Paul Butcher



Design and Research Leader, B2B and Enterprise Products

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I lead design and research for multi-product B2B platforms, where several teams' surfaces need to add up to one experience for the customer. At Mastercard I built the UX practice for the cybersecurity products from zero and spent most of my time getting customer research and usage data in front of the people deciding what to build. Before that came enterprise architecture at a bank, health system websites at an agency, and a fair amount of front-end code. I still prototype and ship my own tools, which helps when a conversation gets abstract.

experience

Growth Design & Analytics Lead (Fractional) · Popfly

may 2025 – present

Ongoing fractional engagement with a creator and brand platform, reporting to the Senior Director of Marketing & Growth.

- Redesigned the website, brand guidelines, and sales and marketing materials. Brand demo requests per visit more than tripled year over year after the relaunch.
- Designed and built an identity service that connects site visits, campaigns, and third-party data to CRM records, so marketing spend can be traced to revenue. Every demo request arrives with its landing page and visit history, and about two-thirds with a known referring source.
- Designed a free-to-paid onboarding flow, running the workshops and decision docs across product, engineering, sales, success, and support. Paused a week into the build when the company changed direction.
- Ran accessibility audits on the site with a tool I built, and worked through the fixes with the team.

Director, Experience Strategy · Mastercard, Security Solutions

nov 2022 – apr 2026

Led UX and customer analytics for the cybersecurity products, reporting to the VP of Product.

- Built the UX practice for the Cybersecurity Solutions team from zero: 3 direct reports, 5 matrixed, one lead per revenue product. Held the desirability review on new ventures.
- Redirected a planned $6M SMB security offering. Research showed no demand for self-serve and a build cost above four-year revenue, so the EVP funded a cheaper path through an existing API.
- Rolled out session analytics across the enterprise cyber products in three months after engineering estimated two years. Nine functions used the dashboards.
- Led MVP design, the design hire, and a 50-participant validation study (92/100 on Mastercard's CX diagnostic) for the Recorded Future acquisition's first product. It shipped on time.
- Ran a two-day workshop that ended a months-long product and engineering deadlock on a feature carrying a $25M target. Scope locked on day one, and the two leads co-presented the plan.
- The only UX person on seven new product teams going through Mastercard's Studio lifecycle. Built an input framework that roughly halved time to first gate.
- One of ten on the global Customer Experience & Design guild leadership; led its global mentorship program.

Solutions Architect, Enterprise Architecture & Strategy · Zions Bancorporation

jul 2021 – nov 2022

Enterprise architect for the customer-facing side of a multi-brand bank holding company: UI, UX, martech, and digital workplace.

- Defined roadmaps, scope, and reference architectures for new platforms, and presented them to governance boards and senior leadership most weeks.
- Led proofs of concept for a brand-agnostic design system meant to serve product teams across nine affiliate banks (React, Angular, Vue). The PoCs worked, but the program never got funded.

Senior Digital Strategist & UX Architect · The Berndt Group (acquired by Valtech)

may 2018 – jul 2021

Strategy and UX lead for health systems consolidating dozens of location and department websites. Clients included Shriners Children's, UCLA Health, and VITAS.

- Ran discovery with marketing, clinical, IT, and academic leadership, then designed the information architecture, search, and content model. At Shriners that meant replacing 22 separately run location sites with one.

- Built a component library for wireframes that reused front- and back-end code for common features like find a doctor and search, which cut wireframing time 40%. The design and front-end departments picked it up too.
- Grew the analytics practice and trained the junior analysts, which moved clients from a big redesign every few years toward ongoing optimization.

Senior UX Designer & Frontend Developer · 42connect

mar 2017 – apr 2018

Cleveland agency, mostly consumer brands on WordPress, Shopify, and Webflow. Reported to the CEO.

- Prototyped live with clients in the room, which won follow-on work and got me pulled into the bigger pitches.
- Became the person called when a client relationship went sideways.

Founder, Product Design & Strategy · Paul Butcher, LLC

sep 2012 – present

Product design, research, and build work for startups and small organizations.

- Clients include e-commerce brands, multi-location brick-and-mortars, hospitality orgs, a services company for the Deaf community, a healthcare recruiting firm, and a municipal court.
- Take each from the first conversation through launch and measurement, and do every piece myself.
- AI-assisted builds, including Foundry and WCAG Engine (see AI Builds below).

ai builds

Foundry · Product recommendation and build system

Takes messy inputs (founder notes, an existing app, a client brief) and recommends the cheapest next product step with the most impact, then builds it when building is the right step. Used on paid client work.

- Recommends the smallest step that answers the question: a change to the app they already have, a working prototype, a hand-made sample, or holding off. Each recommendation comes with a customer experiment that includes the results that would weaken the idea.
- Separate critic, feasibility and regulatory agents review each recommendation in their own context, so it isn't one model agreeing with itself.
- After a builder agent rewired a flow and wrote its own passing test, I added frozen acceptance tests and a judge that checks the builder hasn't touched what it's graded on. A replay of the original failure now fails like it should.
- Every run is traced and can be labeled accept, revise or reject, with regression cases for evaluating its judgment over time. The same workflow files run in both Claude Code and Codex.
- Scoped and architected StressFreeClaims, an intake app for a public-adjusting firm, in Foundry, then took it to production.

WCAG Engine · Accessibility audit platform

Automated WCAG and ADA audits for public-sector sites facing the Title II deadline. Designed and built solo, with paying municipal clients.

- Layered detection: axe-core for rule checks, Playwright and MCP for interactive states, and a Claude API layer for the semantic checks that rule engines miss.
- Run on paid audits with remediation completed by me, including a municipal court.
- Verifies fixes after remediation with LLM-driven browser checks. Currently building an eval harness from my manual review of scanner output, so I can measure how often it's right.

skills

`research & design` UX research, usability testing, customer journey mapping, service blueprints, information architecture, design systems, prototyping, accessibility (WCAG, ADA)

`leadership` Building and leading design teams, hiring, mentorship, cross-functional alignment, workshop facilitation, executive communication

`measurement` Product and session analytics, attribution, dashboards, conversion optimization

`tools` Figma, React, TypeScript, Node.js, Playwright, Webflow, Shopify, WordPress, n8n, Claude API