

Katrina Alcorn

GLOBAL CHIEF DESIGN OFFICER

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Summary

Global Chief Design Officer who leads diverse, high-performing teams on strategic design and research initiatives from concept to launch. Known for design leadership that drives measurable business impact. Key results include increasing global ecommerce revenue by 5x, 340% ROI on design thinking, 10+% improvement in customer satisfaction and equal reduction in support cases, and a record number of design awards.

Expert in product design, CX/UX, design thinking, and innovation practices. Track record driving culture change and business results in high-tech, energy, financial services, and health care. Most recently led global product design and research function as Chief Design Officer for \$20B software portfolio, managed \$130M budget, and drove significant improvements in NPS scores and adoption rates. Award-winning author and sought-after speaker on topics ranging from design, AI, innovation, and women in leadership. Strengths: building/leading large global teams; design for AI; culture transformation; growth-minded leadership; and public speaking.

Professional Experience

IBM | Armonk, New York | 2021 – 2023

General Manager, Design | Jul. 2021 – Nov. 2023

Reporting to the SVP of Software, responsible for IBM's global design practice. With 3,000+ designers in more than 150 countries, our program was the model for design thinking in the enterprise, and trained more than 500,000 people in many disciplines inside and outside IBM. Direct team included 700 product designers, UX researchers, product managers, content designers, UX engineers, and front-end developers, and 18 technical and management executives responsible for all IBM Software product design and global design programs (\$20B product portfolio). This included data & AI, automation, security, and sustainability applications; accessibility; the Carbon Design System; the Enterprise Design Thinking program; Racial Equity in Design; and design community, education, and career paths @ IBM. Together, our job was to ensure IBM was using design and innovation practices to transform ourselves into the premier hybrid cloud and AI company. Key accomplishments:

- Established vision for scaling design excellence; mobilized 3,000 designers world-wide to execute on goals in three areas: Insights, Teams, and Learning
- Transformed UX Research function; expanded customer panels and ensured their feedback influenced roadmaps
- Led promotions for 13 VPs and directors, creating the most diverse and high-functioning executive team yet
- Created and delivered new design thinking training for 100s of senior execs across the company
- Expanded training for new hires and created new training for mid-career designers leading to improved retention
- Expanded design thinking program to include methods/training for Sustainability and AI Design
- Created Product Management (PM) Office and trained close to ~800 PMs, improving cross-functional team alignment
- Forrester TEI Report in 2023 showed a 340% ROI on our design thinking program
- Managed annual consolidated budget \$130M
- Won a record number of design awards in 2023 including 8 prestigious Red Dots
- Software products staffed with dedicated design teams saw NPS scores improve by 33 percentage points

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- Increased design system adoption from 60% > 80% of product portfolio; leading to massive increases in design/dev productivity, as well as more consistent UX and accessibility compliance
- Strong employee engagement scores despite difficult economic conditions
- Popular speaker at industry events (SXSW, Fortune, UXIndia 2023, TX Conf. for Women, Harvard, etc.)
- Sponsored independent film: "Modernism, Inc.," in which IBM Design program features prominently

AUTODESK | San Francisco, CA | 2016 –2021

Sr. Director, Experience Design | Dec. 2017 – Jun. 2021

Reporting to Chief Digital Officer, centralized and led a ~100-person experience design (XD) team within the Digital Platform Experience (DPE) division. Created best-in-class experiences for customers as they evaluated, tried, and bought our products; accessed their products; managed their accounts, profiles, teams, settings, and subscriptions; began to use the products; and deepened their mastery of the products over time. Each month, our digital properties received 20 million unique visitors from around the world. The DPE XD team includes interaction design, visual design, user research (qual & quant), data analytics, content strategy, program management, and design ops. Our work led to

- Massive culture change in how the company factored customer needs into strategic priorities
- Reduced support cases (through efficient self-service) by 13%
- Increased global e-commerce revenue by 5x
- Steady improvement (10%) in customer satisfaction scores
- Created near-real-time customer satisfaction reporting across the customer journey, with ability to dive down and diagnose issues at each touchpoint

Director, Experience Design | Jun. 2016 – Dec. 2017

Reporting to VP, Design, led teams of design managers and product line leaders to build a cohesive and scalable customer experience across product lines. Evangelized UX best practices across the company, facilitated strategic workshops, and led design thinking trainings for Autodesk employees and customers around the world.

GE | San Ramon, CA | 2015 - 2016

Sr. User Experience Leader | Feb. 2015 - May 2016

Reporting to VP, Product Strategy, implemented customer-centric, design-driven process model for new software development. Planned and facilitated co-creation workshops with executives in the energy industry, resulting in groundbreaking new products and partnerships. Led UX research and provided creative direction for new products leveraging the Industrial Internet (aka the "Internet of Big Things"). Set direction for a cross-functional team of PMs, software architects, and developers to build an IoT product in the Gulf of Mexico that monitors off-shore oil rig equipment to improve operational safety and efficiency.

HOT STUDIO | San Francisco, CA | 2003 - 2009

Principal, User Experience and Content | Sep. 2003 – Sep. 2009

Reporting to company founder and CEO, built and led the UX practice for this award-winning design firm (bought by Facebook in 2013). Responsibilities included hiring and leading a team of 12-17 staff and freelance UX designers; defining and developing research, strategy, and interaction design practice; developing client relationships; helping win millions in new business; and promoting our work through public speaking. Clients included **Adobe, Salesforce, Charles Schwab, Gap Inc., Wells Fargo, LeapFrog SchoolHouse, Architecture for Humanity, San Francisco Museum of Modern Art, and eBay.**

STUDIO SUNGO | Oakland, CA | 2001 - 2015

Founder, User Experience | Jul. 2001 – Feb. 2015

Owned and operated user experience (UX) consulting agency with my husband, Brian Alcorn, as an LLC and later, S-Corp. Services: UX research; interaction design for web, mobile, and IoT; content strategy; user research; workshop facilitation. Contracted directly with clients or subcontracted through select agencies. Key clients: **Visa, Abbott Diabetes Care, Blue Shield**

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of California, UC Berkeley, and The Women's Foundation of CA. Contracted several months as interim VP, UX at Huga to cover a maternity leave.

Earlier Career Experience

STANFORD UNIVERSITY | Visiting Lecturer | Jan. 2015 – Mar. 2015

Taught Interaction Design Studio in the Computer Science department (CS.247). Received highest instructor evaluations for that year's instructor cohort.

PHOENIX-POP PRODUCTIONS | Sr. Content Strategist | Jul. 1999 – Oct. 2001

Consultant for design agency that specialized in startups. Responsible for leading information architecture, site map development, content style guides, nomenclature, voice and tone documentation, and writing. Company was bought by Liquid Thinking, then dissolved in 2001 during the dot-com bust.

THE WORKING GROUP (PBS series) | Associate Producer | 1998 - 1999

Research and on-site production work for PBS documentary series called "Livelihood," a humorous take on the changing nature of work, hosted by political comedian Will Durst.

Writing/Speaking

My **book**, "Maxed Out: American Moms on the Brink," was published in September 2013 with Seal Press/The Perseus Books Group. It won a Foreword "IndieFab" Book of the Year award in 2014. My writing has appeared in many local and national publications including *The New York Times/Motherlode*, *The Huffington Post*, and *Time.com*. I have spoken at dozens of **conferences and corporate events**, including The Commonwealth Club, SXSW Interactive, Harvard University, Fortune Brainstorm Design, and TEDx Monterey, and given dozens of **media interviews** with publications/shows that include *The Washington Post*, *US News & World Report*, *Forbes*, *The Globe & Mail*, and *MSNBC News* (live by satellite).

Education

UC Berkeley | MJ, Journalism, documentary filmmaking | 1997 - 1999

Activities: Produced thesis film, "The Mystery of Rath Pohl" about orphans in Cambodia. Aired on PBS stations in New York, San Jose, San Diego, and Philadelphia. Won prestigious department television award two years in a row.

Binghamton University | B.A., English | 1990 - 1994

Activities: Theater; Dance; Study abroad in Santiago, Chile