

# Katherine Smith

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## Profile

Research & Insights Leader | Product, Data & AI Strategy, with 15+ years across healthcare, government, finance and media. I lead discovery and insight work that connects user and customer understanding to product and business strategy across the full customer journey. My work combines mixed-methods research, behavioural insight and quantitative analysis, to surface the patterns and tensions that drive both user value and business outcomes. With extensive product leadership experience, I understand how teams operate, how propositions are shaped and what evidence lands at different decision points, positioning insight where it actually influences outcomes. I'm both strategic and hands-on, particularly where problems are complex, constraints are real, and good judgement matters as much as methodology.

## Professional Background

### **OneAdvanced: Head of Product Strategy & Research, Care Portfolio** (*Group Product Manager*) 03/2024 – 03/2026

- Built research capability from zero for complex care portfolio (five modules), uncovering £250M+ market opportunity and alternative model beyond original £70M ARR brief
- Implemented product analytics (Pendo) and database tracking for care pathways usage, establishing data-informed decision-making where no analytics capability previously existed
- Led discovery (interviews, usability testing, co-design, market analysis) to understand system constraints and user needs, reframing priorities and commercial model aligned with the NHS 10-Year Plan
- Coached and mentored team of 8 product managers and researchers, raising research maturity and establishing evidence-led practices
- Identified AI opportunities within regulatory constraints, shaping organisational innovation approach
- Supported Sales and Commercial teams navigating shifts in direction, helping inform market positioning as priorities evolved

### **Talking Medicines: Principal Strategy & Research Consultant** (*Contract*) 11/2022 – 05/2023

- Brought in to diagnose growth challenges for pharmaceutical AI product, uncovering foundational issues with assumptions and showing proposition needed reframing before scaling
- Led mixed-methods research (qualitative interviews, market analysis, behavioural insights) that demonstrated need to strengthen foundations and reframe value proposition
- Clarified options for patient and clinician needs, shaping direction that led to Patient Voice/GP Voice evolution and LLM monetisation (executed after engagement)
- Helped founders articulate credible pathways forward while being explicit about constraints, risks and sequencing, contributing to £1.5m Series A funding and PM360 Trailblazer award

### **Reed.co.uk: Director of Product, Research & Design** (*Product & Design Director*) 05/2021 – 11/2022

- Shaped strategic direction for large-scale B2B/B2C employment platforms (11M jobseekers, 100K daily applications) through discovery, behavioural analysis and data interpretation for senior leadership
- Built research capability across 30+ person department (six product teams plus design/research), coaching teams in evidence-led practices to raise decision quality
- Findings shaped AI-enabled matching approach, with insights supporting 35% increase in application uptake
- Contributed to 10% uplift in candidate satisfaction and 27% mobile app conversion increase
- Partnered with commercial, engineering and data teams to ground decisions in clear understanding of user needs, market dynamics and constraints, supporting £5.1m revenue growth

### **One Year No Beer: Director of Product Strategy & Research** (*Chief Product Officer*) 03/2020 – 04/2021

- Developed research-led approach for B2C behaviour-change programmes (alcohol reduction, habit change), understanding behavioural drivers and engagement patterns across digital coaching, community and content
- Applied behavioural science and economics to redesign journeys and refine propositions, enabling first-time profitability (348% GP increase, 44% LTV boost, 15% uptake increase, NPS 80)
- Experience mapping identified opportunities, shaping wellness portal launch attracting 40k users in four months
- Helped founders align insight with commercial realities, clarifying what would work at scale and where constraints required trade-offs
- Led and coached multidisciplinary team of 12 (product, research, design, content, coaching)

**Media Business Insight: Head of Research & Product Strategy**

11/2018 – 02/2020

- Led research for subscription intelligence product serving senior media, technology and investment leaders, combining industry interviews, market monitoring and data analysis
- Made sense of fast-moving market, spotting emerging patterns and translating fragmented information into clear narratives for executive decision-making
- Findings shaped Broadcast Intelligence launch surpassing subscription goals by 30% and platform redesign delivering 25% advertising revenue uplift

**FEB Digital / 1212Digital: Principal Research & Strategy Consultant (Contracts)**

09/2015 – 11/2018

*Delivered discovery and strategy consultancy across healthcare, government and media working with senior stakeholders to inform decisions through behavioural research, service design and commercial insight.*

- Ministry of Justice: Led user research with cross-organisation users for technology rollout, producing GDS-aligned findings within highly regulated environment
- Patient Access & Patient.info: Discovery across complex B2C/B2B health platforms surfaced user needs, system constraints and integration considerations, informing redesigns and API development
- Discovery: Findings shaped OTT platform transformation and multi-API integration for Eurosport and DKids, supporting decisions across content, platform capability and technical integration
- Incisive Media: Research and strategic recommendations for content redesign and new commercial opportunities contributed to 92% YOY revenue increase

**Money Advice Service: Proposition Strategist**

10/2012 – 09/2015

- Introduced GDS methodology, establishing behavioural research, journey mapping and service design standards replicated across MAS portfolio and for Pension Wise, care and debt services
- Led discovery and alpha research for three service transformations (Home Buying, Insurance, Care Costs) through multi-method research (interviews, usability, card sorting, analytics, market review), working directly with usage, engagement and conversion data to inform strategic direction
- Research-led service design for Home Buying created a 150% traffic increase and #1 Google ranking tools; doubled partnership syndication; 21% growth in membership

**Cigna Wellness (Vielife): Head of Product, Research and Design**

09/2008 – 08/2012

- Developed product and business strategy identifying data, engagement and growth as key strategic pillars, shaping investment priorities and commercial direction for the global portfolio, with multi-million dollar growth
- Defined strategy and directed global research across 40+ countries (27 languages), introducing behavioural insights into digital health programmes for personalised wellbeing at scale
- Led large-scale multi-country discovery informing product portfolio achieving 98% customer satisfaction and 100% NCQA accreditation three consecutive years
- Built and led 20+ person research, design, product and content team, coaching practitioners and establishing practices for regulatory accreditation and global scalability

**Previous roles: TV/Radio Producer / Digital Channel Editor**

2000 – 2008

*BBC, itv.com; Roles in Radio, TV and digital production*

**Education**

- BSc Hons: Genetics and Microbiology, Queen Mary, University of London
- Postgraduate Diploma: Health Psychology, London Met University
- Postgraduate Diploma: Broadcast Journalism, University of Central Lancashire

**Key Skills**

Strategic Insights & Research · Product, Data & AI Strategy · Data Analysis & Interpretation · Analytics Implementation · Engagement, Conversion & Retention Analysis · Discovery & Evaluative Research · Mixed-Methods Research (Qualitative & Quantitative) · Behavioural Economics & Insight · Digital Product Research · GDS Methodology & Service Standards · User-Centred Design & Service Design · Journey Mapping & Experience Design · Research Maturity & Capability Building · Inclusive & Accessible Research · Strategic Research for Investment Decisions · Translating Insight into Business & Product Strategy · Stakeholder Influence & Senior Leadership Engagement · Team Leadership & Coaching · Behavioural Research & Experimental Methods · Research in Regulated Environments · AI-Enabled Research & Innovation · Cross-Functional Collaboration · Evidence-Based Decision Making

Research & Analytics Tools: Pendo · Google Analytics · Hotjar · Optimizely · Power BI · UserZoom/UserTesting · Loop11 · HeyMarvin · Microsoft Copilot · Notion AI