

Michael Kopcsak

AI-Native Product, Design & Research Leader

AI-focused design and product executive with 20+ years shaping consumer and enterprise products across global commerce, fintech, networking, and other complex domains. My superpower is the breadth to move equally comfortably between consumer experiences and enterprise platforms—and between hands-on product creation and executive-level influence. At Walmart International, I delivered two major AI initiatives: Carrito Listo, a zero-to-one auto-shopping agent that drove grocery revenue, and Trend to Product, an agentic workflow that accelerated fashion design. Throughout my career, I have built multidisciplinary organizations, aligned senior leaders around measurable product strategies, and translated emerging technology into useful, scalable experiences.

WORK EXPERIENCE

Gap, Inc • 02/2026 - 8/2026 (role eliminated due to corp restructuring)

VP, Product & Experience Design (Consumer & Enterprise Experiences)

- Lead AI-enabled product and design workflows across four global brands, championing AI-supported practices that accelerate discovery, prototyping, and cross-functional decision-making without sacrificing quality.
- Define enterprise-wide product and experience strategy, partnering with Product, Engineering, Data Science, Analytics, and AI leadership to align design direction with measurable business outcomes (adoption, usage, conversion, time to resolution etc.).
- Established scalable operating models, governance frameworks, and measurement systems — including design and product KPIs spanning usability, task completion, and accessibility — that improved organizational maturity and cross-functional alignment across Product, Engineering, Research, and Design.
- Created Figma Agentic models for marketing asset creation for CMS deployment reducing production and approval time by 75%; Additional models for design system compliance, accessibility readiness, and standardization of design formats for design reviews with stakeholders.
- Delivered AI-native methods for work type classification, story point estimation, and recursive reporting on UX throughput (e.g. estimated versus actuals etc.).

Walmart International • 06/2022 - 08/2025

Sr. Director of Product/Head of Product Design (Consumer & Enterprise Experiences)

- Owned product strategy and experience vision for a global, multi-brand eCommerce and enterprise portfolio spanning 20+ international markets — translating customer insight into evidence-based roadmaps and delivering 8+ large-scale product launches in 3 years alongside a 16% increase in eCommerce revenue.
- Built and scaled a 24-person global UX Research organization (a 300% capacity increase), embedding customer evidence into roadmap planning, prioritization, and executive decision-making — shifting research from a downstream check to an upstream strategic input.
- Established scalable operating practices, design governance, and research-driven decision-making frameworks that improved execution quality and reduced ambiguity across Product and Engineering organizations.
- Built and led a global Product Design organization (design, research, accessibility, localization, ops) supporting high-growth, cross-market platforms, improving employee engagement 9% and retention 12%.
- Delivered a consumer agentic shopping experience for the South American market allowing for consumers to save time and effort on their “weekly shop” - from concept to operational in live stores in less than 6 months.
- Delivered “Trend to Product” - an AI native fashion design paradigm that shortened the cycle for design to production of fashion/clothing from 8+ months to 2.

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SKILLS & COMPETENCIES

Leadership

- Global Organization Leadership
- Executive Stakeholder Management
- Organizational Design
- Cross-Functional / Matrixed Leadership
- Talent Coaching & Development
- OKRs/Business Metrics Delivery

Product Strategy

- Consumer Product Strategy
- Subscription & Growth Experiences
- AI Product Design
- Product Vision

Design Excellence

- AI Native Design Practices
- Systems Thinking
- Design Systems
- Design Quality
- UX Strategy
- Design Operations

Customer Experience Excellence

- Qualitative Research
- Quantitative Research
- Experimentation
- Accessibility
- Localization

EDUCATION

MPS - Masters of Professional Studies in Interactive Design

New York University

AWARDS & SCHOLARSHIPS

Golden Fortress Award
Equinix

Together We Win
VMware

Stanley Frank Fellow
Guilford College

VOLUNTEERING & LEADERSHIP

Lakeside Joint School District
Board Member • Los Gatos, CA

Was elected by the citizens of my community to serve on a public school board. It was an honor to serve.

Equinix, Inc • 11/2020 - 06/2022

Sr. Director/Head of UX, Design, Content & Research

- Partnered with Product, Data Science, Marketing, and Engineering to develop and execute the product roadmap for Equinix's global data center and interconnection platform, embedding customer discovery into planning and prioritization decisions.
- Established UX Research, Content Design, and Design Systems as strategic organizational capabilities, taking research from zero to full product coverage in one year through direct engagement with network and data center professionals.
- Made the business case for and scaled Quix, an enterprise design system and governance model that unified multiple product organizations, increased design consistency 60%, cut QA time 40%, and saved \$1.5M in six months.
- Mentored cross-functional team members and embedded a culture of accountability and continuous learning through regular reviews and direct customer engagement.
- Recognized with Equinix's Golden Fortress Award for the delivery of an enterprise-wide design system through cross-functional teamwork.

Cisco Systems • 12/2016 - 11/2020

Sr. Director, UX Design & Research, Enterprise Networks

- Led design and research for Cisco DNA Center, a mission-critical network operations and network security platform used to manage, secure, and automate the world's largest enterprise networks.
- Led a cross-functional team of 78+ product managers, designers, and researchers, driving adoption of discovery and design-thinking practices that cut project delivery time 24% and aligned engineering, UX, and product around shared strategic goals.
- Led end-to-end product strategy for Cisco DNA Center, a next-generation network security and operations platform, redesigning highly technical, data-dense workflows into intuitive experiences that reduced time-to-value 90% and improved adoption and operational efficiency for the world's largest enterprise networks.
- Delivered Cohesion, an end-to-end design system that saved \$4M in year one by cutting redundant design/engineering work and reducing UI development time 55%.
- Presented product strategy and business impact to senior executives and cross-functional partners, building alignment through data-backed narratives.

VMware • 05/2012 - 12/2016

Director, Product Management, UX Design & Research, MyVMware.com

- Held full ownership of the product and support experience for MyVMware.com, a B2B self-service portal covering account management, licensing, subscriptions, and customer support — partnering directly with Sales and Customer Success and reporting outcomes to business leadership.
- Built self-service capabilities that reduced support dependency, improved resource productivity 20%, and drove a 34-point CSAT improvement within 12 months.
- Led a cross-functional team of product managers, CX strategists, researchers, and interaction designers while sustaining an 80+ employee pulse-score culture.
- Developed a business-unit-wide design/component governance model to scale consistency across the product line.

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CERTIFICATIONS

Data Center Virtualization

VMware

Certified Product Owner

Scrum Alliance