**Jeff Goldsmith – Product Strategy & Design**

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**Product Strategy & Design  Information Architecture  Requirements Definition**

**OVERVIEW:**

Senior Product Manager, User Experience Designer, Information Architect, and Business Analyst, with 18 years experience. Performance reviews describe as "tireless", "positive under pressure", and a "key player". Puts technical expertise and sound business sense to the service of great design. Mature, articulate, personable, and relentlessly methodical.

**SKILLS:**

* Client-facing requirements definition and elaboration.
* Business and market analysis and strategic positioning.
* Use-case identification, and functional decomposition.
* Interaction, and interface design.
* Technical diagramming and writing for product specification.
* Presentation, evangelization, and client management.
* Team leadership.

**TARGET POSITION:**

…demands technical, aesthetic, and business aptitude. An experience designer and product manager with deep technical knowledge, I precisely define applications that deliver maximum value - both to the business and to its customers - through the simplest implementation possible. I find the simplicity in complex problems. My core responsibility is to listen to the stakeholders. I’m in my element when I’m helping stakeholders to think, and connecting business goals with what I know the system architecture can make possible. From that foundation I create design specifications that bring clarity, and establish accountability and common purpose between the owners of the project and the technical team that must deliver it. I have a knack for building consensus, and for engaging the enthusiasm of teams from across disciplines. The ideal job enlists my user-centric perspective in problem solving - my empathy for the customer. I’ve learned that when the system objects map correctly to the user’s mental model and task flow, usability arises naturally.

**EXPERIENCE:**

2/14 – Present: **Director of Inquiry** – **Applied Wonder Labs**, *a product concepting and development collective.*

Responsible to:

* Drive product creation from ideation to prototyping, to licensing and distribution.
* Assess market potential and approaches, and set intellectual property strategy.
* Identify and engage potential licensees, sell the concept, and negotiate the deal.
* Nurture team creativity and participation. Help others to clarify their ideas.

Recent Accomplishments:

* Filed six provisional product patents.
* Proved seven products through high-fidelity prototypes in the domains of personal fitness, novelty, pet health, & retail security.
* Built backlog of 150+ concepts for innovative products - both digital and physical - across a range of domains.

2/13 – 2/14: **Director of Product – ESB Solutions** – **Lyris**, *leading provider of enterprise marketing solutions.*

* Drove two teams to orchestrate inter-operation of three conflicting Lyris SaaS products, as well as external systems, through paradigm-breaking ESB technology. (Enterprise Service Bus).
* Defined the Lyris Canonical Data Model (entity relationship diagrams, taxonomy, etc.) to structure data exchange and translation. Created a database of the business objects defined in the model, and mapped the objects to hundreds of product functional requirements which I gathered, specified, and tracked.
* Designed maximally-efficient development path by
  + focusing the teams on objects to be developed, rather than on features, which increased specialization and reduced project switching overhead,
  + ordering development by least-dependent-function first, through root dependency analysis,
  + and clearly defining object interfaces to enable parallel development without risk.

The approach enabled clarity of scope and phasing, and exposed opportunities for aggressive code re-use.

* Wrote the MRD (Market Requirements Doc) for the future-of-Lyris, ESB-enabled digital marketing platform. Defined the problem that our product would solve, and proposed options for market-disrupting business models and pricing strategies.
* Returned to Lyris to technical teams that had been decimated and demoralized following a highly-visible product failure, and re-focused and re-enthused them.

9/11 – 2/13: **Principal Information Architect** – **Autodesk**, *premier provider of 3D modeling software.*

* Envisioned and successfully evangelized an innovative platform through which customers - from agencies to enterprises - will marshal and manage access to their Autodesk assets and services.
* Developed a crisp, comprehensive articulation of Autodesk’s byzantine business model landscape, and mapped known customer pain-points to previously unrecognized root causes.
* Key participant of cross-departmental effort to define the new Customer Identity Data Model (currently in development) which will enable the delivery of a more coherent, relevant UX to promote deeper engagement, while capturing mission-critical business intelligence.
* Conducted extensive internal interviews, including Product and Program managers, as well as managers of Enterprise Data, Support, Billing, and Fulfillment, and mapped back-office systems and procedures.
* Built story boards, activity flows, and walk-throughs to enable stakeholders to evaluate product design proposals.
* Mentored team-mates in abstract modeling techniques.
* **Was honored with a special mid-year monetary bonus for “distinguished performance” and “high level of commitment and productivity”.**

12/09 – 8/11: **Product Manager, Senior UX Designer** – **Lyris**, *leading provider of enterprise marketing solutions.*

* Set competitive strategy and roadmap for new enterprise version of a product which had been left for dead for 2 years, and in 6 months turned it into Lyris’ most sales-lead-generating offering.
* Led a moribund development team, turning it into the best performing dev team in the company, now consistently delivering high-value, high-quality releases on time.
* Led usability lab studies and customer interviews to gain intimate understanding of the needs, processes, goals, and fears of our users.
* Joined with Sales to support key opportunities.
* Engaged customers with top-escalated support issues.
* Led feature definition of Lryis’ top project, bringing together stakeholders, domain experts, and technologists.
* Created UI wireframes, and diagrams of activity flows, entity relationships, info hierarchies, state machines.
* Provided direct assistance to the V.P. of Product on numerous strategic and tactical projects.

3/09 – 7/09: **Contract Interaction Designer** – **Plaxo.com**, *a social network with 20 million members*

* Delivered 5 designs in 4 months, including 2 new product lines under new top-level navigation tabs.
* Designed “*My Career*”, which introduced “extended network” concept, and drove an immediate up-trend of essential user engagement.
* Designed “*Plaxo Pro*”, a high-end subscription service that will enable Pro users to locate and communicate with relevant professionals.
* Designed “*Company Navigator*”, an innovative way for users to discover their “professional reach.”
* Performed detailed competitive and UX analysis of the Plaxo connection model (the “DNA” of a social network). Recommended broad solutions, and specified a complete improved design.
* Created detailed user-experience map of the entire Plaxo.com application.

2/07 – 2/09: **Senior Interaction Designer** – **Yodlee.com**, *online banking provider for top financial institutions*

* Led a large, multi-disciplinary creative team in the design and prototyping of a break-through bill-payment service for the one of the world’s biggest banks.
* Managed the day to day product development relationship with Yodlee’s most critical customer.
* Led business analysis and design for an agile, cross-functional team focused on high-value special projects.
* Created suite of tools - templates, style-guide, sitemaps - to increase design discipline and bandwidth.
* Drove business analysis of Yodlee’s end-user engagement challenges, and evangelized resultant strategy.
* Proposed and designed AJAXed interactions for key user tasks that stemmed attrition and increased user engagement by 90%.
* Designed and conducted formal usability studies to validate the effectiveness of new interactions.
* Drove pre-purchase assessment of high-end web analytics services in light of Yodlee’s unique technical and security challenges.

12/05 – 1/07: **User Experience Manager** – **Care2.com**, *a social network with 8 million members*

* Created the UX team and instituted best-practice design and development processes.
* Drove the analysis to define the Care2 experience, and to differentiate us from competitors.
* Led the definition of demographic targets, and developed an “ecosystem of personas” to guide our designs.
* Designed and delivered first-ever major revision of the home-page - to acclaim from our membership.
* Redesigned Care2’s flagship product, ThePetitionSite.com, dramatically improving usability and viral-ness.
* Led redesign of our “social media” news service, causing a surge in user acceptance and product success.
* Evangelized Care2 UX goals and methods to top social networking CEOs, and to our non-profit clients.

**Consultant 2002 through 2005:**

9/05 – 11/05: **Lead Product Designer** – **Leverage Software**, *social-networking for conference attendees.*

* Led product ideation and functional requirements analysis using ultra-rapid paper prototyping.
* Conducted competitive analysis and identified ideal demographic targets for each competitor.

7/05 – 9/05: **Interaction Designer** – **Vodafone**, *world’s largest cell-phone service provider*

* Crafted storyboards and wireframes to enable e-commerce via mobile wireless (WAP) handheld devices.

9/04 - 3/05: **Information Architect** – **Knight-Ridder**, *national newspaper chain*

* Led business requirements elaboration, designed specifications, and guided development, QA, and client acceptance of critical modules of a nation-wide online classifieds e-commerce system:
  + Customer Service Module
  + Content Administration Module (publishing and deployment)
  + Financial and User-Activity Reporting Module
  + Ecommerce extension to enable entry, calculation, and display of promotional discounts.

3/04 - 9/04: **Web Strategist** – **Cisco Systems, Strategic Alliances**, *Cisco’s partnerships with Fortune 500 companies*

* Maintained and developed (single-handed) a constellation of high-value corporate web sites and extranets hosted in multiple technical environments.
* Proposed comprehensive strategy to re-build traffic, provide coherence across multiple sites, facilitate communication with strategic partners, and re-establish credibility with customers.
* Analyzed marketing and web-communications goals and obstacles relating to information architecture, technical infrastructure, organizational dynamics, and resource allocation.

4/03 - 3/04: **Information Architect – Cisco Systems, Cisco.com**, *ultra high-traffic corporate web site*

* As lead architect on major project to restructure Cisco’s online product catalogue, drove consensus between business stakeholders and IT implementation team.
* Defined, explained, and prioritized business requirements for multiple projects for new internal process tools and customer-facing web services.
* Conducted research and stakeholder interviews supporting end-user task analysis.
* Established and documented complex use-cases.
* Successfully evangelized and defended projects through SDLC milestones on the basis of both tangible and intangible ROI.
* Defined methodology and baselines for user acceptance testing, and customer satisfaction.
* Created rapid mockups and high-fidelity comp-specs to define and analyze proposed page layouts and interaction-designs.

6/02 - 4/03: **Lead Interface Designer and Programmer** – **CalTrans**, *State Department of Transportation*

* Designed interface, and interactive flow, of a web-delivered training program for agency managers.
* Designed and programmed ActionScript platform to dynamically serve 500 + content assets.
* Designed overall look and feel, and managed integration of all content.
* Constructed animations and art assets.
* Trained and directed subcontractor contributors, including a team of programmers in India.

3/02 - 6/02: **Lead Information Architect – Intel**, *world's leading manufacturer of microprocessors.*

* Designed research method and criteria to quickly and inexpensively expose technical and user-experience issues with Intel's massive (125,000 page) site.
* Conducted first-ever site-wide survey of Intel.com to garner core data.
* Built database to correlate data from multiple sources, and conducted extensive data analysis.
* Documented findings in spreadsheets, flow diagrams, charts, and a comprehensive conclusory report.

3/00 - 6/01: **Senior Information Architect – LeapFrog**, *maker of best-selling electronic educational toys.*

* Technical and Aesthetic Lead for usability overhaul of multi-million-dollar web-application.
* Designed/built dynamically generated navigation structure for web-app. using JHTML, Java, and JavaScript.
* Designed/built streaming video press-site for major product release.
* Designed/built interactive prototypes for proposed new products.
* Established technical requirements for automated digital marketing system.
* Defined data model to govern enterprise-wide Content Management System.

6/99 - 1/2000: **Lead Technical Developer – Words Pictures Ideas**, *web and print design studio.*

* Purchased, customized, and installed server-side CGI scripts.
* Produced Flash interactive experiences for web sites and games.
* Debugged and recovered a web-site with corrupted, machine-generated JavaScript.
* Built Flash version of WPI's corporate website

**TOOLS:**

Visio, UML, Omnigraffle, Google Docs, PowerPoint, Word, Excel, Access, Rally, JIRA, Dreamweaver, Photoshop, etc.

**CERTIFICATIONS:**

5/1999 Sun MicroSystems Certification - Java Programmer

7/2000 ATG (Art Technology Group) - Full Dynamo/JSP training course.

**TESTIMONIALS:**

[www.linkedin.com/in/expressive](http://www.linkedin.com/in/expressive)

***Portfolio available by request.***

*{****SEARCH KEYWORDS****: requirements definition, business process analysis, business process modeling, use-case identification, technical diagramming, technical writing, product specification, functional decomposition, technical systems analysis, data modeling, user experience design, interaction design, user interface design, information architecture, wire-framing, business analysis, market analysis, strategic positioning, product management, project management, presentation and evangelization, client management, creative team leadership, development team leadership, agile, interactivity, human factors, usability, product development, web development, BPM, GUI, UI, IA, UX}*