

# ANDREW MASSEY

DIGITAL TRANSFORMATION & INNOVATION



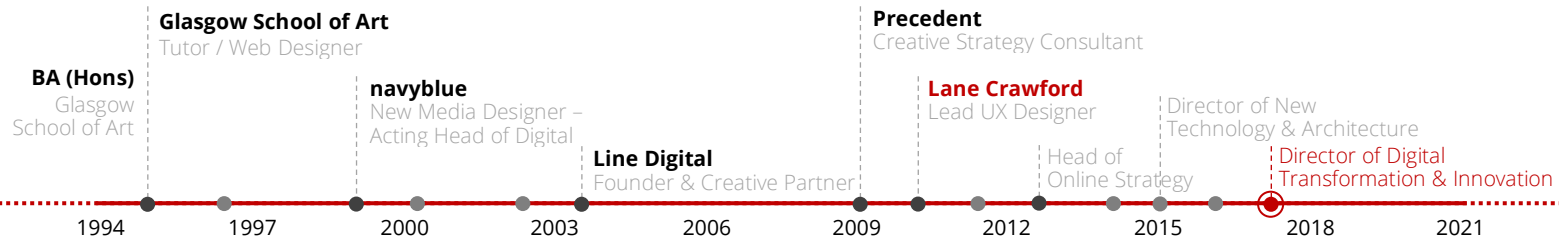
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Happy Valley, Hong Kong S.A.R.

*I am the archetypal 'digital native', with a 26-year career exclusively in digital – working both agency and client-side. A **problem solver** with a proven track record in delivering tangible **value to customers** and **digital transformation** for companies.*



## LANE CRAWFORD DIRECTOR OF INNOVATION

May 2017 - Present

♥ Hong Kong S.A.R, China

Interdepartmental transfer from Technology (IT) to Customer Experience (Business), to establish a newly formed shared-resource Innovation Team. Execution of the previously proposed Innovation Charter for running Lean “test & learn” pilot projects, via temporary Agile teams and small technology vendors / startups, with an aim of informing the longer-term digital business and technology strategies.

Lane Crawford

### FOCUS TECHNOLOGIES



**AI / ML**  
Power of the machine via algorithms and big data



**VR / AR / MR**  
Virtual, Augmented, and Mixed Reality

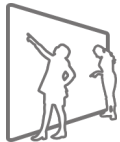


**IoT**  
Internet of Things, enabling data and experiences



**BLOCKCHAIN**  
Distributed ledger as immutable truth

### IDENTIFIED THEMES / TRENDS



**STORE OF THE FUTURE**  
‘Phygital’ shopping experiences



**NEW RETAIL**  
Store analytics and data generation for insights and action



**EXPERIENCE AS AN END**  
Stores as entertainment media



**SUSTAINABILITY**  
Corporate environmental and social responsibility

## DIRECTOR OF DIGITAL TRANSFORMATION & INNOVATION

Aug 2016 – May 2017

♥ Hong Kong S.A.R, China

Extension of digital transformation remit to wider than just Technology: to delivery process re-engineering, and the cultural changes required for Innovation to prosper within the wider business. Relinquishment of UX team management to newly combined cross-channel Customer Experience team. Continued management responsibilities for Technology Architecture team, and nascent Innovation team.

### PERSONAL VALUES & CHARACTER



### INTERNATIONAL EXPERIENCE

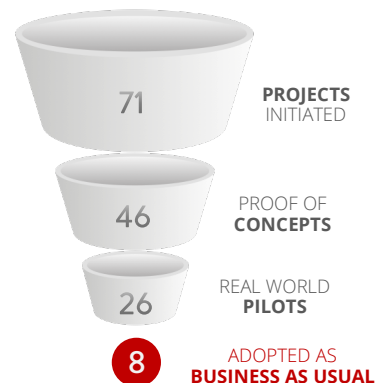


**SCOTLAND**  
1991-2007

**LONDON**  
2007-2010

**HONG KONG**  
2010-ONWARDS

### LANE CRAWFORD INNOVATION PROJECT FUNNEL



**LANE CRAWFORD**  
**DIRECTOR OF INNOVATION & ARCHITECTURE**

Apr 2015 – Aug 2016

Hong Kong S.A.R, China

Change of title to reflect addition of enterprise-wide innovation responsibilities, in addition to continued leadership of both the digital and technical strategy teams. Leadership of Service Design 'special project' introducing Design Thinking to business.

**DIRECTOR OF NEW TECHNOLOGY & ARCHITECTURE**

May 2014 – Apr 2015

Hong Kong S.A.R, China

Responsible for newly created enterprise-wide technology strategy team, as well as continued management of the expanding User Experience team. Identification of threats and opportunities in emerging technology, including discovery and initial evaluation of retail technology vendors and startups. Identified as a "high potential" employee, put on accelerated management training and retention scheme.

**HEAD OF ONLINE STRATEGY**

Apr 2013 – May 2014

Hong Kong S.A.R, China

Develop and implement medium to long-term strategies to improve e-commerce website performance. Build and manage UX team, and continued management of external suppliers on small tactical projects.

**SENIOR ONLINE PRODUCER**

Oct 2011 – Apr 2013

Hong Kong S.A.R, China

Management of both internal and external development teams for technical delivery of tactical and strategic enhancements to the site to meet the business' requirements. Continued sole accountability for hands-on UX design. Member of the E-business General Management Team.

**LEAD UX DESIGNER**

Jun 2010 – Oct 2011

Hong Kong S.A.R, China

Sole responsibility for specification of all customer-facing functional interfaces of the e-commerce websites.

**PRECEDENT COMMUNICATIONS**  
**CREATIVE STRATEGY CONSULTANT**

Jan 2009 – Feb 2010

London, United Kingdom

Senior consultant and team lead at one of the UK's top 20 design and build Digital agencies. Clients included the Serious Fraud Office, and London School of Economics.

**LINE DIGITAL**  
**FOUNDER & CREATIVE PARTNER**

Jan 2004 – Dec 2008

Edinburgh, United Kingdom

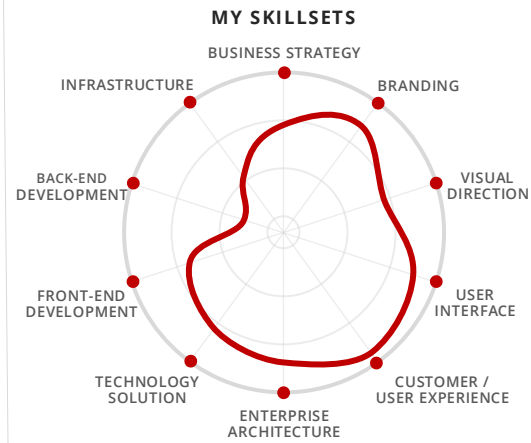
Founding partner of full-service digital agency, crowned Digital Agency of the Year at 2007 DADI Awards. Clients included BBC Top Gear, IKEA, Tennent's Lager, and AEGON.

**NAVYBLUE**  
**NEW MEDIA DESIGNER**

Nov 1998 – Dec 2003

Edinburgh, United Kingdom

Helped establish the digital department of Scotland's largest and most successful design and branding agency. Won multiple digital-effectiveness awards for design and strategy. Clients included MTV, Drumbaie, Bank of Scotland, and Miller Homes.



**RECOGNITION**  
 (SELECTED)

- Winner - Talent Accelerator (APAC) IDC Digital Transformation Awards 2018
- eCommerce Leader GS1 / ECR Golden Circle Awards 2016
- Digital Marketing Leader GS1 / ECR Golden Circle Awards 2015
- Digital Individual of the Year DADI Awards 2007
- Digital Agency of the Year DADI Awards 2007
- Top 50 Most Influential in British Design Design Week 2007
- New Media Agency of the Year The Drum 2006
- Best Use of Email Revolution Awards 2004

**EDUCATION**

**First** BA (hons) Graphic Design

with **Distinction**

Glasgow School of Art  
 Sep 1991 - Jun 1995

**4** A Levels  
**10** GCSE  
 2x A, 2x B, 9x A, 1x C

Loughborough Grammar School  
 Sep 1985 - Jul 1991

precedent.

Line

navyblue

**WORK HARD, PLAY HARD**



Keep fit by **swimming** most lunchtimes – swam Victoria Harbour 3 times. Collector of modern product **design** (in particular classic **CRT televisions**) and **contemporary photography**. Lover of all **sci-fi films**. Tinkerer and modder of **cyberpunk-style motorbike**. Run a **Gin club** at work. **Proud father** of world's most gorgeous 12-year-old boy who is clearly destined for international fame & fortune.

**WHAT'S THE LATEST?**



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