AMY LU

Digital & AI Transformation Leader · Rewiring enterprises for the AI era

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PROFILE

Digital and AI transformation leader who turns isolated digital and AI initiatives into one enterprise product portfolio with measurable value. Lead the Center of Excellence for a firm-wide function whose core services reach users across the firm, guiding product leaders and multidisciplinary teams of 70+ across three regions. 14 years across consulting, corporate and agency roles in Germany, the US and China. Built multiple products from 0 to 1 through enterprise-wide adoption, and evolved separate digital tools into one digital ecosystem with AI where it pays off.

CORE COMPETENCIES

Product vision & strategy: Enterprise product strategy and roadmap · 0-to-1 product development and scaling · Enterprise-wide adoption and change management

Service & operating model design: Service design · Operating model design

AI products & platforms: AI platforms and reusable AI capabilities · GenAI and ML products in production · Agentic automation in everyday workflows

AI governance & performance: AI governance and staged rollout · Model evaluation, telemetry and cost transparency

Leadership: Leading a product-driven Center of Excellence · Product operating models · Building multidisciplinary product organizations and leadership pipelines · Executive advisory

EXPERIENCE

McKinsey & Company, Berlin 2021 – present

Principal Product Manager, operating as Head of Products (Dec 2023 – present); Lead Product Manager (2021 – 2023)

Lead the transformation of a firm-wide delivery function since 2021. Own the customer-facing product portfolio from 0 to 1 through adoption and optimization. Shape the function into a product- and AI-empowered organization, advising top leadership on product vision, strategy and roadmap. Lead and grow product managers across Europe, the US and Asia, turning an IT function into a product function.

1 · Digitize the foundation: digital services replaced manual operations (2021 onward)

- **~90% firm-wide adoption within one year:** digitized core and emerging services across the full customer and operations journey. Launched the product that standardized core services and replaced email intake for 88% of request volume. The customer base grew 151%, with promoters above two-thirds. Rework fell 47% and the defect rate 27%, freeing intake capacity for higher-value work.
- **SLAs up from ~87% to ~97%, with ~75% adoption across Europe and Asia in 18 months:** redesigned the operating model for all core services, replacing a single intake queue and manual rerouting with dedicated streams per service, each capturing the right information upfront. Queues shortened and client-critical work now gets priority.

2 · Build the product organization: an IT function became a product function

- **~25% performance uplift across squads (2021 – 2023):** replaced a feature factory and waterfall delivery with a product operating model. Set product management standards and assessed capability gaps against them. Closed the gaps through training and coaching, for example in discovery and product frameworks. Gave teams autonomy and clear ownership to deliver faster. Now building AI-enabled product development across design, research and engineering, which cut time to delivery by ~75% in its first two releases.
- **From one product team to a full portfolio:** lead the design and product disciplines, with multidisciplinary teams of 70+. The leadership pipeline delivers 1.5 promotions a year.

3 · Unify the experience: scattered tools became one digital ecosystem

- **From 4 separate products to 1 cohesive ecosystem for customers:** the four products had been built separately to solve different problems. Consolidated and redesigned their user experience, data and journeys into one digital experience, integrated directly into the operations ecosystem. Manage the full customer-facing portfolio as it grows.

4 · Reinvent with AI: agents and skills remove every non-essential step between users and expert advice (2024 – present)

Most of the portfolio remains digital. AI goes live only where it creates measurable value, with deliberate care for its impact on people's work.

- **~20% lower demand for traditional deliverables:** rebuilt the path from users to expert advice with agents and reusable AI skills, removing steps that existed only because of the old process. Own the platform through which creatives and experts publish agents and skills, with a curated core of standardized, proven skills updated weekly behind expert quality gates. Expert-led work stays people-led, and freed capacity shifts to advanced expert work.
- **~25% effort saved on one core service with GenAI pre-processing:** it now handles ~50% of the service's requests at ~85% expert-rated quality, and cost per AI output fell ~20% within six weeks. Chose this use case after testing AI

across the full service catalog on technical reliability and business strategy. Built telemetry, observability and parallel model evaluation, and approved deployment for its capacity value.

- **~24% → ~2% intake mismapping for expert services, enabling better operations and talent transformation:** built the data foundation, including the function's first service taxonomy (~85% automated mapping accuracy), live delivery estimates, request tracking and a defect-rate KPI. An AI demand-sensing classifier in users' everyday tools surfaced ~30× more real expert demand. Operations used it to reallocate supply and plan a talent upskilling program.

Independent Product & Strategy Advisor, Berlin
2020 – 2021

Planned career break for technical upskilling (Le Wagon full-stack bootcamp, 2020), alongside freelance product work

- Defined the MVP for impact start-up UImpact, supporting market entry through an SDG investor joint venture. Led delivery of CRM and supplier quality software for Portal United, from discovery to launch.

Zalando SE, Berlin
2017 – 2020

Product Lead (2018 – 2020); Project Lead (2017 – 2018)

- Delivered Zalando's first performance evaluation app for 5,000+ employees. The system scaled company-wide in nine months and raised process efficiency by ~40%.
- Launched an internal search engine and single source of truth for the information employees need. Support tickets fell ~30% and HR overtime costs disappeared.
- Defined Zalando's master brand promise, led brand design for the Zalando Beauty launch and shaped the Zalando Plus value proposition for its four-city launch.

MetaDesign, Beijing
Jun 2012 – Nov 2015

Client Manager, brand consultancy

- Advised senior client leaders and led brand strategy and identity for industrial and consumer clients: Volkswagen (Phaeton launch, a new budget brand, VW's first brand center in Beijing), Siemens China (brand management system and training), Borgward, Midea Group and Oppo.

EDUCATION & CERTIFICATION

M.A., Marketing Communication, University of Nebraska–Lincoln — 2010 – 2012
Visiting Scholar, University of California, Berkeley — 2009 – 2010
Bachelor's in Economics, Beijing Institute of Technology — 2006 – 2010
Full-Stack Web Development, Le Wagon Berlin — 2020
ICAgile: Agile Team Facilitation

LANGUAGES

English (full professional, working language) · Mandarin Chinese (native) · German (B2)