CHRYS RAMOSO

Product & Service Design Consultant

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PROFILE

Consultant with 15+ years helping organisations turn complex business and operational problems into clear product direction – from problem framing and stakeholder alignment through research, concept development, and delivery.

Currently leading a behavioural research and CX strategy engagement for Singapore's Health Promotion Board through Aleph Labs. Previously at Zühlke Engineering (Swiss technology consultancy, 1,900+ staff across 17 offices), where I led engagements across government, healthcare, and financial services. I work at the intersection of digital strategy, user research, and product delivery: scoping opportunities, building the case for change, running discovery, shaping roadmaps, and ensuring concepts translate into working products.

8 years based in Singapore, working across Asia-Pacific, European, and American teams. Comfortable operating in regulated industries, legacy modernisation programmes, and multi-stakeholder environments where alignment is as important as the solution itself.

I also build teams and design capabilities – from hiring, mentoring, establishing ways of working, and embedding practices that outlast individual projects.

WHAT I DO

Digital Strategy & Problem Framing — Opportunity assessment, stakeholder alignment, business case development, strategic roadmaps, pre-sales scoping and proposal shaping

Discovery & Research — Ethnographic fieldwork, contextual inquiry, behavioural research, service blueprinting, journey mapping, synthesis frameworks, rolling analysis against hypotheses

Product Direction & Concept Validation — Information architecture, interaction design, UI design, prototyping, design systems, concept validation, feasibility assessment with engineering, experience principles

Delivery & Implementation — Backlog shaping, design-engineering collaboration, quality checkpoints, design systems governance, handover documentation, cross-squad coordination

Team & Capability Building — Hiring, mentoring, capability frameworks, maturity assessments, design operations, practice community building, cross-office knowledge sharing

EXPERIENCE

HCD Lead (Contract)
Aleph Labs, Singapore | Mar 2026 – Present

Leading a 3-person team on a behavioural research and design engagement for Singapore's Health Promotion Board. The project is ongoing.

. Youth Health Behavioural Research Programme *(Public Health)*

Problem HPB needed to understand why healthy behaviours decline during the secondary school transition (ages 13–16) and design interventions that work for both youth and parents across five health domains.

- Led the team through discovery, define, and develop phases, running 24 in-depth interviews (12 youth, 12 parents) across health behaviours, motivations, and parent-teen dynamics
- Built synthesis frameworks (Behavioural Ecosystem Blueprint, COM-B mapping, Transition Zone analysis) to structure findings across five domains
- Ran rolling synthesis against core hypotheses throughout the research, adjusting focus as patterns emerged rather than waiting for end-of-project analysis"
- Consolidated 17 opportunity areas into 5 actionable intervention directions and mapped 26 under-explored research gaps to guide next phases
- Designed co-creation workshops where parents and youth separately generate and refine concepts without knowing they are co-creating with each other
- Applied B=MAP, EAST, and Kano model to evaluate and prioritise concepts after testing
- Used AI tools for data visualisation and synthesis to surface patterns across the dataset

Delivered (to date) Behavioural Ecosystem Blueprint, 5 consolidated Opportunity Areas, co-creation workshop design, concept evaluation frameworks, 26-area strategic research assessment, hypothesis validation framework, parent influence analysis.

Outcome (to date) Findings informing HPB's strategic direction for youth health engagement, including the expansion of the Grow Well SG Health Plan into secondary schools. Engagement ongoing.

Lead Consultant – Product & Experience
Zühlke Engineering, Singapore | Jan 2022 – Feb 2026

Led consulting engagements from pre-sales through delivery. Scoped opportunities, shaped proposals, ran discovery programmes, aligned stakeholders, and ensured design direction translated into delivered products. Worked with architects, engineers, and client teams to navigate technical constraints and organisational complexity.

1. Case Management Platform Modernisation *(Public Sector)*

Problem Four siloed legacy platforms across multiple agencies causing operational inefficiency and duplicated effort.

- Led pre-discovery across multiple government agencies, aligning directors and C-level stakeholders around a shared problem definition for four siloed legacy platforms
- Facilitated prioritisation workshops that cut through competing agency agendas to surface the highest-impact pain points
- Mapped capabilities across all four systems and documented the integration handshakes, tracing how data flowed between them, where it broke down, and where duplication created operational risk
- Identified structural patterns across systems that became the basis for a functional model aligning business capabilities to system boundaries, reframing the problem from "fix four platforms" to "design one target architecture"

Delivered Capability map, functional model, target-state journey maps, service design, experience principles, prioritised backlog, and phased roadmap for transformation.

Outcome Paved the plan for Discovery and multi-year transformation programme.

2. Sports Venue Experience Strategy *(Entertainment)*

Problem Poor visitor wayfinding and low engagement at a major sports and entertainment venue.
- Led discovery directly with directors and C-level stakeholders, shaping the brief from a vague "improve the visitor experience" into a scoped, measurable engagement
- Ran cross-functional kick-off workshops bringing together venue ops, event promoters, security, and IT to align on goals and KPIs
- Conducted ethnographic observation across concerts, football matches, and expos, combined with intercept interviews and wayfinding trials to build a ground-level picture of where the experience broke down
- Benchmarked competitor venues outside Asia to identify gaps and transferable patterns
- Synthesised findings into personas, journey maps, and priority opportunities that gave the client a clear decision framework
- Co-designed gamified wayfinding flows with indoor-mapping SDK partners, translating research insights into a testable concept
- Ran technical feasibility spikes with client devs to validate what could ship within existing infrastructure

Delivered Hi-fi prototype with location-aware features (ETA countdown, food pre-order, auto-ticket surfacing), UI kit aligned to WCAG 2.2 AA, and PoC spec.

Outcome Concept approved for pilot; client noted strong fit with their strategic vision.

3. Design Capability Programme *(Finance)*

Problem UX team lacked structured development paths; inconsistent skill levels; no clear design operations or cross-functional workflows.
- Inherited an engagement with no defined scope and structured it into three workstreams: individual capability, team processes, and org-level governance
- Ran maturity assessments against industry benchmarks to give leadership a clear picture of where the team sat and where the gaps were
- Conducted 1:1 skills assessments with each designer, identifying growth areas and building personalised development plans
- Designed tailored training programmes covering research methods, data-driven design, and interaction design, tied to real project milestones rather than abstract theory
- Created a service design blueprint for cross-functional collaboration, giving the team a shared model for how design, product, and engineering should work together

- Established feedback loops and KPIs to measure impact, turning a one-off capability review into an ongoing improvement system

Delivered Three-tier capability framework, personalised growth plans, phased research workflow tied to delivery milestones, design-system governance model.

Outcome Improved cross-functional collaboration; unified design process adopted across teams; framework set foundation for scalable growth.

4. Healthcare App & Ecosystem *(Health)*

Problem One of Indonesia's largest healthcare providers needed a unified platform bridging online care and in-clinic services.

- Embedded on-site in Jakarta for two weeks alongside BCG and client BA/dev teams, absorbing domain complexity and technical constraints firsthand
- Ran heuristic audits of existing patient and doctor apps, building an evidence base for what to keep, fix, and redesign
- Mapped as-is workflows end-to-end, surfacing friction points and data gaps that were invisible at the requirements level
- Designed the end-to-end product experience from lo-fi concepts through to production-ready UI across onboarding, booking, consultation, and post-visit flows
- Consolidated a fragmented design library (multiple XD files, inconsistent components, no naming conventions) into a single source of truth with proper states and dev handoff specs
- Coordinated design decisions across a 40-50 person cross-functional team spanning three squads, keeping alignment without slowing delivery

Delivered Production-ready designs for onboarding, booking, and consultation flows; streamlined design system; integration architecture.

Outcome Indonesia's first all-in-one health app went live; clinician companion app launched on Google Play (5k+ installs); development started ahead of schedule.

Business Development & Team Building

- Led pre-sales on multiple won engagements – proposal writing, discovery scoping, client presentations
- Mentored consultants and designers across Singapore and Hong Kong offices; several promoted to senior roles
- Established APAC practice community: monthly learning sessions, cross-office critique rituals, shared frameworks

PREVIOUS ROLES

Creative UI/UX Lead
The Union, Singapore | Dec 2020 – Dec 2021

Led 6-person team across agency accounts. Scoped engagements, translated business goals into delivery plans, embedded user-centred practices. Introduced design critique rituals that improved consistency across accounts.

Product Designer
Zinier (Series B SaaS), Singapore | Jul 2019 – Sep 2020

Discovery and prototyping for field service management platform. Facilitated stakeholder workshops, produced detailed UX flows that improved build clarity and reduced back-and-forth with engineering.

Creative Lead
Construct Digital, Singapore | Jul 2017 – Jul 2019

Creative direction across digital projects. Coordinated cross-functional delivery (design, copy, marketing). Mentored designers through structured feedback loops and coaching.

INDUSTRIES

Government & Public Sector · Healthcare & Life Sciences · Financial Services · B2B SaaS · Consumer Platforms

TOOLS

Figma (UI design, prototyping, design systems), Miro, FigJam, Adobe XD, Adobe CC, Jira, Confluence, Notion, AI-assisted data visualisation and synthesis tools

LANGUAGES

English (Native/Fluent)