

# Mark Steffen

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## Director of Product Management

Product Management leader with 10 years of experience specializing in optimizing search & discovery, building marketplaces, and driving creative workflow for users. Give me the subjective opinion, the objective data, and let's grow the business alongside empathy for your users, side by side.

## WORK EXPERIENCE

**Splice** • New York, New York, United States • 08/2020 – 03/2023

### Director of Product Management – Marketplace and Search

- Increased successful search sessions by 4% in first 6 months
- Launched Splice's first Recommendation and ML features
- Expanded breadth of product catalog explored by 25% in one year through use of ranking and personalization models. Did with an eye toward creative workflow of our user instead of exchange-based interaction.
- Scaled 3rd party "rent-to-own" marketplace (23% MRR) 2x in 6 months through process optimization, business-level focus on supply side, and development of external API for suppliers.
- Developed a culture of experimentation through ambiguity within a scaling startup environment.
- Managed direct report in 3rd party marketplace building in their progress from junior to senior product manager and led them to full ownership over group OKRs.

**Shutterstock** • Greater New York City Area • 05/2015 – 04/2020

### Director of Product Management – Search and Content Operations

- Unified 7 business units to minimize submission, ingestion, review and publishing friction to increase rate of contributor success
- Implemented first ML review checks and models
- Secured the world's largest image marketplace against theft with dynamic watermarking techniques
- Rebuilt Shutterstock Search from the ground up, re-focusing the company on ranking, experimentation, and leveraging customer behavioral data alongside all flavors of metadata (asset-specific, ML, and CV).
- A/B testing led to over \$1m savings in the first quarter with a clear path to consistently improve both customer and contributor metrics.
- \$4 million in cost savings annually by leveraging true microservice architecture, machine learning models, and enabling Reviewer teams. Brought all 7 business units onto our platform to amplify gains and flexibility.
- Enabled 2 direct report PMs that delivered on their goals to drive down infrastructure and operational cost while continuing to deliver value to contributors and customers. Grew them from Jr. to Senior PMs with a mentality of enablement over prescription.

**Time, Inc.** • 10/2013 – 06/2015

**Senior Editorial Product Manager – Style and Entertainment Group at Time Inc.**

- Led product management through the full lifecycle for news and key event-related experiences (live, video, breaking news) for People.com, largest revenue driver at Time, Inc.
- Work daily from editorial to ad sales and back to engineering groups to ensure that the editorial product offering was built for speed, scale, and mass interaction across all Time brands, beginning with People.com

**ABC News** • New York, NY • 03/2012 – 10/2013

**Product Manager**

- Generated highest engagement across lifecycle for presidential election cycle to date, including livestreaming efforts and on-site gamification
- Create and manage new products centered around cross-promotion of online and television network coverage.
- Focus on special news events, new media, social media, and reciprocal promotion for cohesive experiences.

**Rodale, Inc. Men's Health** • 05/2010 – 02/2012

**Assistant Brand Editor**

- Description: Led new product development & 3rd party developer relations across brand and brand extensions. Created new tablet edition, first ever workout apps, and new editorial workflows to support these ventures
- Extensive site and mobile app wireframing experience. Portfolio of over 25 apps (paid, free, & upswell), on multiple platforms, with total downloads exceeding 3 million.
- Managed a low-lift, high volume daily video production unit.

**EDUCATION**

**Master of Science in Digital and Periodical Publishing**

New York University • 08/2007 – 05/2009

Emphasis on digital media & merging publishing models

**Degree: Bachelor of Arts in English & Creative Writing**

University of Illinois Urbana-Champaign • 08/2003 – 05/2007

Emphasis on Post Modern Critical Theory

**SKILLS & INTERESTS**

Leadership, Project Management, Agile Methodologies, Analytics, Product Definition, Cross-functional Team Leadership, Product Requirements, Product Vision, Product Strategy, Search, SQL, Business Modeling, User Research, Writing, Reading, Riding (bikes).