business and design teams focus interface decisions around customer needs, requirements and pain points.
- Partnered with Zurich senior leadership on digital transformation initiatives, supporting £1.2M operational cost reduction through improved user workflows.

Earlier UX Experience | Camden Council & Foxall Studios | Jan 2016 - Dec 2016

- Redesigned citizen-facing digital services using usability research and accessibility-focused design, supporting more inclusive public service delivery.
- Developed personas, user flows and web usability improvements for interactive exhibition experiences, improving visitor engagement by 20%.

RESEARCH, LEADERSHIP & TOOLS

Research methods: Mixed-methods research, discovery, usability testing, user interviews, journey mapping, persona development, benchmarking, insight synthesis

Leadership & operations: Research strategy, Research Ops, insight repositories, prioritisation frameworks, stakeholder alignment, team coaching, roadmap influence

Design & delivery: Service design, product strategy, design systems, Lean UX, Agile/Scrum, design thinking, design sprints, WCAG accessibility standards

Tools: Figma, Miro, UserTesting, Dovetail, Hotjar, Maze, Google Analytics, Amplitude, Sketch, Adobe Creative Suite, InVision

CERTIFICATIONS

AI-Powered UX Design - Interaction Design Foundation (2025); Advanced Design Systems - Figma (2024); UX Master Certificate - Nielsen Norman Group (2023); UI and User Research Certificate - University of the Arts London (2022); Design Thinking Certificate - IDEO (2021).

EDUCATION & LANGUAGES

Master of Arts (MA), Narrative Environments - University of the Arts London | 2015 - 2017

Bachelor of Arts (BA), Product Design - Fine Arts University | 2012 - 2015

Languages: Portuguese (Native), English (Fluent), Spanish (Highly Proficient)