

# Melissa Carmichael (she/her/hers)

Design Leader with over 20 years experience, passionate about enabling teams to perform their best. Balanced approach of business acumen, data & insights, and user centered design. A champion for design teams, able to drive clarity & alignment from ambiguity, and an advocate for collaboration to optimize for outcomes.

Portland, Oregon, USA  
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## EXPERIENCE

### Director of Product Design & User Research

2020-2022

Side, Inc. (real estate technology startup)

Hired and led the team of Product Designers & User Researchers through hyper-growth phase; scaled team from 1 to 10 in under a year, including establishing the User Research practice. Provided Design Leadership & strategy across 8+ product teams including end-to-end real estate transaction management, compliance & audit, marketing marketplace, payments, and internal tools.

Led DesignOps and acting DPM across multiple product teams and complex projects. Facilitated project kick-offs, design critiques, and retrospectives to foster team alignment and collaboration across cross-functional partners. Established project timelines and resourcing plans. Introduced & facilitated Design Thinking Workshops to infuse user-centered collaboration. Co-created Product Team process playbook. Planned & co-facilitated inaugural 30-person product team off site.

### Product Design Manager, Growth

2019-2020

Momentive-AI (formerly SurveyMonkey)

Managed Growth and Billing product designers across US & Ireland. Collaborated with Business Development, Creative Marketing team, and Content Strategists across key touchpoints through Acquisition, Conversion, Engagement, and Retention flows. Strategic partner of large-scale Monetization roll out of updated Plans & Packages for 17 million active users. Led cross-stakeholder quarterly design thinking sessions to inform product roadmap, co-created Growth development process, created training materials & facilitated Growth 101 training sessions.

- **Lead Product Designer & Manager, Audience Product** 2017-2019  
Led the design efforts across the dual-sided marketplace (survey buyer & panelist). Led 0-1 launch of a native mobile panelist app and redesign of Audience panel purchase experience—yielding an incremental ~\$1 million YoY through 12.6% increased AOV and 2.3% conversion lift.
- **Lead Product Designer, Growth** 2015-2017  
Lead Product Designer for Billing and Growth teams, originated and designed experiments for pricing and checkout pages, resulting in an 8% increase in paid conversion.

### Principal User Experience Designer

2011-2015

Mobiquity

Native mobile app consultancy; served as a strategic leader for a wide range of Fortune 500 clients including Adidas, Fidelity Investments, iRobot, Navient, Panera Bread, and Weight Watchers.

Designed native mobile solution for iRobot (Defense & Security Division); translated the manual operations of their suite of four unique military robots seamlessly into a first-of-its-kind tablet touch solution, securing a \$1 million contract from POC through to full build; achieved client's goal of industry's first-to-market launch.

Led and mentored a team of geographically diverse designers; established department standards for process & methodologies, oversaw quality control on designers' work to establish consistent deliverables, and created and facilitated new employee on-boarding and training sessions. Mentored designers placed on PIPs (Performance Improvement Plans).

## AREAS OF EXPERTISE

### Design Leadership

Partner with cross-functional leaders to cultivate relationships, org design, establish alignment, monitor team health, and create inclusive culture

### People Management

Resource & headcount allocation, career development, performance reviews, goal setting, outcomes tracking

### Design Ops

Hiring & onboarding, crafted job levels and definition, end-to-end design process, systems, and tooling

### Coaching & Mentoring

Support in-house design teams, UX bootcamp students, and startup founders

### Building teams & culture

Fostering inclusive spaces that embrace diversity of thought

### UCD (User centered design)

bring the voice of the user to the heart of the design process through data, research, workshops, personas, and journey maps

**UX strategy**, future vision, goals, quarterly roadmap planning, and UX metrics

### Full cycle product development

Oversee creation of high quality, accessible, usable products across B2B and B2C experiences, including 0-to-1 launches

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## EXPERIENCE CONT'D

**Senior Art Director** 2009-2011

**Mind + Matter** (formerly Cambridge BioMarketing)

New England's largest independent healthcare marketing agency. Led a diverse team of creative professionals in the execution of creative corporate and consumer engagements for web and mobile solutions. Clients included Alexion, Genzyme, Millenium/Takeda, Shire, and Tolerx Pharmaceuticals.

**Art Director** 2007-2009

**RDVO** (acquired by Cambridge BioMarketing)

Digital boutique; provided a range of design services, from branding, data visualization, marketing, and software solutions. Clients included Aggregate Knowledge, Hewlett-Packard, Kodak, Microsoft, Procter & Gamble, Shire Pharmaceuticals, and Thomson Reuters.

**Senior Interactive Designer** 2004-2007

**Cramer Productions**

Boston-based Event & Content Marketing Agency; designed strategic brand and marketing campaigns for regional and international organizations. Led designs on interactive CD-Rom based products and product websites. Clients included Avid, Bayer Healthcare, GE Healthcare, Novartis, Phillips Healthcare, Serono, and Sports Illustrated.

**Lead Designer** 2001-2003

**Boston Institute of Finance** (formerly Acadient)

Served as lead designer for core eLearning product; designed and oversaw the production of their Flash-based courseware product. Managed and led the company's corporate marketing campaigns. Clients included Boston University, Fidelity Investments, JP Morgan, and Vanguard.

**Visual Designer** 2000-2001

**ZEFER**

Global design agency; led design efforts on websites including international Punto.com (online services for the Latin American business community) and local non-profit organizations.

**Web Editor** 1998-1999

**Redstart** (London)

Online portfolio platform for Graphic Designers, Illustrators, and Photographers. Managed website content & visual assets, account & client service management for customers, drove acquisition efforts for new members.

## EDUCATION

**Tufts University**,  
in-affiliation with School of  
the Museum of Fine Arts,  
Boston, MA

B.F.A. degree