



Summary

I help businesses create **customer-centric digital products** and achieve **higher revenues, more growth & happier customers** through a science-based, integrated approach [1, 2, 3]:

- ① *Deeply understanding customers.*
- ② *Solving the right problems.*
- ③ *Continuously iterating, measuring, & learning.*

I'm a director & consultant with a unique background in **product, design thinking, & conversion rate optimization (CRO)**. In 12+ years, I've gained extensive experience in developing strategies (on both a product & company level), implementing product & innovation frameworks, establishing measure & learn cultures, & leading teams. I've worked in both, industry & academia, from startups to large corporations.

Key Skills

PRODUCT → product management, product ownership, continuous discovery, agile

DESIGN THINKING → UX, human-centered design, ideation, qual. & quant. research

CRO → online experimentation, data analytics, growth marketing, behavioral science, applied machine learning

LEADERSHIP → strategy, consulting, advising, coaching, program management

Education

DOCTOR OF ENGINEERING (2016)
TU Chemnitz • Computer Science

MASTER OF SCIENCE (2012)
ETH Zürich • Computer Science
specialization: Information Systems

BACHELOR OF SCIENCE (2010)
RWTH Aachen • Computer Science
minor: Business Administration

MBA IN A BOX (2022)
Udemy

More → [in/maximilianspeicher](https://www.linkedin.com/in/maximilianspeicher)

Please get in touch for case studies.

Professional Experience

PRODUCT DESIGN DIRECTOR

Best Secret GmbH • 09/2021–present

Lessons Learned: ① How to build, coach, & grow a product design team & implement a continuous discovery framework together with product management. ② How to implement a set of design metrics & define a North Star KPI. ③ How to extend design thinking capabilities beyond the e-commerce business unit through in-house coaching & consulting.

Key Results: ① **“The best design team [they have] ever seen,”** according to one C-Level Executive. ② **+4 NPS & 20+ new brand partners** through a B2B-focused rebranding & redesign of the entire online shop (web & app). ③ Improved KPIs along the entire customer journey, e.g., a **3.2% increase in average order value** through the design of a new shopping cart.

FREELANCE CONSULTANT & STRATEGY ADVISOR

04/2021–present

Selected Projects: ① Advising Munich-based UX design startup **neverdone.** on strategy topics such as design system ROI & (North Star) KPIs for UX. ② Consulting **Tomorrow University of Applied Sciences** on developing their strategic research portfolio & a FIBAA-accredited Bachelor program on sustainable product management. ③ Consulting the CEO of **hellomini.de** on customer feedback strategy (incl. NPS) & conversion potentials as part of product consultancy **Jagow Speicher**.

UX MANAGER – FUNCTIONAL LEAD

C&A • 10/2018–08/2021

Lessons Learned: ① How to build a UX practice & develop a UX strategy for the product management unit from scratch. ② How to create & manage an end-to-end CRO & innovation framework, from hypothesis generation to implementation. ③ How to establish a measure & learn culture in e-commerce & beyond.

Key Results: ① Generated **300+ hypotheses** that were tested in **100+ online experiments & 150+ user studies** over the course of 3 years. ② **€10M+ increase in revenue** p.a. through implementation of the successful hypotheses. ③ Created C&A's first **e-commerce personas**, with a sample of 1,123 (potential) customers.

PRODUCT OWNER, ONLINE SHOPS

C&A • 05/2020–09/2020

Lesson Learned: ① How to be responsible for agile teams developing frontend & backend for 10 online shops.

Key Result: ① Oversaw the **successful & disruption-free migration** to IBM WebSphere Commerce v9.

POSTDOCTORAL RESEARCHER

University of Michigan • 03/2017–09/2018

Lessons Learned: ① How to manage & lead research projects at one of the world's premier research universities. ② How to run design sprints to rapidly prototype & validate solutions. ③ How to contribute to & shape the strategy of a research lab.

Key Results: ① **7 research papers** at top-tier international conferences. ② **3 awards** at top-tier international conferences. ③ **Co-invented a new prototyping method** for designing AR/VR experiences, called **360theater**.

VP OF DATA ANALYTICS & CRO

bitstars • 03/2015–02/2017

Lessons Learned: ① How to navigate a B2B tech startup during its early & growth stages. ② How to develop & implement an end-to-end data analytics & KPI pipeline. ③ How to apply the Lean Startup method of experimenting & iterating quickly.

Key Results: ① Grew lead generation by **4400%**. ② Decreased customer acquisition cost by **80%**, from \$10 to \$2. ③ Significantly influenced the pivot to construction tech, which led to the **acquisition by FARO for \$34 million**.