

# Scott Nazarian

Cross-functional Design &  
Business Leadership

## Role Brief

### **Expedia Group:**

In my role as an individual contributor Principal Experience Designer, I focused on enhancing traveler guidance and engagement within the Expedia Marketplace. I worked on implementing a new Guest Experience Score mechanism and related content, with a particular emphasis on aligning the Expedia brand development with other business areas.

I collaborated across different teams, including Product, Engineering, Research, UI, and Content Design, while also managing team and initiative interrelationships, conducting concept and iterative prototyping across Test & Learn cycles.

Some of the challenges I successfully navigated included the complex landscape of lines of business, brands, and teams, adapting to changing executive priorities due to leadership reorganization, and managing test cycles within an evolving internal design system.

The key results of my work include delivering multiple MVP variants to key market segments, solidifying technical and strategic business support for backstage score integration, introducing new components into the internal design system, and orchestrating a strategic planning roadmap for 2024.

### **Meta RL-R:**

During my tenure in the labs, my primary focus was on optimizing design program interdependencies to establish a clear and purposeful connection between research and implementation stakeholders. This 10-month project aimed to create a system of stories that would reveal research interrelationships over a 10-15 year development horizon.

I collaborated with both internal stakeholders and external vendors, delivering both story architecture and pilot program stories. In my role as Research Design Lead and Information Architect, I conducted a comprehensive investigation of the entire RL/R program ecology, participated in and facilitated XR demos, and generated concept materials and UX writing to support the lab narrative.

Challenges I encountered included reconciling cross-disciplinary methods' presentation, negotiating the value of research story ecology to business stakeholders, coordinating participation across 20 complex initiatives with multiple pods, and achieving a holistic understanding of the research ecology.

The key outcomes of my efforts included delivering two pilot research stories, establishing a knowledge management approach and architecture, fostering deeper collaboration among cross-organizational stakeholders, and documenting XR story formatting at critical levels of team focus.

### **McKinsey Design:**

In my capacity as a Design Director, I played a pivotal role in fostering design capabilities and team integration in the agriculture, healthcare, and finance sectors, working closely with executive teams. Over an almost three year period, I engaged both green-field and legacy opportunity spaces that demanded substantial executive advocacy and education.

From typically small design teams (comprising 2-3 McKinsey members), design methods were employed in rapid prototyping of scoped business areas. Often, the design team expanded to include more specific cross-disciplines like interaction design, research, data science, visual design, and information architecture. Projects also involved national field research and user panels, the introduction of Agile teams, and collaboration with software development teams to develop a minimum viable product (MVP).

In many cases, I acted as a proxy organizational Design VP, introducing and orchestrating the design capabilities plan and execution, advocating for design at the C-suite level, coordinating MVP teams across multiple internal and vendor units, executing research plans, guiding individual business units, facilitating concept sprints and agile backlog priming, and oversight towards the hiring of FTE design and development teams.

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The challenges I confronted around these activities were often grounded in the implementation of clean-slate approaches within business contexts where Design was not a native function. Whether navigating a remote headquarters and business center talent sourcing constraint, managing concurrent organizational restructurings, collaborating with multiple on-site vendors, or liaising with business unit leads to define design impact for their LOB, the integration of design capability was always a central service focus.

The key outcomes of my efforts encompassed the framing of long-term digital strategies, significant time savings in development compared to traditional IT approaches, the identification and pipeline development of unified business unit functionalities, the establishment of design capabilities and presence, and shipping functional MVPs to select B2B or B2C customer audiences.

### **Microsoft:**

As a Principal Creative Director, I managed and mentored a cross-functional team, collaborating closely with Development and Project Management leads to create a 3D capture application for consumers. This application allowed users to easily and swiftly capture 3D images, offering guided assistance for consistent results and simple editing tools. I also oversaw the integration of this 3D capture functionality across various teams within the organization and established partnerships with external entities.

In addition to the core software application outcome, key outputs in this role were an interdisciplinary design process, an effective product UX narrative, and a cross-organizational awareness of 3D capabilities.

These outputs were supported through a quantitative and qualitative understanding of the primary Gen Z audience, promoting the benefits of consumer 3D capture, achieving parity with current social media interactions, and resolving technical capture issues. Collaboration was managed across different product teams to ensure successful design, production, and implementation on both Windows and Android mobile platforms.

### **Frog Design:**

The ethos of frog has always centered on adaptive problem solving through design methods, bringing both strategic and tactical advantage to its clientele.

My time at frog was defined primarily across two roles: Principal and Executive Creative Director. Broadly, I played a pivotal role in driving growth and development for studio businesses and leading cross-functional design teams. With direct oversight of twenty designers and additional project teams spanning eight studios, I consistently demonstrated my ability to manage and mentor, delivering impactful outcomes. My work extended beyond organizational boundaries, fostering partnerships in design and business communities on both regional and international scales.

My primary sector focus was enterprise software, where I successfully cultivated long-term client relationships, often serving as both primary domain lead and lead individual contributor for experience and interaction design. I actively contributed to shaping critical approaches and methods for human-computer interaction across diverse enterprise domains including entertainment, internal transformation, and computing infrastructure. Moreover, my commitment to innovation resulted in the generation of patent intellectual property for clients.

frog pushed me to harness my design expertise to drive positive change. From overcoming IT resistance and reconciling technology and design disparities to cultivating relationships, conducting field research across diverse sectors, or reimagining internal communications in well-established organizations, my teams consistently delivered tangible benefit to our partner clients.