



JONATHAN ZWEIFLER / PRODUCT. DESIGN. INNOVATION. LEADER.

EXPERIENCE

EXECUTIVE DIRECTOR, CX SERVICE STRATEGY – JP MORGAN CHASE | CONSUMER BANKING

CURRENT

- | CX Service Strategy leads from the intersection of business, product, and experience strategy, to design journey-led outcomes for the Consumer Personalization Platform that can marry customer needs with commercial impact across the Chase CX ecosystem.

PRODUCT DESIGN ARCHITECT, SOCIAL EXPERIENCES – META | FACEBOOK APP

2021 – 2023

- | In service of 2 Billion+ people around the world, I operated as a horizontal agent to collaboratively lead teams toward strategic challenges & unrealized impact opportunities across Feed, Short Form Video, News, and Creation teams of the Facebook app.

SR. DIRECTOR, INNOVATION & VALUE PROPOSITION DESIGN – XFINITY | COMCAST NBC-UNIVERSAL

2020 – 2021

- | Led a cross-discipline team of 11 Sr. IC leads to develop value proposition strategies and innovation implementation plans for executive leadership by blending product, experience, and commercial needs to define why & how consumers will choose Xfinity over competitors.

SR. DIRECTOR, LOOK AHEAD PRODUCT DESIGN – XFINITY | COMCAST NBC-UNIVERSAL

2017 – 2020

- | Established and led the Xfinity Look Ahead Design Team, which delivered on the mandate to mine opportunities 8-18 months down the roadmap, define a tangible vision for product experiences, and demonstrate realistic paths for building towards that vision.

PRODUCT DESIGN DIRECTOR – XFINITY MOBILE | COMCAST NBC-UNIVERSAL

2016 – 2017

- | Joined Xfinity Mobile a year prior to emerging from stealth mode to establish and serve as a senior leader on a team that grew to 31 Design heads spanning UX, Research, & Content.
- | Led the development of a 24-month vision for the multi-channel product and service experience. That vision was in-part fulfilled when Xfinity Mobile Achieved #1 in Customer Satisfaction Ranking | 2019-2020 American Customer Satisfaction Index (ACSI®).

PRODUCT DESIGN DIRECTOR, PREMIUM ENTERTAINMENT PLATFORM – XFINITY X1 | COMCAST NBC-UNIVERSAL

2015 – 2016

- | Groomed and led the 13 head premium entertainment design team, serving over 30 Million households and spanning set-top, desktop, mobile, wearables, OTT partners & devices.

PRODUCT DESIGN DIRECTOR, COMMERCE INNOVATION – AMERICAN EXPRESS

2012 – 2015

- | Served in a strategic role for Commerce Innovation initiatives and led day-to-day UX direction of a hybrid-skilled 7 person team, working in partnership with cross functional peers to modernize Membership through breakthrough mobile and experiential products.

ASSOCIATE CREATIVE DIRECTOR, PARTNER – OGILVY | REDWORKS

2010 – 2012

- | Presented, defended, and sold-in campaign-caliber concepts to senior-level clients.
- | Directed photoshoots, animation, motion, sound edits, and experiential installations.

HEAD OF BRAND INTEGRATION – LIQUIDNET

2009 – 2010

- | Established and led the 8 person creative team that partnered with C-Suite to develop integrate, and extend the Liquidnet brand across five continents and 39 equity markets.

SENIOR ART DIRECTOR – OGILVYONE

2001 – 2009

- | Began as the Creative Assistant to the OgilvyOne Head of Design.





JONATHAN ZWEIFLER / PRODUCT. DESIGN. INNOVATION. LEADER.

EDUCATION

PRATT INSTITUTE OF ART + DESIGN Master of Science – Communication Design

THESIS PENDING

M.I.T. SLOAN/CSAIL General Purpose Tecchnology (AI & Blockchain) applications for Business Strategy

2020 & 2023

NORTHWESTERN UNIVERSITY Bachelor of Science – Communication Studies & Radio/Television/Film

2001

TOOL KIT

TEAM & CULTURE BUILDER ACROSS DISCIPLINES

| Since 2012, I have built and defined the mission for five Product Design teams, hand recruiting over 75 heads of talent across UX, CX, Visual, Design-Techology, Brand & Content Strategy, and specialized in orchestrating progress across product portfolios.

SIGNAL SYNTHESIS & IMPACT STEWARDSHIP

| Excel in fast-paced, iterative environments, where tangible impact is pursued across parallel streams that combine consumer research, competitive analysis, and behavioral analytics as a key part of the decision making process.

BUSINESS NARRATIVE & STORYTELLING CHOPS

| Deep expertise in crafting strategic narratives that holistically frame end-value in a compelling and relatable way, from business to product to marketing leaders.

A PLAYER-COACH THAT SCALES STRATEGIC SKILLS ACROSS TEAMS

| Hands-on definition, discovery, execution, and management experience across the range of product, design, and strategic practices.

| Deep understanding of iOS, Android, Conversational, and Wearable interaction patterns, as well as tactile, spoken, and non-verbal UI conventions.

| Expert abilities in industry standard design and prototyping tools across Figma, Invision, and the Adobe Creative Suite.

ALWAYS GAME TO MENTOR

| Professionally, I've mentored founders in the TechStars Founder Catalysts & Start Up Accelerators

| Personally, I've volunteered as a mock-interview mentor at HopeWorks, Camden NJ

LAUNCHES, STRATEGIES, PILOTS.

| JPM Chase | Cross-Platform CX Personalization Strategy: Acquisition, Engagement, Relationships ('24+)

H2 2023

| JPM Chase | CXPI: Customer Experience Programming Interface Pilot – Cross-Firm CX Source of Truth

H2 2023

| JPM Chase | Apply with Confidence: E2E Pre-Approved Offer Experience Strategy ('24)

H2 2023

| Meta | Young Adult Private Friend Sharing Cross-Product Strategy ('23)

H1 2023

| Meta | Participation as a Production Driver: Collaborative Reels & Stories Design Strategy

H2 2022

| Meta | Facebook News Transformation: Knowledge Creator Strategy ('22+)

H2 2022

| Meta | Expanding & Systemizing the Social Sharing Ecosystem: Young Adult & Off Platform Sharing

H2 2021

| The Xfinity Account | Omni-channel Account Experience

DEC 2020

| The Xfinity App | Mobile App Ecosystem Convergence (4 Phases)

AUG 2020

| Real-Time Trust | Cross-Channel Mobile Fraud Mitigation Experience

OCT 2020

| Bring it On | SIM-led Bring Your Own Device Experience

JUL 2018

| Xfinity Mobile Active-User App | 4.5 Star avg. across both stores – Highest ratings in Xfinity history

JUN 2017

| Xfinity Mobile Responsive E2E Web | Enabled an unprecedented 60%+ digital-first acquisition

JUN 2017

| Xfinity Mobile Brand Launch & Guidelines | Design & Art Direction: Digital, Print OOH, Retail.

JUN 2017

| Streaming on Xfinity X1 | OTT Streaming Experience Integration: Netflix, Hulu, Prime Video

SEP 2016

| Sports on Xfinity X1 | Integrated Content Collection Experiences: Rio Olympics

JUL 2016

| Xfinity Stream (TV) App | iOS, Android, Tablet: In & Out of Home Live Linear + OnDemand

OCT 2016

| Amex Mobile | Full Redesign: 🍏 AppStore Best New App & Featured Financial App at launch

JUN 2015

| Noted From American Express | Dining Discovery with Social Contacts through Swipe Data

MAR 2014





HI,
THERE.

I'm JZ,
AKA Jon Zweifler, an outcome-led product design Leader.

I **serve** in two key ways to drive impact:

- | **Leading horizontally to align** new outcomes across teams.
- | **Looking ahead to define** new outcomes within ecosystems.

I'm **fortunate** that my 20+ years of experience has afforded me the opportunity to lead product design teams in bringing new products to market, strategically shaping product visions, and elevating experiences from – pixel to promise.

I'm **ready** for new challenges, collaborators, and unknowns.

WHAT
I DO

ZERO-TO-ONE PRODUCT INTRODUCTION

PLATFORM & ECOSYSTEM EVOLUTION

STRATEGIC DISCOVERY

LOOK-AHEAD INNOVATION

WHAT
I BRING

- PRODUCT DEFINITION : VISION-TO-MLP
- BUSINESS-DRIVEN EXPERIENCE STRATEGY
- DESIGN & DIRECTION: UX, VISUAL, BRAND
- VALUE PROPOSITION DESIGN
- RESEARCH, PROTOTYPING, & TESTING
- LEADERSHIP & MENTORSHIP

PRODUCT DESIGN

1 OUTCOMES OVER OUTPUTS

Creating circles across silos to unify around changing behaviors to create new value

2 BEING DIFFERENT \neq DIFFERENTIATION

Creating new value doesn't *just happen*. it has to be intentional.

3 DOING IS THE BEST FORM OF PROGRESS

Sketch, flow, script – continually. It's how we create shortcuts...and luck

4 CONTENT IS DESIGN

Words matter.
Narrative matters.
Designers write.

1

STRIVE FOR PERFECTION,
OPTIMIZE FOR PROGRESS.

The future doesn't come
all at once, you have to
build toward it.

2

LEADERSHIP IS A BEHAVIOR –
NOT A TITLE.

Performant teams are
inspired, empowered,
autonomous & committed

3

THE ORG IS THE PRODUCT
THAT MAKES THE PRODUCT

The experiences across
teams require as much
care as the ones we ship

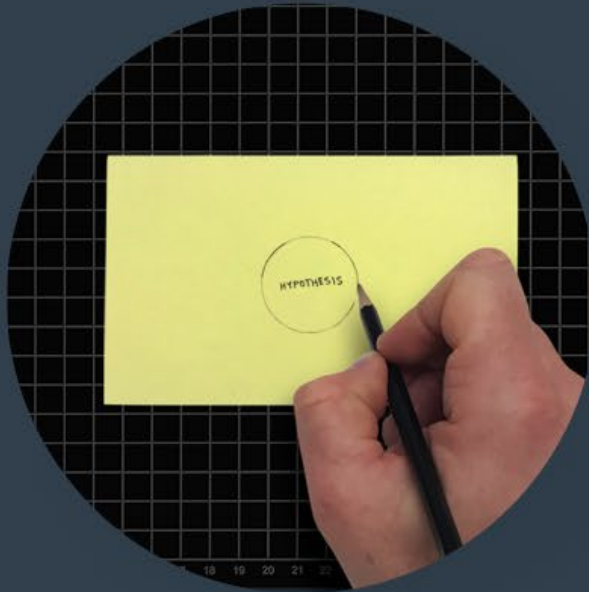
4

EQUAL PARTS:
WHAT'S NOW AND WHAT'S NEXT

Strategic thinking isn't
reserved for special
types of projects.

DESIGN LEADERSHIP

A ONE-POST-IT APPROACH

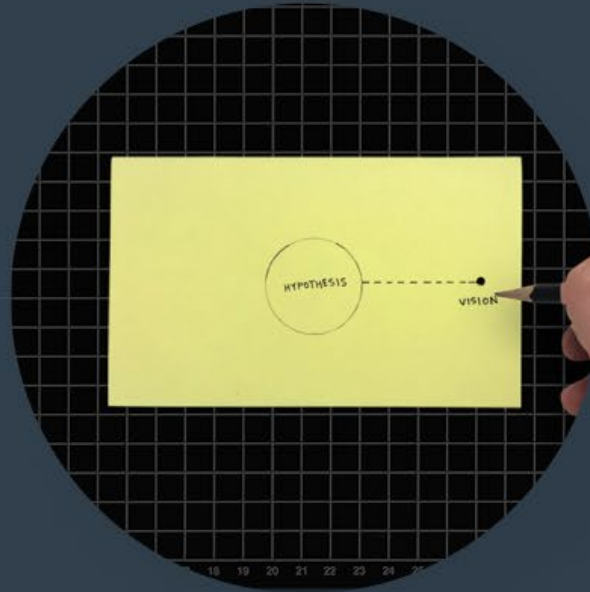


HOLISTIC UNDERSTANDING

PROBLEM & HYPOTHESIS DEFINITION

Develop insight fluency in consumer pain points, friction, and changing behaviors. Become expert in the changes and health of your existing business. Understand industry conventions, market trends, and relevant emerging tech.

Define & ring fence the problem that we as a player in the space are uniquely positioned to deliver new value to people by solving.

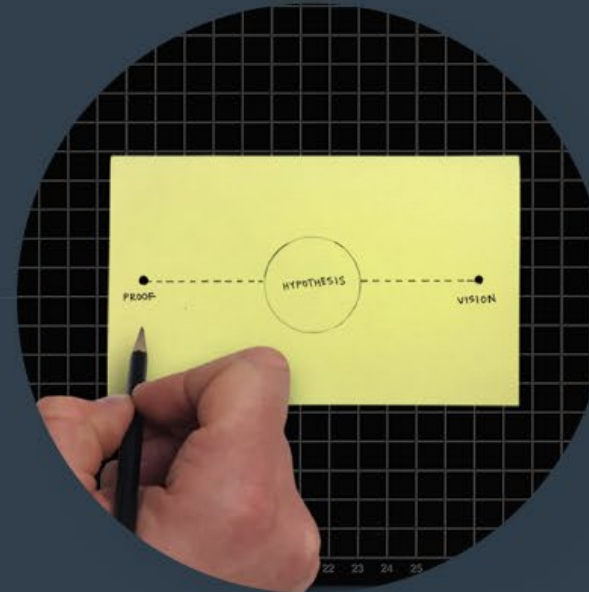


THINK BIG

ENVISION & EXPLORE NEW OUTCOMES

Articulate an authentic promise that would eliminate friction and pain within today's rules of play, and unlock new value for people within an 18-month time horizon.

Make the vision tangible in the form of new experiences and capabilities with specific outcomes that enable us to test and deliver on the promise of our vision.

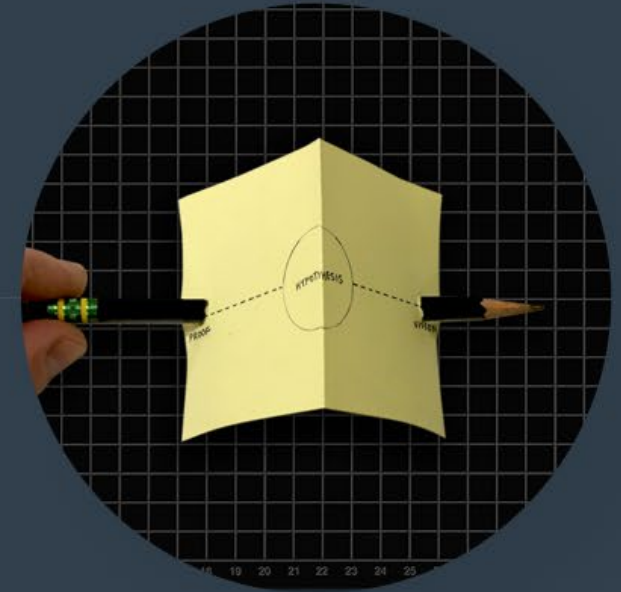


GET REAL

MINIMUM LOVABLE PROOF OF CONCEPT

How can we do it? – Prove out the possible in the form of a functioning prototype or testable interactive stimuli that includes or accounts for product, technology, and business constraints.

Will they love it? – Validate its value with users and prospects to gut-check if the problems being solved or conventions being upended deliver an outcome they love.



PLOT THE COURSE

THE SHORTEST PATH TO FULL VISION

Promise-based prioritization to determine what is required and achievable across product, experience, business and technology to bring the initial promise to our consumers in a meaningful way.

Roadmap as a narrative to the marketplace with phases crafted together such that each release serves as the next chapter in the story of new value that is messaged to the marketplace.

OUTCOMES / OUTPUTS

SELECT MINI-CASES / 2023

A MORE MODERN WAY TO MOBILE

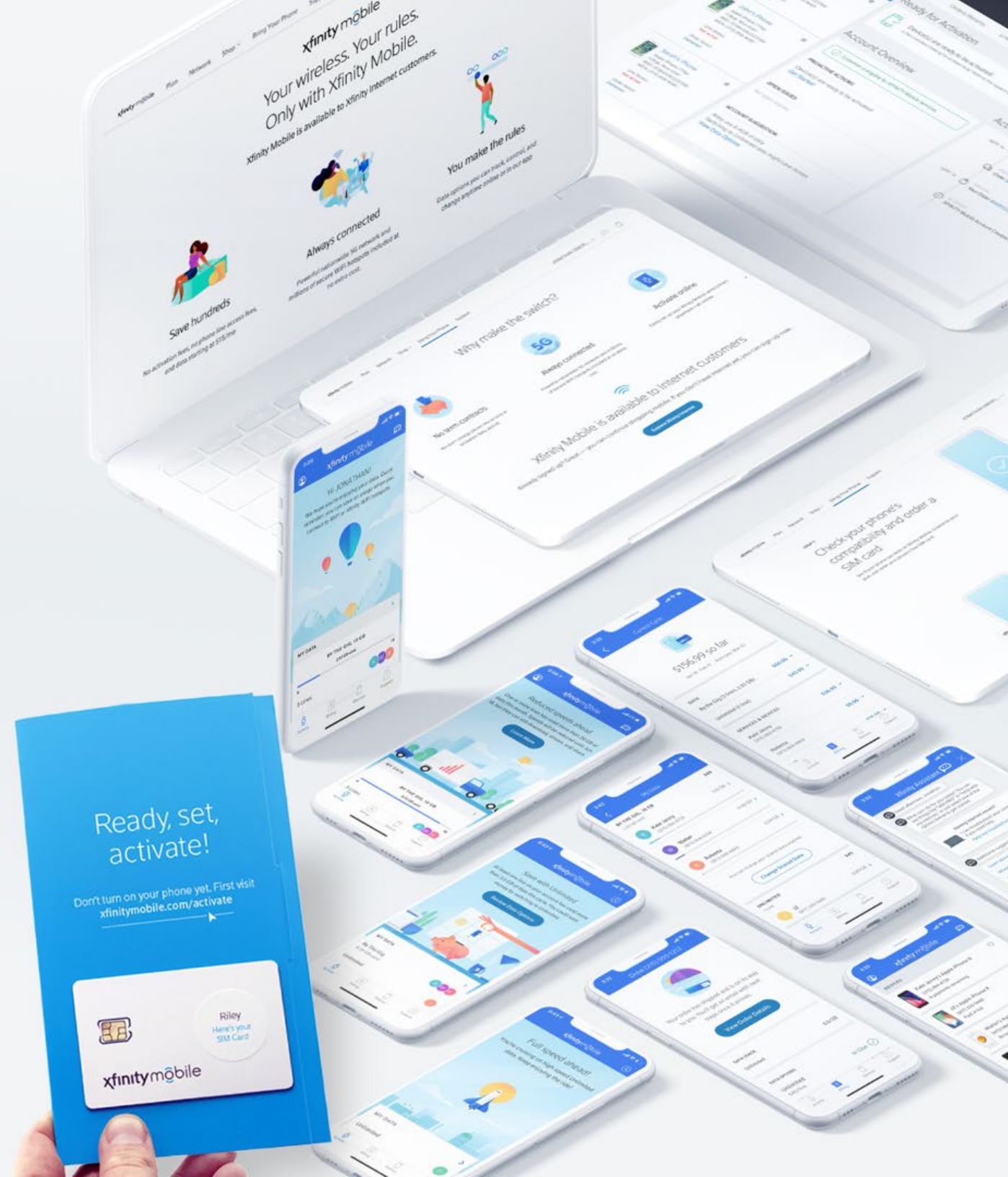
A Goliath becomes a David. The introduction of Xfinity Mobile into the Comcast connectivity proposition was centered around three business goals: giving customers a reason to join, grow, and stay with Xfinity. The wireless industry was well established, had clear market leaders, and was fraught with years of business conventions and rules-of-play that were designed to enable carrier economics instead of customer value.

Mobile as it should be. To compete, we knew we had to reset expectations in the market place, not just of what people should expect from a wireless service — but what they should come to expect from Comcast as it disrupted its own approach to customer experience. To create new value, and set our service apart in the hearts and minds of consumers, we zagged in a new direction, end-to-end and across all channels:

- | **Simple, Transparent, Human, Peace of Mind:** Fresh experience pillars governed all business, product, and operational decisions, and fueled a stand-alone brand launch stewarded in-house.
- | **Bust conventions and write new rules:** No contracts or line fees, digital-first buying, first-class BYO experience, and a new kind of network that would automatically connect you to Xfinity Hotspots to save money on LTE data.
- | **Customer-first control & flexibility:** Pay as you go or go unlimited, mix & match plans on your lines, and rely on a proactive digital experience that lets you know when to switch to save money that month.
- | **Standing up a new care experience:** Breaking from the legacy of Comcast's care reputation, we spearheaded a *relationship middleware* that enables agents and sales people alike to deliver unprecedented support.
- | **Xfinity Mobile Achieved #1** in Customer Satisfaction Ranking for 2019–2020 American Customer Satisfaction Index, beating all the established players: Verizon, T-Mobile, AT&T, Sprint.

ROLE:

- PRODUCT DEFINITION
- EXPERIENCE STRATEGY
- DIRECTION: UX & VISUAL
- CONSUMER RESEARCH
- VALUE PROPOSITION DESIGN
- BRANDING & LAUNCH CAMPAIGN



A NEW KIND OF CUSTOMER RELATIONSHIP

A ton of features, in multiple places, with important gaps. Xfinity serves only two categories of business, connectivity and entertainment, but had launched 11 different apps with 200+ features, many of which went unused. All apps in market consistently yielded low engagement. 67% of the customer base used none of them, yet we found that those who regularly used one or more apps actually called customer support more often than someone with none. This was in part due to key customer needs, like changing your internet speed or disputing a bill charge, that were simply absent in self-service channels and required call center assistance.

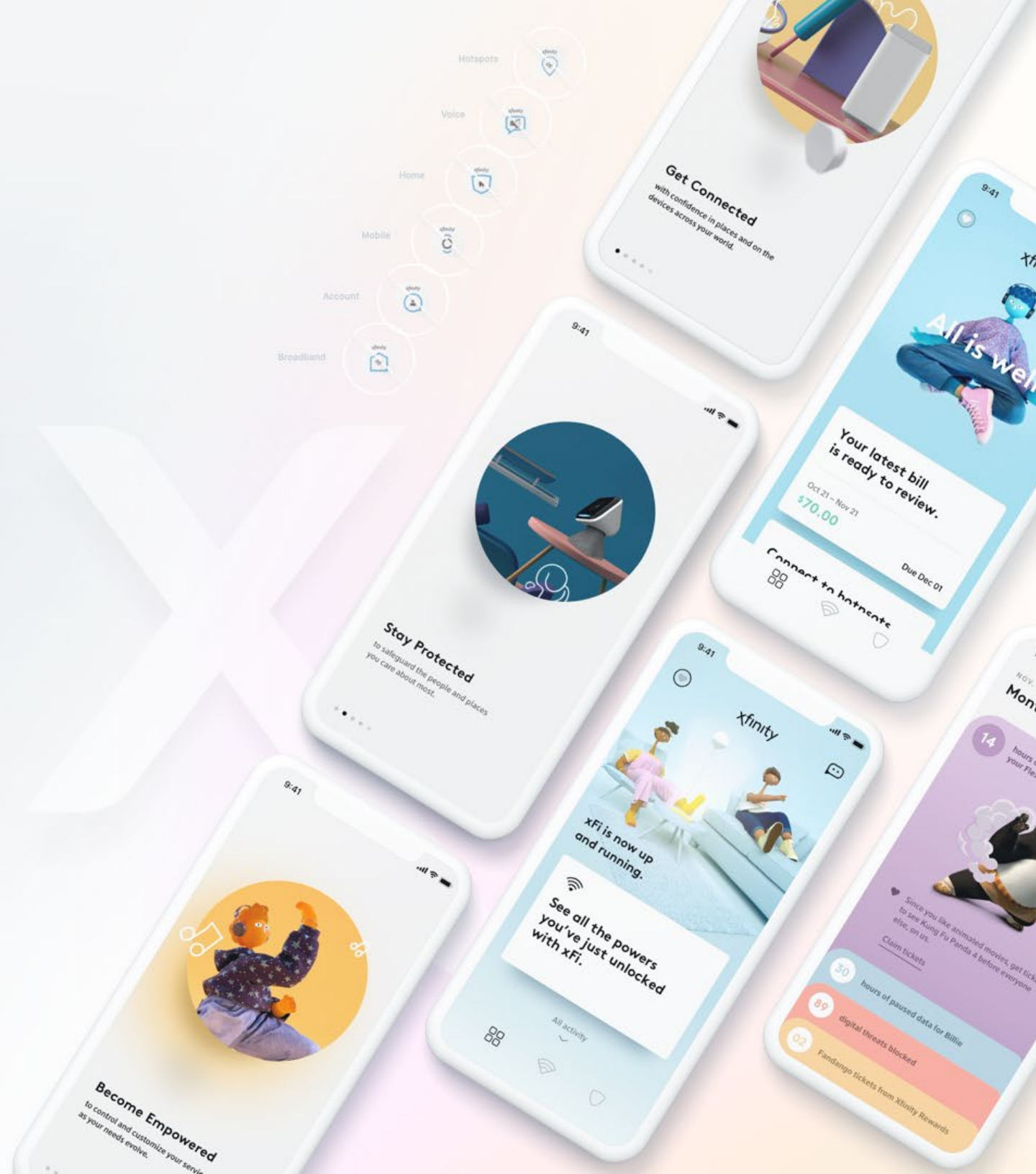
Creating new connection through key customer needs. We knew from our segmentation research that the customers driving the growth in our business expected a relationship built around core jobs that they *hire* Xfinity Connectivity to deliver on for them to:

- | **Get connected** with confidence in the places and on the devices across your world.
- | **Stay protected** and safeguard the people and places you care about most.
- | **Become empowered** to control and customize your service as your needs evolve.
- | **Feel appreciated** when you're recognized for your loyalty and reminded of its value.

A jobs-based experience architecture The IA of the new Xfinity app was modeled directly around these four core jobs, each with a corresponding feature set tied to the roadmap, enabling us to deliver new value that was brought to life within a single touchpoint. These jobs we also formalized in the Xfinity brand architecture and used globally to ensure all product benefit language ladders up to them.

ROLE:

- PRODUCT DEFINITION
- UX DIRECTION: GLOBAL IA
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- CONSUMER RESEARCH
- BRANDING & NAMING



HELPING YOUNG ADULTS SHARE, ANYWHERE.

Facing a serious preference problem. We knew that the Facebook app was less likely to be preferred by Young Adults (GenZ), and that changing Young Adult behaviors would take time as well as require some degree of validation from their peers to harden adoption.

Meeting GenZ where they were actually active. We hypothesized that by making it simple for Young Adults to distribute to the platforms & threads where their peers were active, we could raise awareness and engagement of Facebook's newly relevant content, increasing Young Adult core sessions back to Facebook.

Establishing a boomerang effect: we sought out to create an intentional relationship between authentic discovery on-platform & trusted dialogue across other platforms. Enabling Facebook to bring content to Young Adults and bring Young Adults together around our content – wherever those conversations were happening – so we could draw passive Young Adult users back into Meta experiences.

Unifying our sharing experiences around Young Adult needs and expectations was critical for Facebook to simplify and clarify who, where, and how Young Adults could message, share, and create Facebook content:

- | **Message to who you want:** Making it simple & consistent to send to people on and off platform.
- | **Share where & how you want:** Easily access expression, remix, and reshare options to your preferred platforms
- | **Create here, rebroadcast anywhere:** If you create content on Facebook, you can distribute it wherever you want.

An aggressive and tangible roadmap of 10 off-platform experiment candidates was developed and designed to validate that first-class sharing and distribution of FB content can drive ecosystem value. Our initial Facebook Feed sharing experimentation, paved the way for securing 2022 roadmap investments in both public & private sharing.

ROLE:

- CAPABILITY DEFINITION
- DIRECTION: UX & VISUAL
- EXPERIMENTATION CANDIDATES
- EXPERIENCE STRATEGY
- USER RESEARCH
- CROSS-ORG ALIGNMENT



SHARED MEMORIES, SHARED CREATION.

The introduction of Reels into the Facebook ecosystem brought with it a mandate for extensive short form participation that was critical for growth milestones and the ongoing success of the Facebook Discovery Engine. As App leadership explored elevating Remix behaviors to fuel the content flywheel, a growth acceleration opportunity arose that was developed as an executive steer to help unlock new use cases that could reach more audiences and expand collaborative sharing.

Co-Creation among friends in Reels to drive new participation. By enabling trusted groups of friends to easily chain their content together within a lightweight creation process, they could more intentionally leverage their graphs to:

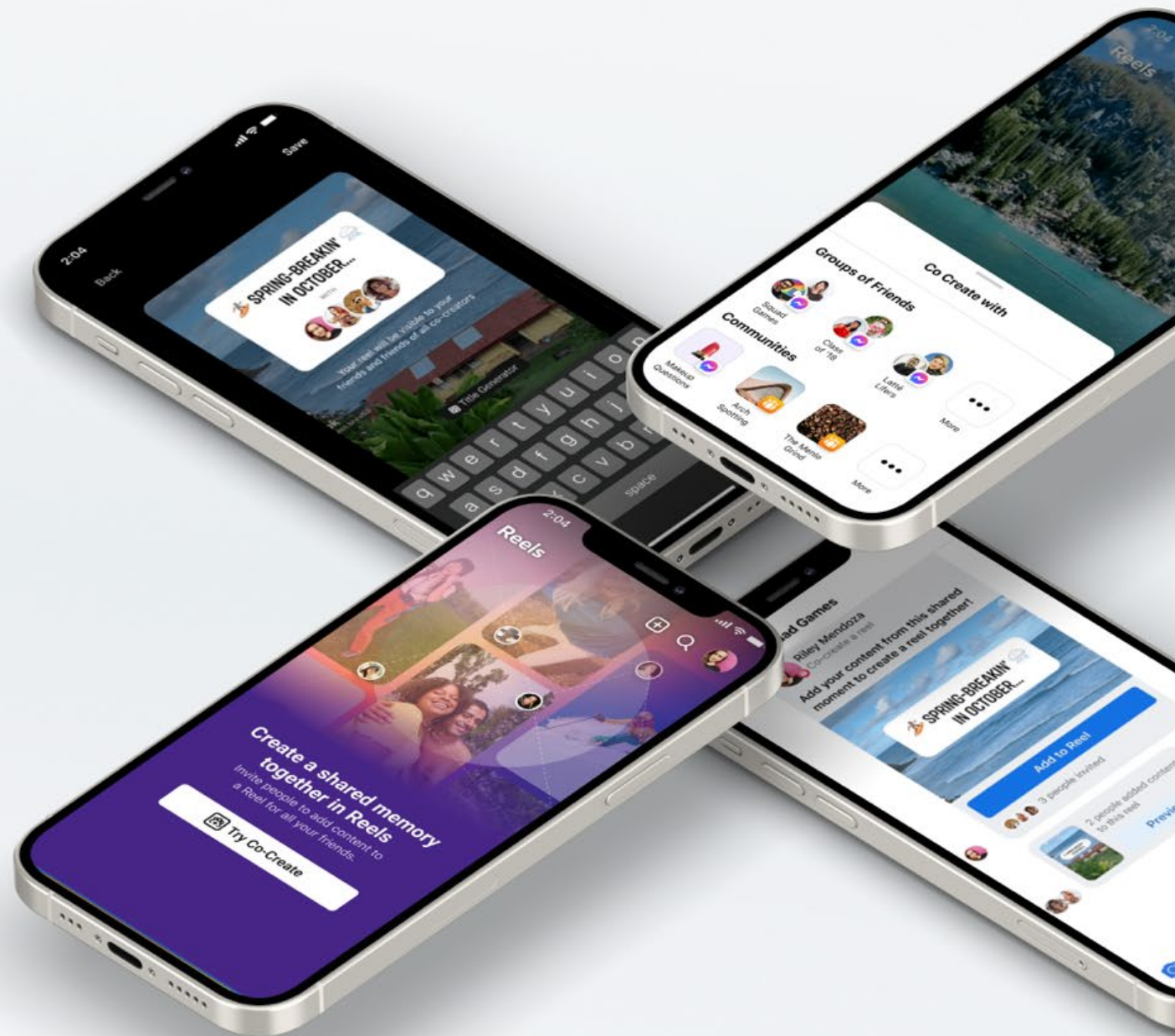
- | **Drive differentiated and engaging inventory** that can fuel the short form video flywheel.
- | **Give more people, new reasons to produce** Reels, while up-skilling their production abilities in the process.
- | **Have a safe and trusted place to engage** in Reels production and participants through conversation threads.

Making it real, from production to participation through publication, so that new outcomes could become possible for participants, and the ecosystem, by evolving some key levers of the Facebook video creation experience:

- | **Confident two-way production,** enabling any Reel to become a co-creation experience when your connections and communities can be invited to produce with you, during or after creation.
- | **Friend-of-Friend Audience** defaults with reach controls to help break the binary "Private vs Public" sharing.
- | **Reels does the polish for you,** because to participate you provide at least one still image or video and it's auto-styled within a template based on inviter's preferences.
- | **Reach your friends, wherever they are** when you can publish across Meta surfaces, and off platform audiences, at the same time, to ensure these differentiated co-creations don't get lost in the noise.

ROLE:

- CAPABILITY DEFINITION
- EXPERIENCE STRATEGY
- DIRECTION: UX & VISUAL
- RESEARCH SYNTHESIS
- EXPERIMENTATION CANDIDATES
- EXECUTIVE STEERING



INTERESTING STORIES. UNEXPECTED CONNECTION.

A declining experience with a muddy mission. Through the course of 2022, leadership across the Facebook App had communicated an overall lack of clarity for the vision for Stories. In parallel, there are strong internal and external competitive forces at play, which required us to deeply consider the product's future path. Said simple, our users needed Facebook Stories to feel more relevant and bring close friend content to them more easily.

Scrutinizing the current product levers. To face this head on, we workshoped with XFN across IG Stories and Facebook to decompose the current product levers and sprint on ways to transform the DNA of Stories, identifying three unique outcomes that are possible for the 3-year vision of stories.

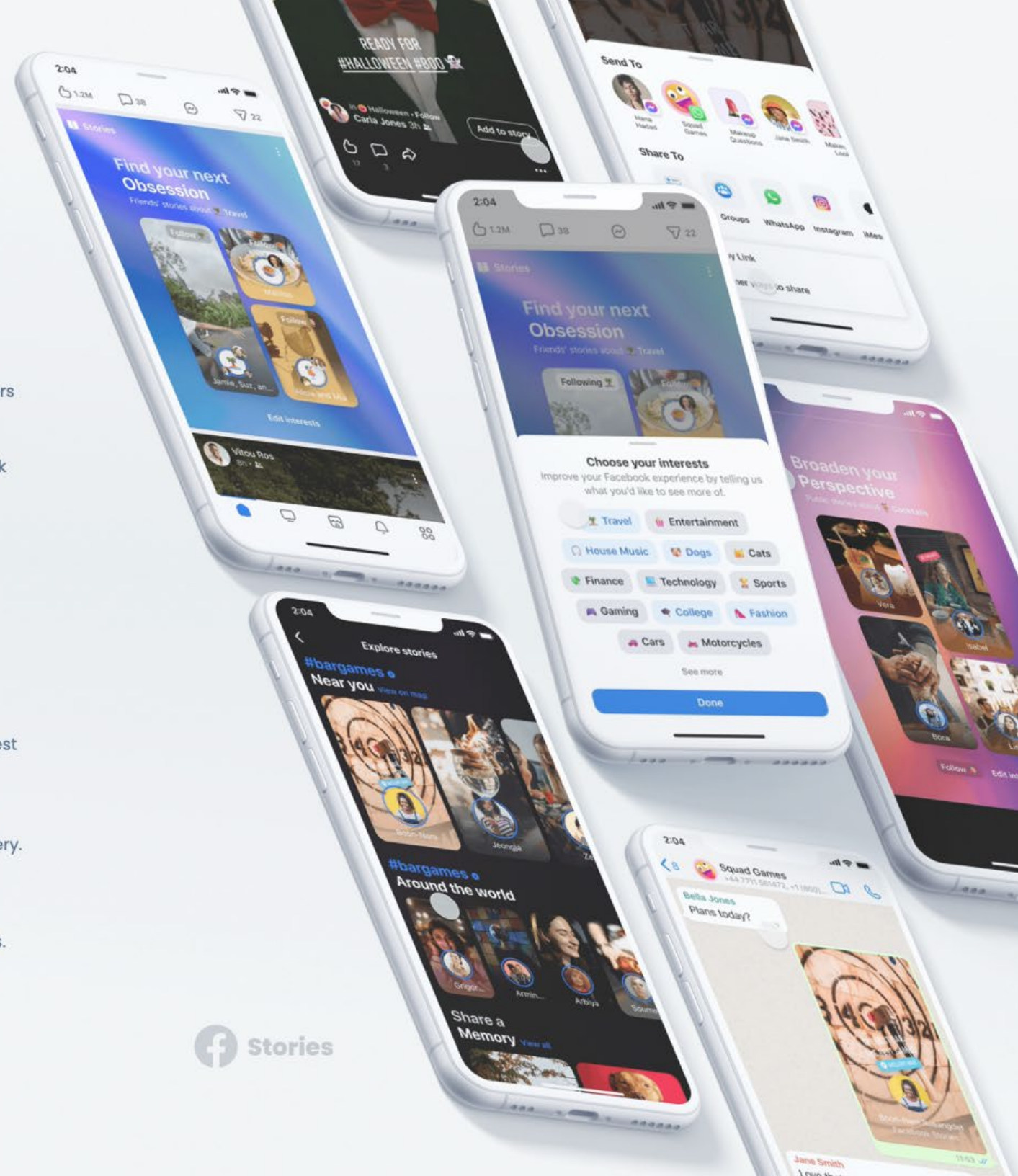
- | From an entry-point to **spanning surfaces**
- | From a viewable-format to **a sharable object**
- | From temporary to **always available**
- | From friends-only to always **personal to me**
- | From one-on-one to **participatory**

Strategic discovery to unlock new outcomes. We dialed in these levers to reshape the Stories product DNA and manifest three unique Facebook outcomes as a steer for executive thinking in long-range planning. A future where Stories can:

- | **Bring together the best moments of connection together for you**, by blending relevant people and interest topics into Top of Home, aggregating stories across producers around shared interests in both the consumption & discovery.
- | **Power new forms of social participation**, when you can easily adjust ephemerality & audience controls, and contribute to chain of stories from a friend while consuming content.
- | **Spark new conversations when Stories travel across products** and can be shared across meta surfaces & threads.

ROLE:

- CAPABILITY DEFINITION
- DIRECTION: UX
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- RESEARCH SYNTHESIS
- CROSS-ORG ALIGNMENT (IG & FB)



SCALING A PERSONALIZED SHARING EXPERIENCE

Re-sharing content is critical to Meta ecosystem health and in many ways had become problematic or broken in the Facebook app. Across the 15+ inconsistent share sheets in the app, the sharing that Facebook's flywheel depends on, simply wasn't happening in enough places. When it did happen, we consistently observed high abandon rates in key surfaces. And while Young Adults (GenZ) both expect and enjoy flexible sharing options, we lagged meeting their needs – especially compared to competitor experiences.

We needed to make it effortless for users to share in more ways, to more people and places, from any Facebook surface – in a way that allowed product teams to optimize for impact without compromising an intuitive experience.

A flexible system approach of option & action modules enabled Facebook to reinvent it's sharing experience for all users:

- | **People-First:** Centering around the people, places, and methods each user enjoys sharing with most.
- | **Relevant, always:** Meeting expectations in the moment with options that are personalized to the content & context
- | **Easy, everywhere:** Ensuring that simplicity scales so that it's delightful to send and receive anywhere you tap 'Share'

Aligning jobs, interests, and outcomes. We initiated a Facebook Design System (FDS) sponsored, collaboration across the Connection, Entertainment, and Commerce pillars of the organization and audited the jobs to be done at the app and team levels. This allowed us to align the disparate interests of 14 product teams, tether our efforts to shared top line metrics, and unblock the pursuit of a flexible share sheet system that could maximize accessibility and impact for 2022 roadmaps.

Systemize, segment, experiment, grow. FDS completed the initial component API for the MVP set of modules in Q1'22 and Facebook Feed, Messaging, Watch, and Groups teams committed to begin Q2 adoption and experimentation.

ROLE:

- SYSTEM DEFINITION
- DIRECTION: UX & VISUAL
- EXPERIMENTATION CANDIDATES
- EXPERIENCE STRATEGY
- CONSUMER RESEARCH
- CROSS-ORG ALIGNMENT



ONE MAGICALLY SIMPLE CONNECTION

Disconnected Fixed and Mobile Worlds. As digital technology advances, connectivity access remains fragmented, adding complexity to consumers' everyday lives and budgets. As the potential of 5G brings the promise of seamless and powerful access everywhere, there is an opportunity for Xfinity to set the bar and define the rules of play in a converged fixed and mobile marketplace.

One singular combination of value that spans price, experience and capabilities. Combined fixed and mobile is an opportunity to create a new converged service category, whereby Xfinity can reframe its value, tap into a new prospect base that is data-centric, and fulfill all connectivity needs in the household, paving the way for the best entertainment:

- | **One Connection Everywhere:** with ultra fast broadband, 5G, and millions of secure hotspots reliably united as one, giving you complete protection across your digital world, and unlimited data experiences that feel infinite no matter what you're doing.
- | **One Simple Experience:** where you can easily find your perfect combo of value and benefits from day one, with the flexibility to switch or add people to your Xfinity at any time with no hassles. It starts with an all-inclusive self-install kit and is coupled with a proactive digital service experience that rises up in the moment to help you onboard and manage everything from the palm of your hand.
- | **One Clear Price:** A single statement for your entire connected life, with a single, consistent price that you choose the freedom to pay monthly or the savings of a yearly commitment.

Making magic, real. The XfinityOne initiative jump-started company-wide efforts to realign, re-platform, and plot a course for the business to introduce converged Xfinity experiences by 2023.

ROLE:

- PRODUCT DEFINITION
- CONSULTATION: UX & VISUAL
- VALUE PROPOSITION DESIGN
- EXPERIENCE REQUIREMENTS
- CONSUMER RESEARCH
- BRANDING & NAMING



SERVE LIKE A PERSON, SCALE LIKE A TECHNOLOGY

Striving for simplicity at scale. Xfinity Mobile was designed to be simple. But, as it grew, customer care overhead grew in lockstep, with 500K+ care contacts per month, 80% of which coming through traditional call centers, was adding up fast to a projected \$80M+ in total costs from calls & chats.

Meeting customers in the moment. In our conventional channels, customers delegate tasks to a specialist, who listens and takes action based on what they know. And even though these in-person experiences are often more work, they tend to *feel easier* to many people vs self-serving digitally. So we challenged ourselves to simulate those human interactions that “*let us handle that for you*” – without the human, a call, or store visit. We developed a conversational framework that married a modular approach for foundational UX & Tech team requirements, with a flexible flow that allows solutions to unfold based on the users intent. We brought it to life through a platform POC that allowed us to design and code just once, but surface capabilities across all major voice or chat platform a user chose in the moment:

- | **Modular Function:** The anatomy of simple conversational service consisted of five core modules:
[Xfinity Jobs] + [Intentional Skills] + [Available Understanding] + [Required Info] + [Micro-Services]
- | **Flexible Form:** The UX flows adapt based on each user's input, either shortcutting the sequence of modules or breaking them down to hone intent, so that each user confidently completes or pivots their ask.
- | **Scalable Service:** We proved out the ability for Xfinity to be present and serve across all major platforms without custom builds for each, as well as the ability to remember previous interactions and resume the last intent at a later time through a different conversational channel.

ROLE:

- PRODUCT DEFINITION
- CONTENT DESIGN
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- PROTOTYPING & TESTING
- BRANDING & NAMING



WI-FINDING YOUR WAY IN THE WORLD

Bringing coverage down to earth. Foundational to the value proposition of Xfinity Mobile is that we are a *new kind of network*, combining 4G LTE and seamless auto-connection to over 20M secure wifi hotspots to save you money on data. Quality of coverage is consistently the top consideration when switching carriers, but wireless coverage, after all, is invisible, and we faced a persistent challenge post-launch in making the differentiation of our network experience tangible for customers compared to the competition.

Seeing is believing. In an industry that relies exclusively on nationwide maps and floods of color to represent coverage, we aimed to put the power of our network in the hands of customers. To prove how we deliver on our network experience promise, we developed a native app experience that visualized how our coverage works in everyday contexts. By blending location, real time connection quality, and merchant metadata into an intuitive Augmented Reality (AR) experience, people could now, simply, *walk the network*.

- | **Shining a light on our differentiation:** Revealing the wealth of free wifi around them, including a proprietary connection quality rating system developed for the POC.
- | **Bringing wifi to more moments:** Whether it's to grab a coffee, or hit the gym, customers can discover and be guided to great connections at local places during everyday tasks.



ROLE:

- PRODUCT DEFINITION
- DIRECTION: UX & VISUAL
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- TESTING PROTOTYPE
- FEATURE NAMING

COVERING EVERY INCH² OF YOUR WORLD

Delivering on a core promise. The ability to self-install Xfinity products is essential to delivering Simple, Easy, and Awesome in the real world. Most people know when they need Xfinity pod wifi extenders to improve their home internet, and they are comfortable using the Xfinity App to activate on their own. Unfortunately, too often they are placed in a location that doesn't actually extend their signal. The challenge was to enable customers to guide themselves through excellent pod installation without the hassle, or cost to business, of engaging customer support.

Your phone as your sensor. We developed a functioning prototype leveraging two instrumental components to help users accurately place pods:

- | **Signal Strength Detection:** Accurately measure connection strength throughout the home.
- | **Signal Strength Visualization:** Categorize and intuitively represent connection strength in a way that is easy for users to understand and act on.

A true step-by-step experience with real time reactive UI motion feed back to educate & guide users:

1. **Start at your gateway**
2. **Walk until you find your dead-zone**
3. **Step away and backtrack to the nearest outlet** in the direction of the gateway
4. **Plug in and activate** within the current flow

ROLE:

■ PRODUCT DEFINITION

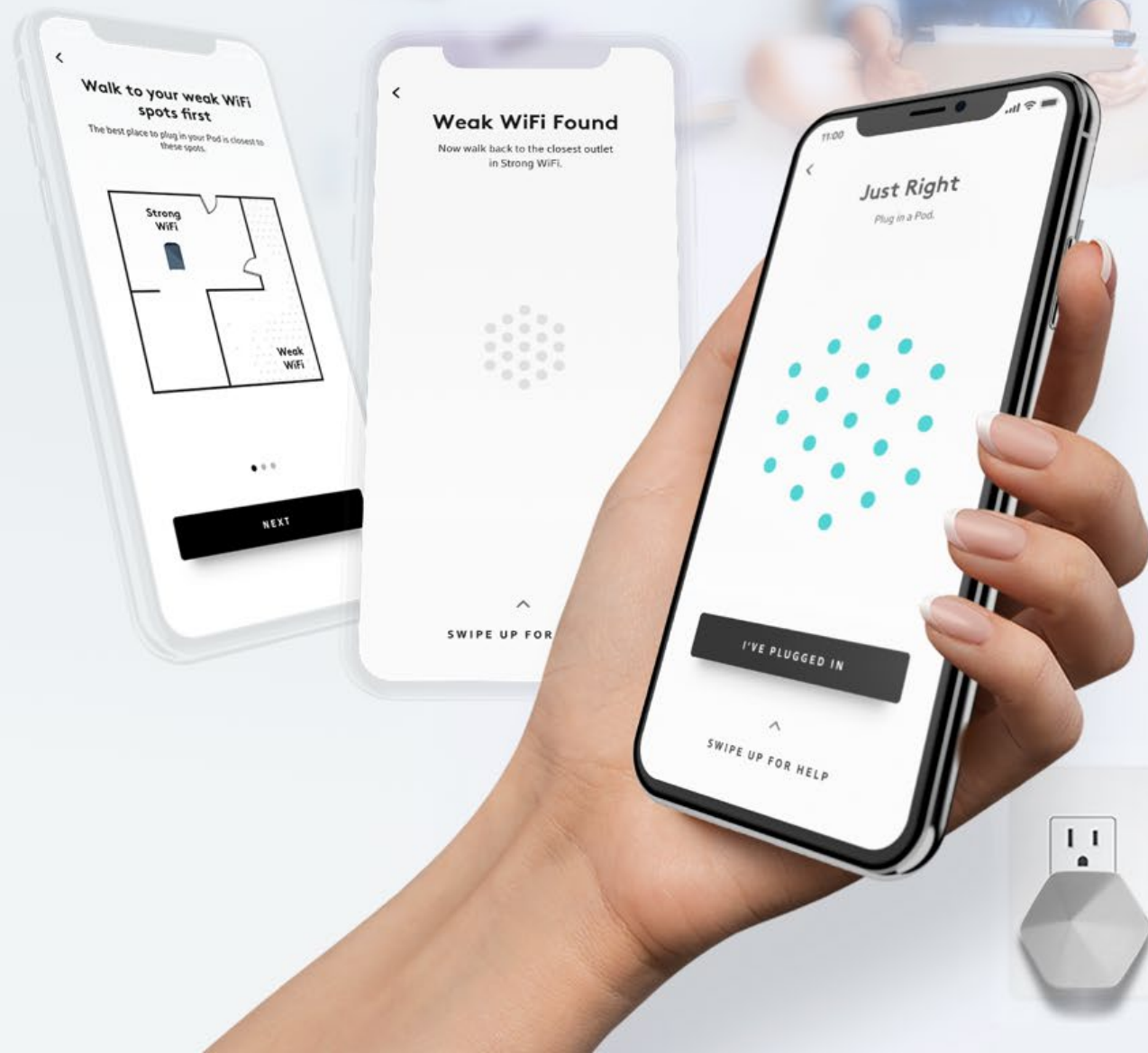
■ DIRECTION: UX & VISUAL

■ VALUE PROPOSITION DESIGN

■ EXPERIENCE STRATEGY

■ TESTING PROTOTYPE

■ FEATURE NAMING



AN INCLUSIVE CONNECTED LIFE

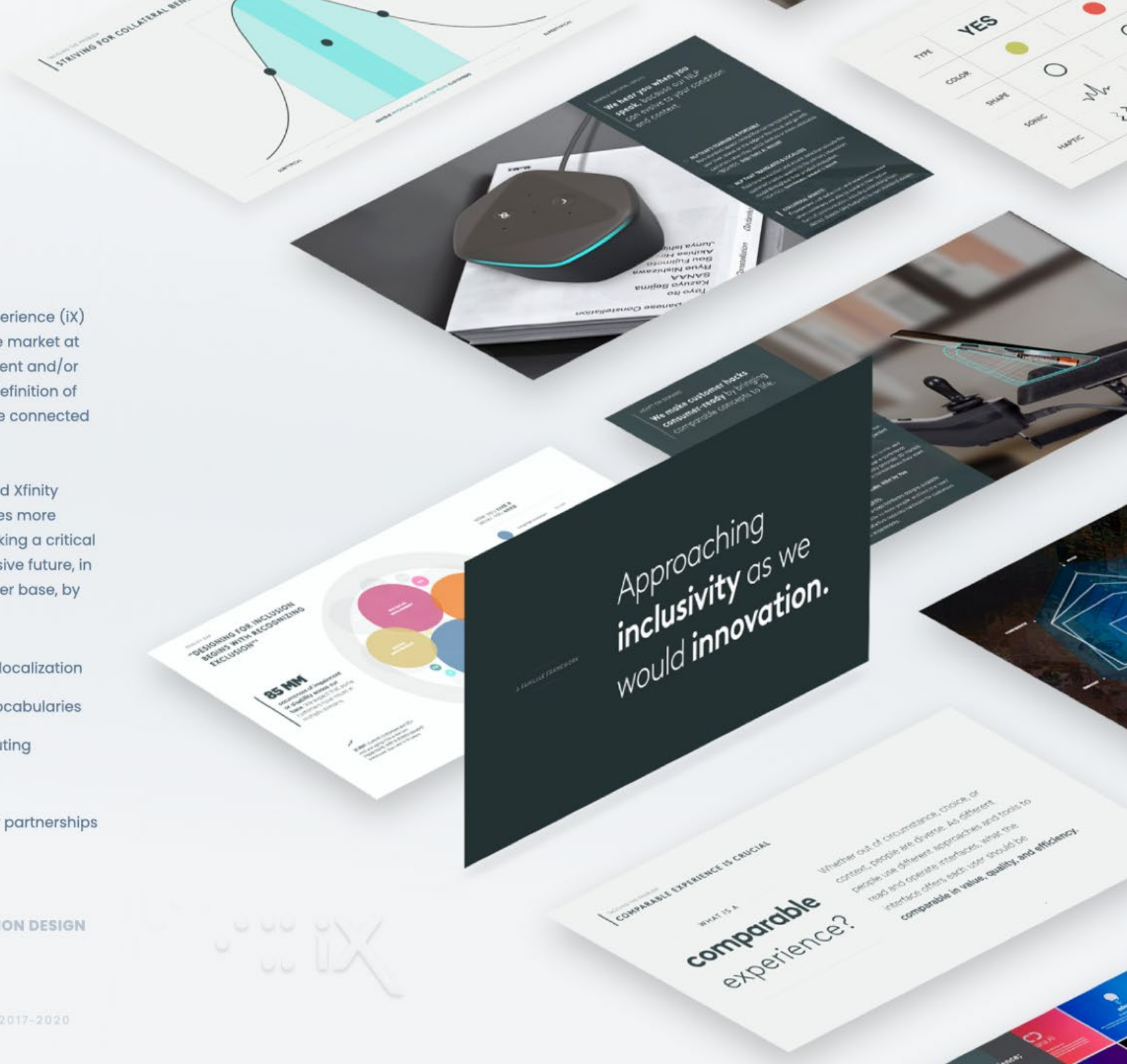
Confronting a reality gap. In the absence of a consistent industry definition of inclusive experience (ix) design, Comcast has a chance to lead the way forward, setting a crucial benchmark for the market at large. With a customer base that includes an estimated 85 million occurrences of impairment and/or disability, we sought ways to reshape Comcast to a culture of empathy by expanding our definition of *target audience*, allowing us to truly deliver independence and enable an impossibly simple connected life for significantly more people.

Making Comparable, more common. Marketplace research and analysis of the end-to-end Xfinity customer journey identified the pain points that must be addressed to make our experiences more inclusive, and illuminated the unmet foundational needs of communication and action. Taking a critical look at our current truths in those areas allowed us to envision a roadmap toward an inclusive future, in which we provide comparable experiences that also deliver collateral benefits to the broader base, by contextualizing the digital and tailoring the physical:

- | **Enabling natural inputs:** Trainability & portability of NLP augmented by translation and localization
- | **Supporting uniquely responsive outputs:** Affective computing & non-verbal / visual vocabularies
- | **Forming a proactive presence:** Sense & predict via consumer-grade contextual computing
- | **Adapting on demand:** Printable hardware and customer self-modification capabilities
- | **Open-sourced independence:** Xfinity ix Github, Lift Labs residency, & maker community partnerships

ROLE:

- PRODUCT STRATEGY
- EXPERIENCE STRATEGY
- CONCEPTUAL DESIGN
- CONSUMER RESEARCH
- VALUE PROPOSITION DESIGN
- BRANDING



AIMING HIGHER THAN 'CABLE'

Resetting expectations. X1 is the only cable-provided entertainment product that doesn't look, feel, or function like the frustrating experiences the cable industry has trained users to tolerate for decades. X1 delivers an account-personalized, multi-platform experience that aggregates and blends content across providers to foster intuitive discovery and allow for editorial flexibility in the way content is packaged for consumers. Launched initially throughout homes in 2012, it is currently being used by more than 10 million households. In early 2015, I assumed platform-level direction across set top box, mobile, desktop, and wearables.

Browse vs Dig. By breaking down conventional content and channel silos, the X1 experience is designed to optimize for intuitive browsing and viewing of available content from the hundreds of linear channels, On Demand collections, and rental/transactional opportunities.

Making watch experiences seamless. In 2015, the Xfinity TV app consolidated all streaming content types and relaunched with an experience by:

- | **Connecting the content dots:** Reconciling disparate Title VI and TV Everywhere content libraries, across Video On Demand (v2.0) and Linear Programming (v2.5)
- | **Shielding customers from the complexity:** Enabling users to enjoy an X1 viewing experience both in and out of home without awareness of the behind the scenes handoffs

ROLE:

- PRODUCT DEFINITION
- DIRECTION: UX & VISUAL
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- RESEARCH & TESTING
- BRANDING



BRINGING THE WORLD TOGETHER

World-class complexity. 207 Nations, 11,238 Athletes, and 306 events across 28 sports fueled an unprecedented 6,755 hours of programming for the 2016 Rio Games. NBCU alone presented 2,084 hours of programming across 11 networks – and the X1 platform combined live linear, on demand replay, streaming feeds, web clip highlights, and X1 sports app data powered content – all into a single browse and watch experience.

A front row experience. To rise to the occasion, we developed X1's first comprehensive event hub. *The Front Row to Rio* served as the go-to destination for comprehensive, curated Olympics content in the moment. With multiple discovery points throughout X1, the Hub made it simple to dive in to what's happening live, catch up on the events you care about, and browse with intuitive pivots to high interest categories, such as sport, nation or athlete. Hyper-specific voice search via remote made it effortless to shortcut to exactly what event you want, and for quick check-ins across events, data powered companion panels within your watch experiences let you track and slide into other programming without leaving the context you're currently viewing in.

Going for Gold.

- | **Over 30 Million entries** by Xfinity customers into the Rio Front Row Event Hub throughout the games
- | **6.9M hours of Olympic content viewed on X1** with an additional 1.3M hours via Xfinity TV mobile app
- | **+27% Nielsen ratings** increase compared to Sochi within Xfinity households with a **+6 pt NPS** increase from X1 customers after the Front Row experience
- | **The framework is now the foundation** for the Front Row Program that powers content experiences for events such as the Oscars, March Madness, and the World Cup

ROLE:

- PRODUCT DEFINITION
- DIRECTION: IA, UX & VISUAL
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- RESEARCH & TESTING
- BRANDING



ESTABLISHING A PLATFORM

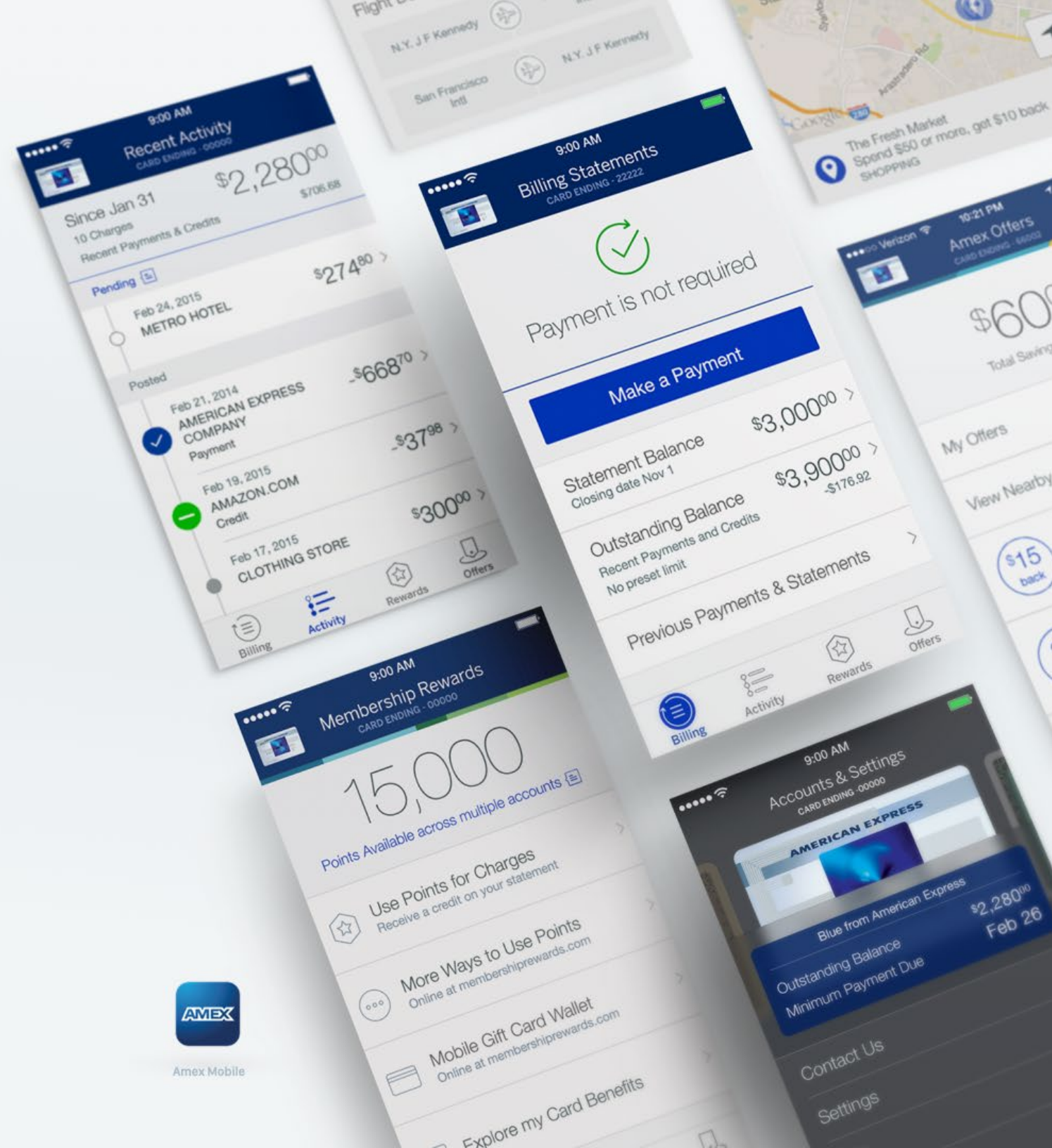
Leveling silos and starting fresh. The legacy Amex Mobile UX was riddled with dead wood, confined within an architecture that was brittle, unscalable, and buried many sought after membership-focused features. Before the rollout of any significant new features could be contemplated, the overall user experience and technical architecture of the product needed to be streamlined and simplified around core user needs:

- | **Do I need to think about paying?** We broke apart payment-related data from recent & ongoing activity, to clarify when users need to focus on the monthly job of bill pay.
- | **What's going on with my spending?** Activity has been transformed from what felt like a running tab, into a timeline where critical actions like payments, credits and fees can now be called out.
- | **How am I earning?** A Rewards view that is optimized to call out what you've earned and how you can use those rewards in the app.
- | **Where can I find savings?** Amex Offers is now easily accessible so users can take advantage more easily and track their savings as they redeem.

Raising the bar. The Amex Mobile v5.0 experience was recognized in the Apple App Store as the **Featured Financial App**, as well as included in **Best New Apps** at launch in 2015.

ROLE:

- PRODUCT DEFINITION
- DIRECTION: UX & VISUAL
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- RESEARCH & TESTING
- BRANDING



Amex Mobile

BRINGING YOUR POINTS TO LIFE

For more than just flights. Most Card Members save their points for plane tickets, stockpiling them over a long period of time until they reach a high enough mark to cash them in for part of a trip.

But more than half of Card Members have 30,000 points or less, a far cry from a round trip ticket. The Use Points feature was intended to reposition Membership Rewards points as an everyday currency that could be used to treat yourself. A cup of coffee, movie tickets, a pair of jeans —

if you have enough points, all you need is the app to get it covered right in the moment:

1. **Select** an authorization or charge
2. **Review** the conversion
3. **Cover it** by using points

Billions of points later. We validated end user value, and provided steady relief for a business that is legally required to account in cash for the value of all outstanding and unredeemed points:

- | **One Billion** points burned through the app in the first 30 days
- | **3.9 Billion** points burned through the app in the first 60 days

ROLE:

- PRODUCT DEFINITION
- DIRECTION: UX & VISUAL
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- RESEARCH & TESTING
- BRANDING



CREATING MOMENTS OF MICRO-MEMBERSHIP

A new, mobile membership experience. Amex believes that your everyday experiences should be even better at the unique places you love. The underlying premise of the Amex Spots concept is that users aren't looking for new ways to spend money; rather, membership can make the time you spend at your favorite places a little sweeter, easier, and more rewarding.

Empowering merchants with membership moments. To bring this to life, we developed a BLTE Beacon enabled platform concept that would make it simple for merchants to create experiences for cardmembers to drive transactions, retention, and differentiation at their locations:

- | **Hyper-targeted offer creation:** Blending segmentation controls with beacon triggered geo-location for merchant generated contextual messages and in-store offers.
- | **Swipe-based Loyalty programs:** Easily started as part of platform onboarding or tethered to an existing merchant program.
- | **Simple Pre-Ordering:** App platform integration with Amex's closed loop payments network, so that you can have your morning coffee waiting for you, or have your dry-cleaning ready when you walk in.
- | **Cardless Payment:** a key feature that threads throughout the experience to streamline the successful completion of use cases.

Open integration with existing consumer platforms. With an eye toward scale, the Spots platform would be open to 3rd party platforms, such as Yelp, Foursquare, and Facebook, via API to enable merchants to bolster their presence, and allow for intuitive discovery in experiences consumers already use and trust.

ROLE:

- PRODUCT DEFINITION
- DESIGN: UX & ID CONCEPTS
- VALUE PROPOSITION DESIGN
- EXPERIENCE STRATEGY
- RESEARCH & TESTING
- BRANDING & NAMING



AVAILABILITY AS THE KILLER FEATURE

Getting out of the way: Amex owns relationships with both consumers and merchants. But those relationships are becoming diluted as more payments players intermediate the transaction moment. Our hypothesis was to add value to both sides of the ecosystem by stepping back, and facilitating a mutually beneficial way for merchants and consumers to interact directly with each other. The dining vertical consistently represented hundred of millions of dollars worth of transactions each year, which the business was eager to grow. And as it provided a frequent, everyday primary use case of *grabbing a bite*, it offered an ideal testing ground to enhance outdated merchant workflows.

Know before you go: This proof of concept prototype focused on positioning Amex *ahead of the swipe*, to enable restaurants to optimize their table inventory by broadcasting availability and managing an interactive wait-list, allowing nearby consumers to request a table and receive status updates instead of spending their time pacing around a host's station. The ultimate intent was to lay the ground work for a booking and cardless payment platform which would evolve into a more end-to-end experience.

We learned that exclusivity trumped efficiency: Most restaurant owners who engaged in research conveyed a desire to forego optimal table turnover efficiencies for what they described as an intangible *it-factor* of being perceived as so incredibly in-demand that getting a table on short notice was impossible.



ROLE:

- PRODUCT DEFINITION
- DIRECTION: UX & VISUAL
- VALUE PROPOSITION DESIGN
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- RESEARCH & TESTING
- BRANDING & NAMING



Amex Know

ADDITIONAL SAMPLES AVAILABLE UPON REQUEST

A FIND
DINING
EXPERIENCE.



MARKET TRIAL: SOCIAL AND SPEND-BASED **DINING DISCOVERY**

TRANSFORMING
LONG FORM
TO
SHORT FORM



POC: **DVR HIGHLIGHTS TRANSFORMED INTO MOBILE PLAYLIST**

TIMING IS
EVERYTHING



MVP: **AMEX APPLE WATCH EXPERIENCE**

A CONCIERGE
IN YOUR
EVERYDAY



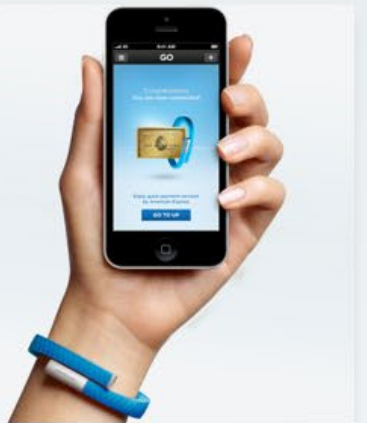
POC: PLATINUM CONCIERGE **CHAT EXPERIENCE**

TAKING
CABLE
OVER THE TOP



OTT INTEGRATION EXPERIENCE: **NETFLIX, HULU, PRIME VIDEO**

RETHINKING
THE SWIPE



POC: **JAWBONE PARTNERSHIP EXPERIENCE**

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