

# Chris Long

[clong@twothirtyfour.com](mailto:clong@twothirtyfour.com)

[www.twothirtyfour.com](http://www.twothirtyfour.com)

**Note:** *The first page is a quick summary. You can click on the title of each job for more details or go to [my website](#).*

## PROFILE

I'm a product leader with strategic skills and a willingness to jump into the weeds and get my hands dirty. You can expect me to create and maintain a product vision, build a team focused on execution, and a willingness to ask the hard questions. My experience includes leadership roles at Axonify, Nudge, Lane, Superside, Booking.com, Shopify, and others.

## EXPERIENCE

### **VP of Product, Axonify** August 2022-Present

I joined Axonify as part of the acquisition of Nudge. I lead the product and design team that manages a product generating tens of millions in revenue. I am responsible for leading the team of 16 people, defining and executing our product strategy, and working across the organization to deliver on our revenue targets.

### **VP of Product, Nudge** August 2021-August 2022

I joined Nudge as the organization was undergoing a major pivot. I worked closely with other leaders to understand the organization's past and potential future directions. I defined and executed a clear and coherent product strategy that ultimately led to the acquisition of Nudge.

### **Director of Product, Lane** June 2020-August 2021

I am responsible for the product, design, and data team at Lane. I am primarily focused on curating and pruning the product strategy, improving the product development process to increase speed of execution, and developing a product-led company.

### **VP Product, Superside** 2019-2020

I led the product and design team at Superside. As the VP of Product, I was responsible for the product vision and strategy, planning the roadmap, creating an execution- and product-first culture.

### **New Product Development, Booking.com** 2018-2019

A group of entrepreneurial product leaders from around the world that focused on building experimental products for travellers.

### **Product Lead, Shopify** 2017-2018

I led the product team for a business unit within Shopify called Pre. We built products (Hatchful, Burst, Exchange) for entrepreneurs before they were ready to use Shopify.

**Product Growth Lead, Shopify 2013-2017**

I established and led a team of product growth managers responsible for getting more merchants to use Shopify by combining product and growth strategies.

*See my experiences before 2013*

**EDUCATION**

University of Guelph, B.Sc. Computer Science (Minor in Mathematics) – 2002-2007

# MORE DETAILS

## **DIRECTOR OF PRODUCT, LANE    JUNE 2020- AUGUST 2021**

At Lane, I was responsible for the product, design, and data team. My responsibilities included:

- Leading the product, design, and data team - Coaching a team of 6 Product Managers, 4 Designers, 1 Program Manager, and 1 Analytics Engineer. Also staffing and growing the team to meet the demands of the business.
- Building, curating and pruning the product vision and strategy - Working with the folks from across the organization to define and share the product vision and strategy.
- Execution - From idea to optimization, I am constantly working on improving our process of building and delivering products.
- Shifting the organization to a product-led culture - Focusing the organization on solving long-term product goals and customer problems.

### **KEY PROJECTS**

#### **Building a Data Team**

When I joined Lane, there was little to no data culture as a result of the limited data infrastructure. I was able to secure Google startup funding to set up a modern data stack (Looker, Snowflake, Fivetran, DBT) and work with consultants on the set up. I have always worked with data teams in the past, but this is the first time I have led one requiring me to learn and grow. This data project has the opportunity to become a new product line within Lane potentially doubling our ARR.

#### **Building a Custom Development Team**

Lane sells primarily to large companies that almost always require some level of custom development work. Previously this work was done by the core engineering team limiting their ability to deliver on the product strategy. We have set up the custom development team as a precursor to a partner ecosystem, where the team will be building apps and extensions to the Lane product. Custom development SOWs now make up 50-75% of the revenue from new deals closed.

#### **Platform Strategy**

Lane has the ambition of being the single access point to your workplace, replacing the apps needed to access your building, change the lighting, book rooms, etc. To deliver on this ambition, we needed a clear platform strategy that documents what is core to Lane and what will be solved by partners. We also need an approach to building out extension points to Lane through API, embedded apps, and other SDK integrations.

## **VP PRODUCT, SUPERSIDE 2019-2020**

I led the product and design team at Superside. As the VP of Product, I was responsible for:

- The product vision and strategy — I created and maintained a product vision for Superside using customer interviews, competitive research, and other product discovery techniques.
- Planning the Roadmap – Working with organizational leaders I defined a cross-functional roadmap to achieve the product vision.
- Being a multiplier – I built a process and culture focused on trust, execution and collaboration. This involved everything from the development process to creating cross-functional teams capable of making bottom-up decisions.
- Build a product-first culture – Superside is a scalable design agency that wants to become a product company. As the VP of Product, I helped to pivot the company towards a long-term product focus instead of short-term operational gains.

### **KEY PROJECTS**

#### **Defining a Design Operations System (The Product Vision and Strategy of Superside)**

I was brought on to the Superside team to help them transition from a services company to a product focused company. To create the product vision, strategy, and long-term roadmap I used industry research, customer conversations, and input from all layers of the organization. The final result was a plan to turn Superside into a Design Operations System, a product that would enable everyone within a company to access great design.

#### **Development Process & Team Structure**

The CTO and I worked closely together to create a process and team structure focused on execution. To accomplish this, we experimented with different setups and processes, using qualitative feedback to determine success. I was also facilitating team meetings, retrospectives, and more.

#### **Customer First**

Created a customer advisory board and set up regular customer conversations that the entire team could join in on. This helped us understand customer problems, the value Superside provided, and where we can improve our product.

## **NEW PRODUCT, BOOKING.COM 2018-2019**

The new product development team at Booking.com was made up of entrepreneurial product leaders from around the world. We focused on building experimental products for travellers outside of the normal Booking.com experience.

In this role, I built products to create relationships between travellers and Booking.com. We believed that a deeper investment in the relationship would increase customer preference.

I was also part of the emerging markets team that developed experimental strategies for expanding in Southeast Asia. As part of this team, I worked closely with Google's Next Billion Users team.

### **KEY PROJECTS**

#### **Built relationships with travellers using the latest psychology research on loyalty and relationships**

By understanding how loyalty and relationships work, I worked with a small team to create a product called Missions. Missions were small and simple tasks a traveller could complete before, during, or after a trip. These missions leveraged the Hooked habit loop to engage the traveller, reward them, and build investment.

#### **Helped to expand Booking.com in Indonesia and Southeast Asia**

Was a key part of the team working on launching Booking.com in Indonesia and Southeast Asia. Among other things, I was responsible for a partnership with the Next Billion User group at Google to create a reward program specific to the Indonesian market.

#### **New Tech Stacks**

The Missions product and rewards engagement system were built on new technology stacks outside of the monolith of Booking.com. I pushed our team to pilot this new tech stack (Java and React) and helped to show how we can use it to drive quick iterations.

#### **Loyalty and LTV**

Booking.com is a company focused on driving more transactions, even at a cost of a customer's LTV. I championed across the organization the need for Booking.com to view their customers as people not credit cards. This included exploring partnerships to increase personalization, considering the long-term impact on experiments, and pushing leadership to invest in new experiences to create loyalty.

## **PRODUCT LEAD, SHOPIFY 2017-2018**

I led the product team for a business unit within Shopify called Pre. We built products (Hatchful, Burst, Exchange) for entrepreneurs before they were ready to use Shopify. In this role, I managed and led a team of five (three product leaders and two marketers). I was responsible for:

- Developing product leaders across the entire Pre unit.
- Helping product leaders to create their roadmap and execute on it.
- Deciding on the level of investment and resources across our current and future products.
- Identifying and exploring new opportunities.
- Building relationships across the organization to manage stakeholder expectations.

### **KEY PROJECTS**

#### **Launched three new entrepreneurial products**

I led 3 product teams in building and launching three brand new entrepreneurial products (Hatchful, Burst, and Exchange). These products were focused on capturing entrepreneurs before they were ready for Shopify. Our work created an audience of millions of wantrepreneurs for Shopify to target and convert.

#### **Advocated for further investment in Pre**

Working with the business unit leader, I advocated for further investment in entrepreneurial products by creating 1-5 year visions of our existing and future products.

#### **Explored creating a product incubator**

Because we were working on innovative products, I researched and developed a plan to create a turn our group into a product incubator based on accelerators and startup incubators.

## **PRODUCT GROWTH LEAD, SHOPIFY 2013-2017**

I established and led a team of product growth managers responsible for getting more merchants to use Shopify by combining product and growth strategies. We focused on finding opportunities with the potential to change the slope of Shopify's growth.

In this role, I reported to the CMO and worked closely with other executives. We created innovative growth strategies and created cross-functional marketing and product groups to implement them. My team was also responsible for launching products and developing partnerships with Google, Facebook, Pinterest, and Apple.

### **KEY PROJECTS**

#### **Hired and led a team of Product Growth Managers**

After my individual success in the role, I was given the opportunity to build out a team of product growth managers. I purposely found people from a variety of backgrounds that demonstrated a high level of product and growth skills. My team included a copywriting, business development manager, sales, and other backgrounds. We were able to massively influence the trajectory of the products we worked on.

#### **Created relationships across Shopify**

At Shopify, I was one of the few people that had the relationships to understand the priorities and focus of the entire organization. I was a multiplier across the organization because of these relationships. I was able to connect separate teams and help them understand how they could work together for greater impact.

#### **Built a process and structure for effective product growth**

Product growth was a secondary thought when I joined Shopify, the mentality was "build it and they will come". I created and advocated a process to increase product adoption, merchant success, and merchant growth. The product growth team worked closely with product teams to make sure they were considering growth at every stage of their product.

#### **Led the project to revamp Shopify's plans**

I led the cross-functional team responsible for exploring and implementing a change to Shopify's plans. This required analyzing the current plans, understanding the future of Shopify, creating many spreadsheets.

## OTHER EXPERIENCES

### **Product Lead, OANDA 2013**

Managed the "Forex for Business" product line. A multi-million dollar business that supplied daily exchange rates to Airbnb, Google, Toyota, and many other businesses. I also rebuilt and optimized the forex trading onboarding by implementing know-your-customer (KYC) technology and process.

### **Product Manager, Freshbooks 2012**

Led a team of developers, marketers, and designers building new features for Freshbooks. Projects included rebranding Freshbooks, funnel optimization, and implementing accounting features.

### **Product Manager, Points 2010-2012**

I managed the payments and integration platform at Points. This platform was the foundational layer for all products at Points. As part of this role, I worked with airline and hotel loyalty program partners and internal business units to provide the capabilities required for our products.

### **Lead Software Developer, Well.ca 2007-2010**

Joined as the third employee and was involved in software development, digital marketing, advertising, social media, email marketing, web/graphic design, SEO/SEM and even packed some boxes.

## STRENGTHS

### **I'm a connector.**

I build connections between people and ideas that creates value in new ways.

### **I'm strategic.**

I see how things fit together and plan how we get there.

### **I lead independent people.**

I am not a micro-manager, I like to know the details but I trust my team.

### **I'm a jack of all trades.**

I understand marketing, technology, design, product, finance, and more.

### **I prefer ambiguity.**

I thrive in chaotic environments where I need to adapt and flex.

### **I'm not afraid to get my hands dirty.**

I have no issue jumping into the code, running SQL, or designing interfaces. I will do what is needed.