

# Bailey Smuhl

Senior Product Manager · Platform, Internal & B2B Products

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## PROFILE

Senior Product Manager with 6+ years leading internal platforms and B2B operations products, and 14 years turning complex data into decisions. At eyeo I built the platform engineering product practice from the ground up: research with 30+ engineering leads, a self-service CI/CD platform, and a deployment process that cut cycle time by 98%. Before that I owned inventory, logistics and B2B tools at two Berlin scale-ups, and was Chief Product Owner for a U.S. federal housing data system covering 1.2 million properties. I make messy, high-stakes systems understandable and get engineering and business teams aligned on what matters most.

**450 → 6 days**

cycle time at eyeo

**58.6%**

lower CI/CD compute cost

**4 Orgs**

Transformed- rebuilt teams & processes

**1.2M properties**

in a national data system

## EXPERIENCE

### Technical Product Manager – Platform Engineering & Infrastructure Jun 2023 – Present

eyeo GmbH · Berlin, Germany · Ad-filtering and privacy software (Adblock Plus) · on parental leave since Jan 2025

- Turned a ticket-driven DevOps team into a roadmap-driven platform team with quarterly OKR roadmaps and backlog triage. Cut cycle time 98.9% (450 → 6 days) and shifted work from 96% operational to a 50/50 split with new development.
- Was the CTO's go-to person on team restructuring and organizational change, helping the team adapt through complex reorganizations.
- Ran eyeo's first Developer Experience program (30+ interviews with engineering leads, 2 company-wide surveys), giving leadership visibility into engineering health. Identified CI/CD as the top pain point and made it the platform's first product.
- Launched self-service CI/CD runners that processed 111,000+ jobs with zero failures at 58.6% lower cost. The first adopting team cut its monthly runner cost by 90%.
- Rebuilt Windows CI runners, cutting per-minute cost by 82% and ending monthly overage charges that stalled work across the company.
- Led the infrastructure cleanup, transfer to cloud, and handover of infrastructure ownership to product teams. Decommissioned 234 unmaintained servers, saving €15,000/month and closing recurring security exposures.
- Drove GitLab consolidation and GCP governance across 3 business units. Ran vendor selection for the GCP reseller and cloud security platform.
- Authored PRDs, user manuals, & published 6+ articles to build stakeholder buy-in; mentored the team through its first public product demos

### Senior Product Owner Dec 2021 – Jan 2023

Ziegert EverEstate · Berlin, Germany · PropTech · B2B SaaS for real-estate developers and investors

- Owned feature development and maintenance for a B2B inventory-management platform and partner-facing web tools.
- Shipped a new B2B partner website and a project re-ordering feature for inventory management and listings. Led competitor analysis of B2B tools.
- Reduced a backlog of 300+ stories to fewer than 100 prioritized, self-contained stories mapped to business objectives.
- Introduced Scrum rituals with Design and QA and beat the quarterly release schedule by 33%.

### Senior Product Manager, Internal Operations & B2B Nov 2019 – Nov 2021

AMORELIE GmbH · Berlin, Germany · E-commerce retailer · internal operations and B2B tools

- Owned 5 internal products for purchasing, inventory, warehouse data, product information and B2B ordering, used by Operations, Buying, Finance and warehouse partners.
- Cut time spent on manual data corrections by 75% for developers and 50% for Operations by fixing root causes in purchase-order and stock tools.

- Rebuilt warehouse data mapping and integrations with the shop and logistics partners. Onboarded 3 business partners and documented data flows between systems.
- Connected warehouse partners' data centers to AMORELIE's systems through APIs. Wrote the API documentation and tested the APIs with Postman and Swagger.
- Served as agile coach for product, engineering and business teams, including company-wide Scrum training.
- Mentored 2 junior product managers, who both moved into senior roles within a year.
- Improved micro-services architecture efficiency, onboarding 3 business partners & documenting data flows between disparate system

#### **Program Analyst (GS-13 )** Sep 2011 – Feb 2018

*U.S. Department of Housing and Urban Development (HUD) · Washington, DC & Jackson, MS*

#### **Chief Product Owner, PIC-NG** Aug 2016 – Feb 2018

- Led product ownership for a portfolio health management system and the replacement for HUD's national public-housing inventory system covering 1.2 million properties, 3,300 housing agencies and \$30B+ in assets.
- Gathered requirements from HUD offices, housing agencies, software vendors and contractors through 6 national calls (about 75 participants each), more than 20 field sessions and 2 industry conferences.
- Trained 2 teams of product owners in Agile Scrum and wrote system requirements with built-in data controls.
- Founding member of HUD's first product team. Introduced agile ways of working to the team and the wider agency.

#### **Acting Deputy Director, Risk Division** Jan 2017 – Feb 2018

- Collaborated to build one of the first enterprise risk management offices in the federal government. Designed the annual risk assessment process (OMB A-123) and trained staff to run it.
- Briefed senior leadership, including the HUD Secretary, on program performance and risk.
- Managed the division's 5-person team, including performance reviews and performance improvement plans.
- Taught enterprise risk management across HUD and represented the agency in government-wide risk forums.

#### **Program Analyst & Portfolio Management Specialist** Sep 2011 – Jul 2016

- Designed the first qualitative national asset-risk model and risk assessment tools used nationwide, recognized with the Secretary's Award for Excellence in Operations.
- Analyzed programs representing about 50% of the agency budget and set KPIs for strategic planning and congressional reporting.
- Worked as a financial analyst, reviewing the finances and risk of public housing agencies nationwide.
- Built a financial analysis training program and trained HUD staff in cities across the country.

## **SKILLS**

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**Product:** Product strategy & roadmaps · discovery & user research · PRDs & user stories · OKRs & KPIs · prioritization

**Platform & data:** Internal developer platforms · CI/CD · GCP · cloud cost (FinOps) · DORA metrics · APIs & integrations

**Ways of working:** Agile/Scrum coaching · stakeholder & executive communication · cross-functional leadership · mentoring

**Tools:** Jira · Confluence · GitLab · Postman · Swagger · Dovetail · Figma · Looker · Power BI · Excel

## **EDUCATION & CERTIFICATIONS**

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**Northwestern University** · Master of Public Policy and Administration 2014

**University of Minnesota** · Bachelor's, Communication, Cultural Diversity & Management, Magna Cum Laude 2006

**PMP** (Project Management Institute) · **Certified Scrum Product Owner** (Scrum Alliance)

## **ALSO**

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**Languages:** English (native) · Spanish (C1) · German (B2)

**Awards:** Secretary's Award for Excellence in Operations (HUD, 2014) · Leadership in Sustainable Housing (HUD, 2012)

**Volunteer:** Small Business Development Volunteer & Volunteer Coordinator, U.S. Peace Corps, Peru (2007 – 2010)