

Emil Alex

Driving research that turns complex systems and emerging technology into clearer product direction.

SAN FRANCISCO, CA
415.766.1711
emiljalex@gmail.com
emil-alex.com

Enterprise product researcher with more than a decade working across complex products and systems, including 8 years shaping enterprise software. Leads research across agentic AI, adoption, value realization, ROI, and cross-product systems, connecting customer and organizational evidence to product direction and business portfolio decisions.

FOCUS

Agentic AI / Value + ROI / Adoption / Enterprise systems

01 PROFESSIONAL EXPERIENCE

Enterprise product research, 2018 to 2026

ServiceNow Santa Clara, CA

Senior UX Researcher, 2022 to 2026
UX Researcher, 2018 to 2022

Led research across value realization, ROI, agentic workflows, adoption, and product direction for complex enterprise platforms and workflows. Partnered with product, design, engineering, sales, and business leaders to define consequential questions, challenge assumptions, and carry evidence into product planning and business portfolio decisions.

● AGENTIC AI + PRODUCT DIRECTION

- Led research across integrations, voice AI, HR case resolution, employee self-service, manager support, and onboarding, identifying where autonomy, control, handoffs, data access, privacy, and trust would shape adoption.
- Connected customer evidence, internal expertise, product capabilities, and market signals across value, ROI, adoption, and AI readiness, clarifying product investment questions and shaping direction.

● CUSTOMER SIGNALS + DECISION SYSTEMS

- Designed the research architecture, synthesis model, and interactive evidence artifacts for a major customer program, making complex signals comparable across customers, workflows, and product questions.
- Created evidence models, dashboards, metric maps, and decision frameworks that connected business questions to source evidence, preserved traceability, and extended the organizational life of research.

● ENTERPRISE SYSTEMS + WORKFLOWS

- Co-led longitudinal research into fragmented employee journeys, investigative search, tool switching, manager dependency, and emerging AI assistance, exposing system-level problems individual feature studies could not explain.
- Led cross-business research across HR, IT, legal, finance, and workplace services to shape a shared taxonomy and information architecture for enterprise knowledge and service experiences.

● RESEARCH SYSTEMS + FRONTLINE WORK

- Established a rapid research model for consequential questions across onboarding, HR workflows, search, and agentic concepts, preserving evidence quality and traceability while shortening the path from question to decision.
- Built a multi-year body of research on frontline and deskless work, carrying unmet needs and implementation barriers into concept development, customer engagements, and product planning.

02 EARLIER EXPERIENCE

Keepsafe 2018 UX RESEARCH CONSULTANT

- Led lean discovery for speculative product concepts, separating credible opportunities from attractive but unsupported ideas.
- Designed rapid concept studies that guided what to pursue, reshape, or stop.

InventIndia Innovations 2012 to 2015 DESIGN LEAD

- Joined as the second employee and led multidisciplinary work across six product launches, from field research and concept development through prototyping and production, while helping the studio grow to 24 people.
- Worked with founders, engineers, manufacturers, and clients across payment, biometric security, water purification, and laboratory products.

03 EDUCATION

Stanford Executive Education Digital Transformation + AI Playbook / 2026

California College of the Arts MBA, Design Strategy / 2015–2018 MFA, Interaction Design / 2015–2017

National Institute of Design B.Des, Product Design / 2008–2013

04 RESEARCH LEADERSHIP

● FRAMING DIRECTION

Frames ambiguous product and business problems as consequential research questions, connected lines of inquiry, and clear decision criteria.

● BUILDING EVIDENCE SYSTEMS

Connects findings across studies, customers, product areas, and levels of detail while preserving traceability to source evidence.

● MOVING ORGANIZATIONS

Uses facilitation, narratives, and decision artifacts to build shared understanding and carry evidence into product and business portfolio choices.

KEY EXPERTISE

AI readiness / Enterprise systems research / Agentic workflows / Evidence synthesis / Product discovery / Generative research / Evaluative research / AI evaluations / Research strategy / Mixed-methods research / Longitudinal research / Field research / Research operations / AI product research / Human-AI interaction / Conversational AI / Responsible AI / Trust + adoption / Human-in-the-loop systems