

# Bala Kalyanasundaram

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## Product Design Executive | Enterprise Platforms | AI & Agentic Systems

### SUMMARY

Product design executive who builds organizations and product experiences around complex, consequential problems. Across Google, Salesforce, and Vanguard, led teams and shaped products that turned fragmented systems, emerging technologies, and difficult workflows into coherent experiences customers can understand, use, and trust.

Most recently responsible for UX across Google Cloud's enterprise AI and agent ecosystem, spanning agent development, AI application creation, integration, design systems, governance, and enterprise-scale platform experiences.

As AI changes how products are built, how decisions are made, and how people interact with increasingly autonomous systems, I'm most interested in leading organizations through that transition, bringing together product strategy, design craft, research, systems thinking, and strong teams to create the next generation of products.

### EXPERIENCE

#### Google | Director, UX Design & Research, Cloud AI Business Applications | Jan 2021 – Mar 2026

*Led product design and research across Google Cloud's enterprise AI application portfolio, spanning Agent Builder on GCP and Gemini Enterprise, AppSheet, Application Integration, Apigee, and the global connector platform. Partnered with product and engineering executives to shape portfolio strategy, platform direction, workflow architecture, and governance.*

- **Unified enterprise agent platform:** Aligned no-code, low-code, and full-code agent development around a shared creation model spanning GCP and Gemini Enterprise. Connected agent creation with Application Integration, orchestration, and 200+ enterprise connectors, creating a foundation for agents to act across enterprise systems. Adopted by more than 2,800 enterprises.
- **AppSheet:** Led the evolution of AppSheet from a no/low-code application builder into an AI-first application platform, scaling from 300K to 3M monthly active users and more than 300K deployed applications, with 95% of users using AI to build applications.
- **AI design systems & interaction standards:** Led the definition of reusable interaction patterns, design-system principles, and experience standards for AI and agentic products, including how agents communicate intent, progress, decisions, uncertainty, and actions to users. Contributed to A2UI and helped establish consistent experience patterns across Google's broader agent ecosystem.
- **Apigee:** Shaped Apigee's expansion from API management into agent governance and security, extending Advanced Security capabilities from APIs to agents. Defined experience strategy across agent risk, abuse detection, policy, monitoring, and lifecycle governance, sustaining 88% success across critical user journeys.
- **Organizational leadership:** Built and led a 35-person, multi-layered design and research organization across four product lines, owning organizational design, headcount and investment planning, hiring, performance, and leadership development. Established UX as a core partner in portfolio planning and product decision-making while developing the next layer of design and research leaders.

#### Google | Director, UX, Cloud AI Industry Solutions | Jan 2019 – Jan 2021

*Led a 20-person UX organization translating Google's AI and ML capabilities into enterprise products across conversational AI, document intelligence, and recommendation systems adopted by global enterprises.*

- **Contact Center AI:** Established conversational interaction models for Dialogflow CX and directed Agent Assist, scaling Contact Center AI from early product definition to enterprise adoption across 80+ global companies including Verizon and AT&T.
- **Document AI & Enterprise Translation Hub:** Led experience strategy for Document AI and Enterprise Translation Hub across regulated industries, establishing interaction patterns that gave users visibility and control over model outputs and were later adopted across Google's AI portfolio.
- **Retail Recommendations & Media AI:** Led recommendation and media search experiences for Target, Nordstrom, Macy's, and Fox Sports, improving product discovery, search within media content, and content extraction at billions-of-predictions scale.

#### **Google | Staff UX Leader, Ads Sales Platform | Sep 2016 – Jan 2019**

*Led UX for Google's Ads Sales Platform, a global customer lifecycle and revenue platform supporting approximately 75% of Google Ads revenue. Rebuilt and scaled the UX organization from 3 to 32 designers, establishing a new operating model and shifting UX from a tactical service function to a strategic product and business partner.*

- Applied systems thinking to consolidate 200+ fragmented sales and support tools into a unified customer-lifecycle platform spanning revenue prediction, opportunity management, case management, and knowledge workflows. The platform served 50K+ users and achieved 92% CSAT.
- Shaped AI-driven opportunity experiences across Search, Display, YouTube, and Play Store, helping sales teams identify placement, product, audience, and seasonal opportunities and contributing to \$10B in incremental revenue in the first year.

#### **Salesforce | Director, UX | Jan 2016 – Aug 2016**

- Led experience strategy for Salesforce's \$3.5B renewals business across CRM, reporting, and Customer 360 platforms, improving account-team visibility into product usage, customer health, renewal risk, and lifecycle decisions.
- Led a distributed UX organization of 25 across three countries, strengthening experience strategy, design execution, and organizational effectiveness while raising customer satisfaction to 87%.

#### **Vanguard Group | Head of UX, Advisor & Institutional Platforms | May 2002 – Jan 2016**

*Progressed over 14 years at Vanguard from individual contributor to Head of UX, scaling the organization from 4 to 32 designers and researchers. Led UX across advisor, institutional, trading, and servicing platforms used by financial advisors, institutional asset managers, and client-facing teams.*

- **Platform leadership:** Led UX across Vanguard's advisor and institutional platforms, including the Global ETF trading platform and transactional platforms supporting 65% of Vanguard's \$6 trillion in assets.
- **Organizational design:** Built and led four multidisciplinary UX teams, introduced design thinking and Lean UX practices, and redefined roles and career paths for 100+ UX professionals across Vanguard.

### **EDUCATION & LEADERSHIP DEVELOPMENT**

**TLC Leaders Program** | The Leadership Consortium, 2021 | Executive leadership curriculum delivered by Harvard Business School faculty

**Bachelor of Engineering, Electrical & Electronics** | Coimbatore Institute of Technology, India