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I build the systems behind experiences people love.

I help people get clear on what they want, break through resistance and take ideas from first test to everyday use.

I create a shared vision and get people behind it

// Separate Target screen projects risked a disconnected experience for customers.

Found the overlap and brought research, technology, operations and marketing around a **shared digital vision.** Customers and teams tested it in a full-size cardboard store. Set up regular VP and SVP meetings to review digital projects and make decisions.

I find out what customers need and help teams decide what to build

// IKEA customers got lost and left frustrated. Earlier navigation attempts had failed.

Paused work, studied earlier attempts and earned support with **customer research** and a **business case.** As Senior Product Owner, led navigation worldwide from research to rollout, for quick trips and longer visits. Aligned iOS, innovation and procurement; evaluated vendors for customer needs, cost and infrastructure.

Identified further uses: helping staff find items for orders, self-service screens and services based on a customer's location in the store.

// IKEA customers couldn't feel products or judge their size on a screen.

Changed the design after customer testing, combining digital range displays with physical samples.

I get teams testing the whole experience before they spend months building it

// IKEA could spend 6-18 months building before knowing if ideas worked together for customers.

Founded IKEA's Experience Lab for **prototyping.** Secured funding and hired its leader. Teams, startups and customers tested prototypes of the whole experience in hours. Demos helped senior leaders, including the CEO, decide where to invest. The approach spread globally after I left.

// IKEA needed to connect innovation with real customer and store needs.

Built IKEA's innovation-alignment platform to connect work across countries with customer needs, wants and expectations. Linked prototype, technology and vendor testing with product teams.

I turn customer problems into new business

// Customers couldn't tell which smart-home products were right for them.

As lead merchant at Target Open House, led product selection and **partnerships** in a store and community space where customers could try smart-home products.

Set up demos and a process for founders to bring products and services to Target buyers. Managed startup partners and led talks with Apple, Google and other technology companies.

For the smart-home experience, reported 6-9% sales growth versus stores without it and a double-digit NPS lift.

// Could Target's in-store screens support an advertising business?

Separately at Target, developed a **commercial strategy** to build a multi-billion-dollar in-store advertising business and tested an in-store ad platform with Google. Explored new business with procurement and investment teams.

// At IKEA, navigation relied on a startup's technology.

Worked with procurement and investment teams to assess startup investments or acquisitions.

I build teams and take ideas to scale

// Paper tags and hard-to-update software made store content slow and manual.

With an engineer, built Unison: vendors uploaded content and accessed pricing; teams moved content between screens and used a staff app for product information and issue tracking. Customer feedback reached startups and merchants. A one-store test of three crowdfunded products on iPads became a platform in 800+ stores with 99.96% uptime. Led **platform delivery** across store technology, operations, IT deployment and licensing. Inventor on a Target patent application.

// IKEA's store digital work was fragmented across teams and countries.

Helped build the store-digital product team. Led 15 product staff, including four managers. Led **hiring** and **leadership development,** mentoring four people into leadership. Managed team assignments, agencies and a multi-million euro budget. Product teams coordinated about 60 engineers, designers and data scientists.

Owned all store digital products and innovation across 39 countries: apps, checkout, self-service screens, waiting lines, navigation and displays showing a wider product range. The portfolio supported EUR 5 billion in existing revenue and cost savings.

I design, build and ship the whole experience

// Technology can get in the way of everyday human connection.

At Seedling, lead **product development:** design, build and deploy web and iPhone apps with AI-assisted development. **Connect software and services,** test with users and improve the products. Hired a small team.

Build for everyday connection with ourselves and each other, with technology that stays out of the way.

Seedling, Inc. · 2024 to Present
Founder & CEO,
iOS Developer
San Francisco Bay Area

IKEA · 2021 to 2024
Global Head of Digital Product & Innovation
Madrid, Spain

Target · 2015 to 2021
Partnerships & Product Principal, New Ventures
San Francisco