

Keith W. Schaffer

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Product Manager

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Product Manager with over five years experience building and leading teams in a PM or Lead role and overseeing great products from concept to completion.

EXPERIENCE

Product Manager, Matterport

June 2017 - Oct. 2019

As a PM working at a young startup, I oversaw a diverse portfolio of products that included 3rd party publishing, competitive analysis, virtual reality, and augmented reality.

- Launched and grew 3rd party publishing beta from an initial test group of 8 users to a fully featured product available to all SaaS customers with over 75,000+ tours published to date.
 - Created FAQ's, best practices, example tours, and other support documentation and training materials for Sales, Customer Support, and Marketing teams, which greatly reduced the support burden during early stages of beta program.
 - Beta served as a template for additional publishing destinations opening up new business verticals and generating X% increase in yearly revenue.
- Optimized user workflows for publishing to 3rd party websites cutting steps needed to publish by 25% and increasing first time publishing success rates by 2x.
- Established and maintained internal competitive analysis processes, policies and workflows for collecting, analyzing, and disseminating relevant information to key stakeholders in product, sales, Biz Dev, customer support and exec teams.
- Spearheaded effort to update Matterport Terms of Service legal framework greatly reduced friction for launching new products and features while also making it easier for customers (and Matterport employees) to understand TOS. (Release Pending)
 - Worked directly with legal counsel, Product team, and key executive stakeholders to streamline and modernize TOS to better clarify copyright, licencing and ownership of digital assets and derivative works.
- Developed internal guidelines and procedures for ADA and WCAG 2 compliance working with relevant teams appropriately roadmap short term and long term tasks.
- Operationalized virtual staging beta, greatly increased efficiency. Cut per unit turnaround time by 40% and generated a projected revenue increase of 10x year over year for staging.
- Designed and implemented improved navigation tools within VR apps that increased users exploration and dwell times by 20% when viewing a Space in virtual reality.
- Oversaw development of initial Matterport AR prototypes as well as long term strategic roadmap for AR in key verticals leading to a multi-million dollar strategic investment and millions in guaranteed revenue from key partners.

Program Manager - New Initiatives, Matterport

March 2015 - June 2017

As Program Manager I worked cross functionally to identify emerging technology trends and their potential usefulness to the long term strategy of the company.

- Internally bootstrapped the VR beta program establishing Matterport as an early leader in the VR market. This served as a critical aspect in securing \$35 million in Series C funding.
 - Creating end to end VR processing pipeline for Matterport CustomVR Spaces, generating over \$160,000 in processing revenue for CustomVR.
 - Hired/trained/mentored flexible workforce to handle changing demand for VR processing.
 - Set expectations for customers and marketing with appropriate messaging around the capabilities of VR. Generated hundreds of pages of both internal and external support documentation, guides, and FAQ's for the Matterport VR apps.
 - Created internal workflows with accounting, ensured cost-neutral operations, and developed legal framework for early VR beta processing.
 - Coordinated content selection with marketing team growing VR example catalog from 3 VR Spaces to over 150 making a big splash at launch.
- Launched mobile VR apps for GearVR and Google Cardboard and WebVR with over 300,000 collective downloads and over 3,500,000 users sessions.
- Built a feedback system for 3d mesh editing with computer vision team that allowed common issues found while processing CustomVR Spaces to be easily reported back to engineers, thereby increasing the overall quality of future Spaces created.
- Supported launch of CoreVR, growing Matterport VR content library from several hundred to over 1.5 million Spaces to date and greatly lowering the cost of VR Spaces from \$500+ to free with Matterport subscription.
- Played a key role in early testing and development of Leica BLK360 integration and the Matterport Capture App resulting in broader strategic partnership between Leica and Matterport.
 - Created first data sets used by computer vision team to enable Leica BLK360 testing and support.
 - Generated marketing material, including sample tours, for announcement of BLK360 integration.

Lead Artist, Mind Over Eye

November 2013 - February 2015

As Lead Artist, I hired, trained, and managed a team of 3d and 2d artists creating mobile games for Android and iOS.

- Launched three mobile apps from concept to completion within 16 months as part of three separate nationwide marketing campaigns.
- Coordinated with engineering to design, prototype, and implement new art asset/shader pipeline that decreased object draw calls up to 80% greatly increasing overall frame rate and responsiveness of mobile apps. This enabled us to support two additional generations of mobile hardware growing the potential install base by 300%.
- Implemented version control and a new art repository organizational structure creating a library of

common assets that could be quickly and easily shared between artists on various projects. This greatly reduced time/costs for future apps.

- Concepted, and created 3d assets for real-time augmented reality projects running on mobile devices.

Senior 3d Artist, Programmatic Conquest

May 2013 - November 2013 (Contract)

- Designed, developed, and maintained project art style and UX for Unity based educational games.
- Led initiative to optimize asset creation pipeline enabling rapid, iterative development of 3d assets and greatly reducing production costs. This allowed a small team of artists to quickly generate a large number of seemingly unique assets.

3d Artist, Institute for Creative Technologies

May 2010 - March 2013

- Collaborated with a small team of artists and engineers to develop next generation medical and military training software for the US Armed Forces and the Keck School of Medicine. Projects were featured at CES and were key to securing additional grant funding for continued development.
- Built and maintained a large art repository of common digital assets that could easily be shared between multiple projects greatly reduced time and costs for current and future projects.
- Researched and implemented new real time lighting models cutting build times by 40% while greatly increasing graphical fidelity of various projects.
- Presented prototypes to various U.S. Congress persons, Senators, and then Chairman of the Joint Chiefs of Staff.

EDUCATION

Bachelor of Science, Digital Animation and Game Design

Ferris State University — *Grand Rapids, MI*

SOFTWARE EXPERIENCE

Google Suite, Microsoft Office, Jira, Unity/Unreal, 3ds Max/Maya, Adobe Creative Suite, AutoCAD, Looker, Segment, Mixpanel, SQL, C#.

INTERESTS

Board Games - Currently enjoy a growing collection of 40+ games. While at Matterport, I organized and ran monthly game nights to foster inter-team communication, collaboration, and strategy building.

Photography - Shooting semi-professionally for 8+ years. Previously helped organize, manage, and teach photography and lighting workshops.

Traditional and 3d Art - Avid sculptor and painter, specializing in realtime 3d art.

Game and App development - Currently developing VR game in my spare time.