

David Marshall, MBA

User Experience Strategy and Research | Ethnography | Data Analysis

You Need Answers. I've Got Questions.

Greater Boston Area

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SKILLS

- Usability Testing
- Survey Design
- In-Depth Interviews
- Ethnography
- Team Facilitation
- Analysis & Insights
- Writing, Presenting, Storytelling
- Low-fi prototypes

KEY CAPABILITIES

Expertise in linguistics, cognitive science, and design thinking taught me to ask great questions, listen deeply, identify trends, and see fine distinctions.

Experience partnering with business leaders and developing new products taught me to do the right research, synthesize it, and make it actionable.

Passion to discover and fulfill unmet needs taught me to collaborate and develop a user-centered mindset in those around me.

EDUCATION

2014

Philadelphia University
MBA, Strategic Design

2005

University of Pennsylvania
BA, Cognitive Science and Linguistics
magna cum laude

SAMPLE RESEARCH PROJECTS

END-TO-END WORKFLOW MAPPING

- Provided the first comprehensive view of a student's complete workflow to get software, including artifacts for sharing with senior stakeholders
- Developed a complete view of all possible scenarios, helping stakeholders understand the scope of the issue
- Identified usability issues, stemming primarily from the fact that a user traverses the work of multiple development teams - each of which designs and tests products independently
- Engaged all the development teams to work together and develop short- and long-term solutions

ETHNOGRAPHIC RESEARCH

- Approached by a business team to conduct research to improve the feature set and way we speak about an existing product, focused on retirement finances
- Conducted ethnographic interviews to understand target customers' feelings about retirement more broadly, in order to better appreciate their wants, needs, and concerns
- Identified several issues we were not addressing because they weren't explicitly finance-related, and recommended that we update our product to reflect the full retirement experience, beyond financial needs

PROFESSIONAL EXPERIENCE

MathWorks, Natick, MA

March 2017 – Present

Senior User Experience Specialist

I partner with several teams to lead a user-centered design process. This includes defining the problem, conducting and analyzing research, and facilitating team activities to process information and generate ideas

- Pioneered the adoption of unmoderated methods such as first-click and tree-testing, enabling the quick collection of reliable data that informs and validates designs
- Led the usability program for a complete redesign of one of our most-trafficked web apps, with over 500k visits per month
- Developed dashboards in Adobe Analytics to monitor the performance of new pages after launch
- Kick-started a slow-moving project by providing data to show it was impacting almost 1 million users per year

FIDELITY INVESTMENTS, Boston, MA**July 2016 – February 2017****User Experience Researcher**

- Developed flexible new analysis protocol, saving time by enabling additional research questions to be answered without rebuilding data set
- Identified a flawed product hypothesis early through a quick and inexpensive user test, saving the business from making a website change that would have had the opposite effect of what was intended
- By listening deeply to customers during ethnographic interviews, uncovered two critical customer pain points that were not on the radar during initial product development, enabling the business to develop solutions to address real vs. perceived customer needs

GAP INTERNATIONAL, Springfield, PA**2005 – 2016**

A performance consulting company that changes mindsets to change performance, and grows companies while growing their leaders. Worked with clients; led internal research, product design, and training initiatives.

User Experience Research and Design**2005 – 2016**

- Increased client engagement and retention through observation, interviews, prototyping, and implementation of new notification process for client consulting initiatives
- Developed proposal for version 2.0 of existing mobile app via ethnography and interview-based research to understand clients' current experience and unmet needs
- Designed and tested interventions based on principles of cognition, behavior, and learning

Consultant**2006 – 2016**

- Coached senior executives to uncover critical performance barriers and deliver breakthrough goals; organizations (\$5B – \$25B) included energy, healthcare, retail, and building materials industries
- Co-designed in-depth interview process to articulate and visually map values and motivations, enabling 750+ leaders to identify and expand their best performance to new areas
- Led multi-day, 150-person courses on innovative thinking for global leaders

Data Analyst**2009 – 2013**

- Translated demographic and proprietary survey data for tens to hundreds of teams into meaningful stories that inspired action for C-Level executives
- Shifted from dense, data-first reports to executive summaries that tell a clear story; redesigned reports were based on analysis of consultant and client needs and utilization

"David and I worked together in the Leveraging Genius Institute at Gap International for many years. We have developed programs and products designed to bring out the best in leaders and their teams. He has a clever and creative mind, and he provides a unique perspective as we collaborate. He is a consistently disruptive voice, willing to question popular but old ways of doing things. Most important, he keeps the focus on the client as he designs and innovates new offers. I can count on him to make sure our team is focused on delighting the customer and fulfilling their needs. Anyone who works with David will have their thinking challenged in a great way."

Dan Speirs
Director, Gap International