

# Sam Marks

## UX & Product Design Director

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### Summary

Product Strategy & UX Design Director with 20+ years of experience leading digital transformation, product strategy, and organisational change across global platforms and high-growth technology businesses.

Currently operating at Head of Product Design level at Indeed / Indeed Flex, leading product direction across workforce marketplace products serving 240,000+ workers and 2,000+ employers across the UK and US.

Experienced in defining product strategy, aligning cross-functional organisations around business goals, and transforming design from a delivery function into a strategic driver of growth, operational efficiency, and decision-making.

My work increasingly focuses on AI-driven product strategy, systems thinking, and operational intelligence exploring how products evolve from reactive interfaces into proactive, decision-based platforms while maintaining strong user-centred design principles.

Known for building and scaling high-performing teams, influencing executive stakeholders, simplifying complex operational problems, and connecting business strategy with product execution across fast-moving environments.

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### Capabilities

#### Product strategy & business transformation

Product Strategy • Product Direction • Business Strategy • Organisational Transformation • Operational Strategy • Digital Transformation • Growth Strategy • Strategic Planning • Executive Stakeholder Management • Commercial Alignment • Decision-Making Frameworks

#### Leadership & organisational development

Design Leadership • Team Scaling • Organisational Design • Cross-Functional Leadership • Coaching & Mentorship • Design Operations • Capability Building • Change Management • Executive Communication

## AI, systems & innovation

AI Product Strategy • Agentic Workflows • Decision-Based Systems • Operational Intelligence • Systems Thinking • Rapid Prototyping • AI-Assisted Product Development • Cursor • Figma • Workflow Automation

## Product design & experience

UX Strategy • Product Design • Interaction Design • Design Systems • Service Design • User Research • Experience Architecture • Complex Platform Design • End-to-End Product Development

## Delivery & execution

Product Delivery • Workshop Facilitation • Agile Collaboration • Engineering Partnership • Roadmap Alignment • Process Optimisation • Product Discovery • Scalable Platform Development

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## Career

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Indeed Flex / Indeed | 2022 – Present

UX Director

### UX Director

(Operating at Head of Product Design level)

Indeed Flex / Indeed | 2022 – Present

Leading product strategy and design direction across worker and client platforms within a fast-scaling workforce marketplace environment.

Responsible for strategic product direction across platforms serving 2,000+ employers across the UK and US, alongside the worker experience used by 240,000+ verified Flexers, supporting staffing, scheduling, compliance, onboarding, and operational workflows at scale.

Inherited a fragmented design organisation and led the transformation of design into a strategic product function influencing business direction, operational planning, and long-term platform evolution.

### Key Impact & Achievements

- Scaled and restructured the design organisation by approximately 70%, reshaping roles, hiring for future capability, and significantly raising design maturity across the business

- Shifted design from a reactive delivery function into a strategic partner influencing product direction, prioritisation, and operational decision-making
- Partnered closely with CEO, VP, and senior leadership stakeholders to align product strategy with commercial objectives and organisational goals
- Established cross-functional operating models and rituals that improved collaboration, transparency, and strategic alignment between product, engineering, and design
- Worked closely with engineering leadership to improve delivery alignment, product execution, and cross-functional planning across multiple platform teams
- Led continuous evolution of worker and client platforms, balancing long-term strategic direction with delivery against immediate business priorities
- Contributed to a 23% improvement in client retention and helped reduce Client onboarding time by over 75%, accelerating adoption and improving time-to-value
- Reduced worker onboarding complexity by over 60% through redesign of operational workflows and simplification of platform interactions
- Led the redesign of high-frequency booking journeys, introducing simplified interaction models that significantly reduced friction
- Helped define and deliver strategic compliance capabilities supporting enterprise growth opportunities and broader platform adoption
- Led exploration of AI-driven operational experiences, including agentic workflows, intelligent decision systems, and operational automation concepts
- Developed strategic prototypes connecting operational workflows, business logic, and AI capability to validate future product direction
- Played a key role in defining AI product direction focused on scheduling optimisation, compliance accuracy, and operational efficiency
- Contributed to R&D leadership and strategic planning, shaping business briefs and future product opportunities to ensure design remained central to organisational strategy

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**Ascential - March 2020 - June 2022**  
**Head of Product Design**

Owned the design direction across a portfolio of global digital products, working directly with senior leadership.

During COVID, the focus shifted rapidly from physical events to digital survival.

- Led the creation of the LionsLive platform, enabling Cannes Lions to operate as a global virtual event
- Played a key role in avoiding a significant revenue shortfall by delivering a viable digital alternative under extreme time pressure
- Worked directly with CEOs and business leads to define and execute digital strategy
- Balanced team restructuring with continued delivery during a highly uncertain period

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### **Squiz, Sept 2016 - March 2020**

#### **Creative Director**

Led the UK consulting team across multiple locations, combining design, strategy, and business growth.

- Built and led a multidisciplinary team across London, Edinburgh, and Poland
- Worked across enterprise clients including government, education, and global organisations
- Contributed to new business, market expansion, and strategic client engagements

Operated across both delivery and commercial aspects of the business

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### **The People's Operator January 2015 - July 2016**

#### **Creative Director**

Led design across product, brand, and digital platforms for a social network and telecom offering.

- Worked closely with stakeholders, developers, and marketing teams
- Oversaw brand launch in New York

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### **2008 - January 2015 - Freelance Contractor**

Worked across a wide range of clients and agencies, from global brands to smaller studios. Clients included BP, O2, Vodafone, and Carphone Warehouse.

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## Career Highlights

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Awarded the "Grand Prix Award" by Ascential for the Cannes Lions Live content platform.

Designed the first, groundbreaking YouTube brand experience channels for Carphone Warehouse and Vodafone UK/EMEA.

Ran user experience, strategy and design workshops for brands in London, Edinburgh, Glasgow, New York, Amsterdam and Vienna as well as all over England.

Nominated for University Website of the year Re-imagining the University student experience and changing Bucks New Uni website.