

Llewyn Paine, Ph.D.

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I help teams build robust business models on the foundation of well optimized customer research. In my work with companies such as Microsoft and Disney, I've guided major investments of developer time, advertising dollars, and organizational restructuring.

Highlights

- **Completed emerging technology vision research and process leadership** which drove creation of a new, dedicated "Mixed Reality" org at Microsoft, with a current estimated investment of >\$300,000,000
- **Founded, led, and grew a research democratization program** ("research for non-researchers") for a 1,000-person org with limited research coverage: recruited a team, brokered consensus from competing stakeholders, defined org-wide adoption KPIs, and managed the program roadmap and backlog, resulting in 87% org-wide adoption in the first year
- **Led target customer identification effort for Microsoft's HoloLens experiences group**; 2 flagship HoloLens applications launched using this work (Microsoft Layout & Remote Assist), and output was used to coordinate effort across hardware, software, and marketing teams at Microsoft
- **Led research supporting GM and CEO in defining new Intelligent Edge investments**, pitched directly to the Board of Directors and funded
- **As research lead on the founding team for a new envisioning studio**, co-developed the studio charter, outlined the operating model for research, and defined studio deliverables
- **Designed and conducted end-to-end product lifecycle research for ~100 launched features on the 19th most popular site in the world** (Bing, from Alexa rankings, April 2016), including generative, iterative, and evaluative research, and guiding multimillion-dollar investments

Experience

Principal
Llewyn Paine Consulting, LLC

2018 – present

- **Customer discovery:** Designed and executed customer discovery research to inform business models, including for Fortune 100 and emerging technology businesses
- **Executive consulting:** Presented recommendations to company partners, directors, and leads, who redirected manpower to implement them
- **Client satisfaction:** >50% of client engagements to date are from repeat customers

Sr. Design Research Lead
**Mixed Reality at Work
Business Strategy Group,
Microsoft**

2018

- **Organizational leadership:** Founding member and research lead for new vision studio within the larger organization; co-developed charter and defined initial project output
 - **Executive advisor:** Led direction-setting project supporting GM in identifying user-centered opportunities for portfolio alignment within new org, which required coordination and synthesis across >12 organizational divisions
 - **Customer discovery:** Led research supporting GM in defining emerging technology investments for CEO and board of directors (successfully pitched and funded)
 - **Education & mentorship:** Advised and mentored leadership and peers in research methods
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Sr. Business Design Researcher
**New Experiences &
Technology Group
(Windows & HoloLens),
Microsoft**

2016 – 2018

- **Research democratization:** Founded, led, and grew research education program for non-researchers, achieving executive buy-in, 87% first-year adoption, and up to 50% monthly on-demand access of training materials
 - **Executive advisor:** Generated UX vision and strategy for next generation “Mixed Reality” products by executive request, results of which were incorporated into official Microsoft strategy
 - **Cross-functional leadership:** Drove 40-person multidisciplinary team (including executives) in user needs assessment, competitive analysis, and creation of design principles for “Mixed Reality,” which all studios were required to demonstrate in gate reviews
 - **Product strategy:** Led customer-centered product vision and strategy projects for portfolio of >40 products, driving alignment to 3 target customer categories and common design principles
 - **Education & mentorship:** Created org-wide training series and mentored junior talent, resulting in 12 highly rated workshops, 4 program and feature launches, 2 job offers, and 1 patent
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Design Researcher
**Bing (AI & Research),
Microsoft**

2012 – 2016

- **Research program ownership:** Directed research for 5 major feature areas (including engagement, conversational UI, and others), guiding multimillion-dollar investments and ~100 feature launches
 - **Executive advisor:** Briefed CVP and Design and Engineering GMs on special topics, and sponsored company-wide executive summit to drive greater cross-portfolio alignment, in response to CEO mandates
 - **Agile leadership:** Championed Bing transition to Agile research through creation of new tools, methods, and research models, and through internal evangelization, reducing study turnaround time by as much as 90%
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- **Research advocacy:** Built the case for value of “human” design in a quantitative, engineering-driven org, including showcase psychophysiological research published within and beyond Microsoft, and highlighted in the design org’s annual review
- **Product innovation:** Led and contributed to extracurricular projects resulting in company-sponsored patent applications in AI, emotion detection, VR, and AR

Marketing Research Fellow
Disney Media & Advertising Lab

2010 – 2012

- **Cross-functional leadership:** Directed large, cross-functional project teams on 11 media research studies, involving tight timelines and hundreds of participants on site, and worth nearly \$1MM
- **Executive advisor:** Designed, pitched, and advised on studies for senior executives from major television networks, resulting in repeat business and tens of thousands of dollars invested
- **Research advocacy:** Spearheaded the company’s first true user experience study: pitched new methods, adapted them for use in large-scale remotely moderated testing, and trained research assistants, resulting in continued use for future studies
- **Research impact:** Research influenced multimillion-dollar media investments by TV networks and advertisers, and was showcased in press releases, industry conferences, and academic journals

Graduate Research Assistant
University of Texas at Austin

2005 – 2010

- **Project leadership:** Led a 5-year psychology research project, culminating in publication of a previously undiscovered perceptual phenomenon with implications for immersive/spatial computing
- **Research innovation:** Designed a new research method published in academic journals and conferences, and recognized by experts in the field
- **Education & mentorship:** Trained and mentored undergraduates in psychological theory, research methods, and statistics

Education

University of Texas at Austin

Ph.D., Cognitive Psychology
 B.S., Psychology
 B.A., Plan II Honors Program, second major French

Skills: Customer discovery, customer validation, product/market fit, personas and customer segments, value propositions, MVPs, user-centered design, Agile/lean UX, UX workshops, participatory design, qualitative and quantitative user research, generative research, concept testing, evaluative research, interviews, focus groups, surveys, eye tracking, psychophysiology, statistics, education and training, presenting, mentorship