

EXPERIENCE

Huge

Director of Product //freelance

Brooklyn, NY
Jun 2021 – Present

- Rescued delivery of an over-committed, behind-schedule MVP for a leading global luxury real estate company by injecting product management rigor, winning the client's trust, and negotiating trade-offs.
- Facilitated a 3-year digital transformation roadmap for Huge Brooklyn's largest client.

SAIO

Owner/Principal //self-employed

Washington, DC
Apr 2016 – Present

Advise CEOs and executive teams at nonprofits and SMBs on product development, strategy, and culture as a fractional Chief Product Officer (CPO) and consultant.

- Accelerated a conscientious cultural shift to embrace product thinking at nonprofit Partnership to End Addiction and persuaded the CEO to create 3 new positions to support its digital strategy.
- Guided the CEO of a modern furniture design firm to make a timely, well-informed go-to-market decision that improved the team's focus and saved the company a projected \$1M over two years.

U.S. Department of State

Entrepreneur In Residence, GPA Digital Lab // contract

Washington, DC
Apr 2020 - Jan 2021

Recruited to lead a turnaround at the Digital Lab, an office that had struggled to gain traction since it was created in 2018 to drive innovation within the Bureau of Global Public Affairs (GPA).

- Unearthed 3 critical issues during 20+ stakeholder interviews; presented key findings and top recommendations to senior leaders, winning approval to begin implementation.
- Led the 15-person team in a 3-month collaboration to revamp the lab's mission, services, positioning, marketing strategy, engagement model, and playbook; relaunched the new lab in <1 year.

Domik

Co-Founder / Chief Product Officer

Washington, DC
Apr 2019 - Aug 2019

Domik was a newco with plans to design and market modern prefab accessory dwelling units (ADUs).

- Identified a viable beachhead market of more than 160,000 potential customers.
- Tested and refined hypotheses: interviewed 5 industry CEOs, local officials, and policy advocates; vetted 3 manufacturers; pitched to 5 potential investors; surveyed 80+ consumers.
- Decided not to move forward based on critical learnings related to the regulatory environment, consumer preferences, projected customer acquisition costs, and lower-than-expected margins.

Brazen Technologies

VP, Product

Arlington, VA
Nov 2016 - Apr 2019

Led product and UX as the venture-backed HR Tech startup's first VP, Product; reported to the CEO.

- Boosted Net Promoter Score by 157% within 3 months of joining the company by introducing features that alleviated user pain points uncovered through data analysis.
- Grew SaaS Average Revenue Per Account (ARPA) by 20% among enterprise customers in 2018 by launching 2 new products in less than a year.

K2P

Managing Director, Digital Products

Bethesda, MD
Jul 2015 - May 2016

K2P is an EdTech startup backed by Pearson Ventures; joined as the second employee; reported to the CEO.

- Laid the groundwork for a mobile app that increased physician knowledge by 66% in 75% less time by designing and testing a high-fidelity prototype with Mayo Clinic cardiology fellows.
- Partnered with the CEO to close a 3-year, \$1M deal with Mayo Clinic.
- Improved on-time release frequency by 90% by introducing formal requirements handoff.

The Advisory Board Company

Managing Director, Product Management

Washington, DC
Jun 2014 - Jul 2015
Sep 2010 - Jun 2014

Senior Director, Product Management

The Advisory Board Company (NASDAQ: ABCO) was a \$2.3B global healthcare research, consulting, and technology firm acquired by Optum in 2017.

- Promoted to Managing Director to continue scaling the population health product portfolio.

- Shattered expectations by leading a dispersed team to deliver a population health SaaS platform adopted by 100+ major health systems, generating \$6M in new revenue within six months of release.
- Directed SaaS product portfolio strategy to realize a 733% increase in Annual Recurring Revenue (ARR) and a 95% average renewal rate over 4 years.
- Managed four product teams, directly managing 8 to 10 product managers and directors.
- Organized product discovery workshops for 150 PMs, UX, and dev leads from 20 teams
- Formulated high-value roadmaps based on user input to score a 3.5 out of 4 in customer satisfaction.
- Led product M&A due diligence on an acquisition worth tens of millions of dollars.

ePals

Vice President, Product

Herndon, VA
Aug 2008 - Sep 2010

ePals was a global K12 EdTech startup that went public on the Toronto Venture Exchange before later merging with Cricket Media; investors included Microsoft, Dell, National Geographic, Ted Leonsis, Mitch Kapor, Steve Case, and Steve Arnold.

- Recruited and managed a team of 8 consisting of a director of product management in addition to several product managers, UX Designers, and business analysts.
- Grew the ePals.com community to 500 global classrooms collaborating through project-based learning.
- Secured a 3-year Latin America distribution worth \$150K in year one by building and launching a Spanish language beta experience in only three weeks.

Revolution Health

Director Of Product Management

Washington, DC
Mar 2007 - May 2008
Dec 2005 - Mar 2007

Product Manager

Venture-backed online health startup that served millions of monthly users – surpassing top competitor WebMD in traffic; Business exited through a merger with Waterfront Media (now Everyday Health).

- Promoted in 2007 to lead product management for the new B2B division; reported to the COO.
- Recruited and managed a team of ~10 product managers and senior product managers.
- Led the product team to design, develop, and launch a suite of employee health and wellness engagement tools for the employer market that generated \$10M in first-year revenue.
- Took 5 major features from concept to launch as an early member of the revolutionhealth.com product team.

AOL

Product Manager

Sterling, VA
Jul 2005 - Dec 2005

- Invited as 1 of 30 people to participate in a 3-day innovation offsite.
- Co-invented OpenRide™, AOL's first free web browser.

EDUCATION

Master of Business Administration / MBA

American University

Washington, DC

Bachelor of Arts, East Asian Studies (China focus)

The George Washington University

Washington, DC

- Semester Abroad - IAS Beijing, China
- Summer Institute on Sexuality, Culture, and Society - Universiteit van Amsterdam, the Netherlands

LEADERSHIP AND AWARDS

- Inducted into the Advisory Board Fellowship in 2012, an honor achieved by fewer than 1% of employees annually.
- Captained a team to win the CEO's vote in the 2015 firm-wide Advisory Board Innovation Challenge.
- Selected as 1 of 20 to join the inaugural Advisory Board Innovation Fellowship in 2015.
- 2014 IDC Health Insights Market Leader Designation: Crimson Population Risk Management.
- 2010 ComputED Best Educational Software Multi-Subject Current Topics: ePals TeamEarth.
- 2010 ComputED Best Educational Software Multi-Discipline Collaboration: ePals Learning Space.

LANGUAGES

- Chinese (Mandarin) – advanced
- Spanish, Russian, Japanese, French – basic

INTERESTS

- **Learning** French / squash / Japanese woodworking
- **Considering** AI alignment / the metaverse
- **Reading** *Cloud Cuckoo Land* by Anthony Doerr