Hi, I'm Brook Warner

Auckland, New Zealand

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Key Accomplishments

+ Conducted significant change-management with a declining charitable trust whilst at Legacy Projects to reimagine their vision and **reinvigorate their donor base** with a new vision for the 21st century, including **securing seed investment of $5M**

+ Co-founded Scarlet City Studios with a focus on creating games that use the immersive medium of games to enable children to be forces for **positive social change** in their neighbourhoods. **I led the development of and released 3 games**, including two mixed-reality games and one Massively-Multiplayer Online world with 30,000 users and an average retention rate of 69%.

+ **Transformed the service arm** of Soul Machines into a successful product offering within 1 year to cope with expected scale demands. This required a full rearchitecting of the Digital Person production pipeline to allow for increased scale, with a **resulting effort per Digital Person of 0 days** (down from 90), working with data-science teams to deliver processes to **speed up Soul Machines' Digital Person production using machine learning** techniques, and leading the design and delivery of internal tools to assist with data standardisation, testing, and delivery for **increased data reliability**

Key Skills

Product Management - Discovery & Design

+ Target Market and User Persona development
    • Researched, surveyed and established target market for 3 games for Scarlet City Studios, including documenting both user and buyer personas.
    • Determined both buyer and user personas for Digital Person creation and ensured their needs were catered for in first versions of product.
    • Conducted extensive research into competitive landscape at both Scarlet City and Soul Machines

+ Product Design
    • At Scarlet City - worked with design director, art director, and technical director to establish game narrative, visual style, and technical architecture
    • At Soul Machines - worked with Product Design Director to create prototypes to address user needs and ensure a smooth user journey

+ Product Packaging
    • At Scarlet City - Worked with business stakeholders to establish pricing and packaging for children's game and supporting merchandise and media.
    • At Soul Machines - advised Director of Product, VP of Sales, and Chief Strategy officer on packaging and pricing considerations related to Digital Person creation

+ Product Discovery - User Testing
    • Worked with legacy stakeholders to ensure their vision and desires were understood and met with the new era
    • At Scarlet City - Oversaw all user testing, including in-person testing programmes with target users

Product Management - Insights

+ Metrics and Dashboards
    • At Scarlet City - developed analytics dashboards to understand game & community health and bottlenecks or drop-offs from acquisition through to retention

- At Soul Machines - developed dashboards for digital person creation to understand usage patterns and to help create better prioritisation for content and features
- ✦ User Engagement
    - Led community management teams at Scarlet City to ensure community was healthy and to monitor for user sentiment and understand user base, including implementing comprehensive moderation tools, procedures and policies
    - At Soul Machines - connected regularly with beta-testers, internal users, and strategic accounts to understand how the product is meeting their needs
- ✦ Ensured stakeholders were kept up to date with current health, learnings, and strategic/tactical direction

Product Mangement - Development

- ✦ At Scarlet City - worked with senior management to establish development roadmap for 3 children's games, including two mixed-reality games and one Massively-Multiplayer Online world.
- ✦ At Soul Machines - developed, maintained and communicated product roadmaps, including using the JTBD framework and RICE prioritisation
- ✦ Worked with senior stakeholders to ensure executive buy-in and sponsorship, including working collaboratively with Engineering to set OKRs related to Digital Person products
- ✦ Conducted build vs buy analyses to ensure we spent our development resources effectively

Product Management - Enablement & Marketing

- ✦ Collaboration with Product Marketing
    - At Scarlet City - worked with PMM to effectively position children's game in the marketplace where it would be visible to our target market
    - At Soul Machines - worked with Product Marketing to create externally consumable content to best communicate value proposition and unique selling points
- ✦ Led enablement of Soul Machines field teams and established best practices for successful Digital Person creation
- ✦ Led efforts on diversity and representation to establish best practices for Soul Machines on Digital Person ethics

Project Management - Delivery

- ✦ Modernised structures and processes to be suitable for 21st century development and managed the change for the organisation
- ✦ Coached teams in agile methodologies, including scrum and Kanban, including modifying accordingly for a game development context whilst at Scarlet City
- ✦ Worked with teams and instituted processes to ensure services were delivered to all deadlines
- ✦ At Soul Machines - worked with executives to restructure engineering department into value stream delivery teams
- ✦ At Soul Machines - worked with PMO to increase efficiencies of delivery by aligning to 'lean manufacturing' principles for asset creation

Team Management

- ✦ Worked with stakeholders and team members across the world
- ✦ Conducted all hiring, performance reviews and salary reviews
- ✦ Ran a summer internship program

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Experience

DEC 2020 – PRESENT   AUCKLAND, NZ

Sr Product Manager, Digital DNA Designer
Soul Machines Ltd

✦ Soul Machines uses AI technologies to humanise our interactions with computers by creating a workforce of Digital People powered by our patented Digital Brain. I led the transformation of our Digital Person creation offering from a service-based operation into a B2B SaaS product. My background enabled me to bridge the gap between the technology and our users' needs to deliver a product that democratised Digital Person creation for Fortune 500 companies and their trusted partners whilst removing a significant bottleneck in our conversion funnel.

✦ It was important to me when leading this product line that we increased diversity and representation in our Digital Workforce and ensured that we worked to eliminate bias from our product and ML models. I also worked with our ethics team in shaping our policy on the ethics of Digital Person appearance, diversity and representation.

✦ In this role I worked with stakeholders and teams across several countries (NZ, AUS, USA, EUR). In particular I worked closely with the VP of Engineering and the Product Design Director to create an end product that met the needs of our customers and partners, and enabled them to deliver value to their users.

✦ I had the privilege of working to deliver product to companies such as Uber, WHO, Mercedes-Benz, General Motors, Pan-American Health Organisation, SK-II, Nestlé, and CoreLogic

JAN 2018 – DEC 2020   AUCKLAND, NZ

Sr Project Manager, Digital DNA
Soul Machines Ltd

✦ Soul Machines initially hired me to deliver our Digital Person installations for our growing list of enterprise customers. As a senior project manager, my role focused on working with the art, tools, R&D and engineering teams to bring agile methodologies, assist in release planning, and help the teams function towards delivery.

✦ In this role I had the opportunity to lead the technical design of some of our internal tools and systems.

MAR 2012 – NOV 2017   AUCKLAND, NZ

Co-founder, Head of Production & Studio
Scarlet City Studios

✦ I co-founded Scarlet City Studios to use the immersive medium of games to enable children to be forces for positive social change in their neighbourhoods.

✦ I held a diverse leadership role which included product design and management, studio management and production management. We employed 35 people, and my role as a founder and team manager enabled me to develop excellent skills in strategic direction, investor relations, product discovery, market analysis, and people management.

✦ I was directly involved in 3 large games: The Aetherlight - a children's MMO, available on iOS, Android, and desktop - and 2 Augmented Reality games (played on-site) for a Museum in Washington, D.C.

Experience Continued

FEB 2010 – MAR 2012   AUCKLAND, NZ

Change Manager
Legacy Projects

✦ Legacy Projects focused on providing project/change management services predominantly for the non-profit sector.

✦ I led a significant project for a charitable trust that wanted to "re-invent" itself for the 21st century.

FEB 2009 – FEB 2010   AUCKLAND, NZ

Liver Transplant Unit, Masters Student
Auckland District Health Board

✦ I was based in a Lab at Auckland City Hospital where I was undertaking my Master's Research into the evolution of the Hepatitis B Virus in Tongans. Specifically, we aimed to investigate and elucidate the difference in mutation repertoires between a subset of Tongans who control the virus and the disease, and those who do not, thus eliciting ongoing liver disease (hepatitis).

Education

2008 – 2009

M.Sc Medical Science

First Class Honours

University of Auckland

2005 – 2007

B.Sc Biomedical Science

University of Auckland

Courses & Training

2017

Certified ScrumMaster

Equinox IT

Publications

Evidence for reduced selection pressure on the hepatitis B virus core gene in hepatitis B e antigen-negative chronic hepatitis B

Journal of General Virology · Aug 1, 2011

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Colleague & Mentor at Soul Machines for 18 months.