

Eduardo **Ariel**

Executive profile

Lead Designer with more than 25 years of experience and a pioneer in the field of Human–Computer Interaction (HCI) in Brazil. A creative professional with a multidisciplinary background as a designer, advertiser, UX researcher, academic researcher, manager, professor, and evaluator for the Jabuti Prize (Creative Economy category), I have built my career around User Experience (UX), Service Design, Ergonomics, Usability, Information Architecture, Digital Communication, Agile Methodologies, Interaction Design, and the Creative Economy. I currently serve as Lead Designer for the personal Teixeira Family Virtual Museum project. I have also served as Vice President of the Brazilian Graduate Design Programs Forum (Fórum PPGDesign) and President of the 2026 P&D Design Conference, one of Brazil's leading design research events. At ACT Digital and Globo, I worked as a UX Researcher and UX Designer, while also conducting research on accessibility and usability at the National Institute of Technology (INT). At ESPM Rio, I founded and managed the Design & Digital Experience Observatory, the cRio Think Tank, and I was the design lead of the Agenda 2030 Project in partnership with Fiocruz, UFPA and UN Global Compact. I also designed service design solutions for both the built environment and the institution's distance learning ecosystem. At Faculdade Senac-Rio, led the design and development of the institution's website. Earlier in my career, I recruited, built, and managed a web design team responsible for designing and implementing the first generation of e-government (e-Gov) websites for the Rio de Janeiro State Government between 2000 and 2002. Throughout my career as both a professional and a design leader, I have consistently driven management and innovation initiatives grounded in Design Thinking, Experience Design, and Strategic Communication, combining academic rigor with market-oriented innovation to create impactful digital products, services, and organizational transformations.

Personal information

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Service Design Network	Desde 2022
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Education

Courses	Institution	Field of Study / Program	Period
Postdoctoral	ESDI/ UERJ	Design (Research focus on Service Design)	12/2023 – 12/2024
Postdoctoral	IBICT / MCT	Information Science	02/2012 – 03/2013
Ph.D.	PUC-Rio	Design	02/2005 – 03/2008
Master of Science	PUC-Rio	Design	02/2002 – 12/2004

Graduate Certificate	PUC-RS	User Experience Design and Beyond	04/2026 – Present
Graduate Certificate	UniCarioca	Interface Design	02/2000 – 03/2001
Bachelor's Degree	ESPM	Social Communication (Marketing)	03/1996 – 12/1999
Executive Extension Program	PUC-Rio	Agile Project Management: New Methods and People Motivation	05/2021 – 05/2021
Professional Certificate	MIT	Designing High-Impact Solutions with MITdesignX	05/2024
Professional Certificate	Chicago University	Strategic Data Storytelling	06/2024
Professional Certificate	Yale University	Managing Emotions in Times of Uncertainty & Stress	07/2026 – 07/2026
Professional Training	Udemy	Service Design; Graphic Design (Photoshop, Illustrator & InDesign); Adobe Premiere; Adobe After Effects; Figma; OKRs (Objectives and Key Results); Scrum; Kanban; High-Performance Leadership	03/2022 – 08/2022
Professional Training	Alura	UX Research – Ethnographic Research	09/2026 – 09/2026
Professional Training	Design Ops Lab	Design Ops Essencial	09/2026 – 09/2026
Professional Training	Design Ops Lab	Design Ops Strategy	09/2026 – 09/2026
Professional Training	Product Arena	Product Ops	10/2026 – 10/2026
Professional Training	Sebrae	Strategic People Management (People Analytics) – UNIFESO	10/2026 – 10/2026
Professional Training	Convenia Academy	People Analytics	10/2026 – 10/2026

Career Highlights

Institution	Key Achievements	Period
Cesar School	Led the internal CESAR School team responsible for preparing the CAPES Quadrennial Assessment Report for the Professional Master's Program in Design (MPD), coordinating data collection, strategic analysis, performance indicators, faculty production, and institutional reporting. The successful evaluation resulted in the program's advancement from CAPES Grade 3 to Grade 4, a milestone that strengthened its academic reputation and enabled the institution to move forward with plans to establish a Doctoral Program in Design, as outlined in the Institutional Development Plan (PDI). Served as Conference Chair of P&D Design 2026, the largest international conference in the field of Design held in Brazil, leading its strategic planning, scientific coordination, international partnerships, and innovation agenda. The event brought together researchers, professionals, industry leaders, and public institutions to discuss emerging challenges and opportunities in design, technology, sustainability, and innovation. Also led the design and implementation of the MPD Entrepreneurship and Innovation Track, integrating Design, Business, Technology, and Venture Creation into the graduate curriculum. The initiative strengthened connections between academia, startups, industry, and applied research, promoting human-centered innovation and reinforcing CESAR School's position as a leading institution in design-driven technological transformation.	01/2025 – 04/2026

CISSA - Cesar	Led the development and proposal writing of the ALEC applied research project, funded by EMBRAPA, contributing to the strategic definition of research objectives, innovation roadmap, and project execution plan. Responsible for the design and structuring of the multidisciplinary research team, integrating researchers, designers, engineers, and industry partners to support collaborative innovation initiatives. Also led stakeholder management, coordinating relationships among academic institutions, funding agencies, corporate partners, and executive leadership to ensure project alignment and governance. Served as Head of the Design Research Line, defining research methodologies, UX strategy, service design approaches, and human-centered innovation practices, fostering the development of digital products and applied research with strong technological, social, and business impact.	11/2025 – 04/2026
ACT Digital	UX Researcher and UX Designer at ACT Digital, a global AI-first technology and digital transformation consulting firm serving leading international organizations across multiple industries. Responsible for user research, interaction design, usability evaluation, information architecture, and experience validation for enterprise digital products and services, working within multidisciplinary agile teams and applying Human-Centered Design (HCD), Design Thinking, UX Research, and Service Design methodologies. As a highlight, participated in an international digital transformation project involving MGM and Globo, contributing to the research and design of user experiences for large-scale media and entertainment platforms. The project involved cross-functional collaboration in an international environment, aligning user needs, business strategy, accessibility, and digital innovation to create high-quality experiences for global audiences. Contributed to enterprise-level initiatives by translating user insights into strategic design decisions, improving customer journeys, product usability, and digital accessibility while supporting clients' broader digital transformation goals.	07/2024 – 01/2025
Refazer Institute	Service Design Consultant and UX Research Lead responsible for leading the organizational transformation and service redesign of the Instituto Refazer, applying Service Design, UX Research, stakeholder mapping, journey mapping, service blueprinting, co-creation workshops, and strategic design methodologies to improve institutional governance, internal processes, and the experience of beneficiaries, families, volunteers, and partners. The project, developed under the FAPERJ "PhD in Industry" innovation program, supported the redesign of the organization's service ecosystem, strengthening its operational model, communication strategy, and human-centered service delivery while fostering innovation and social impact through design-driven methodologies. The initiative also contributed to digital transformation and organizational culture, aligning services with accessibility, inclusion, and sustainability principles. The institutional strengthening process contributed to the organization's national recognition at the Best NGOs Award 2024, where the Instituto Refazer received three distinctions: Best NGO in the State of Rio de Janeiro, Best Social Assistance NGO in Brazil, and inclusion among the 100 Best NGOs in Brazil, awards that recognize excellence in governance, transparency, management, financial sustainability, and social impact.	03/2023 – 06/2024
Globo	Senior UX Researcher at Globo's Digital Hub, responsible for the research, design, testing, and validation of digital products and services, with a strong focus on User Experience (UX), Accessibility, and Human-Centered Design. Led DayTest, Globo's user testing initiative, coordinating usability studies, accessibility evaluations, and user research activities to support evidence-based product decisions and continuous experience improvement. Also served as a member of the Information Architecture Guild, contributing to the definition of navigation structures, content organization, interaction patterns, and UX best practices across the company's digital ecosystem.	10/2022 – 09/2023

National Institute of Technology (INT)	Conducted accessibility and usability research to validate innovative technologies funded by FINEP and the Brazilian Federal Government. Led the evaluation of the LIBER prototype, an assistive keyboard system capable of converting text into speech and Braille, contributing to the development of inclusive digital solutions for people with visual impairments. Also conducted the usability and accessibility evaluation of the Youth and Adult Education (EJA) online course on the AVAMEC (Virtual Learning Environment of the Brazilian Ministry of Education), providing recommendations to improve user experience, accessibility compliance, and digital inclusion through human-centered design and evidence-based usability methods.	09/2022 – 02/2026
TEIXEIRA	Lead Brand Designer, UX Designer and Creative Director for the Oswaldo Teixeira Digital Memory Recovery Project, dedicated to preserving and disseminating the legacy of Oswaldo Teixeira, founder and former director of the National Museum of Fine Arts (Brazil). Responsible for the project's user experience strategy, creative direction, information architecture, digital storytelling, visual identity, and the design of interactive experiences that connect cultural heritage with contemporary digital audiences.	02/2017 – Atual
ESPM	Founder and Coordinator of the InterAção Laboratory, leading the strategic management, research agenda, design direction, and development of innovation projects focused on digital experience and communication. Responsible for the laboratory's visual identity, UX strategy, and website development. Founder and Manager of the cRio Think Tank, responsible for strategic leadership, team management, organizational culture, product development, and executive reporting. Led the creation of the cRio Advisory Board and designed and developed the initiative's digital platform and visual identity. Project Lead for ESPM ON, conceiving, managing, and overseeing the development of the institution's academic portfolio platform, integrating students and faculty across the Rio de Janeiro, São Paulo, and Porto Alegre campuses. Project Leader for the Agenda 2030 Forum, coordinating multidisciplinary teams across ESPM campuses and reporting directly to the national executive board. Led strategic partnerships with Fiocruz, UNFPA (United Nations Population Fund), and the United Nations Global Compact (UN Global Compact), while overseeing event planning, institutional communication, branding, visual identity, and website design. Founder of the Professional Master's Program in Creative Economy Management, leading the conception of its academic structure, research lines, and innovation ecosystem. Also conceived and implemented the cRio Think Tank and created the "Contexts & Research" (Contextos & Pesquisa) editorial book series, fostering interdisciplinary dialogue between design, communication, innovation, and the creative economy. Also served as Director and Program Coordinator of the Professional Master's Program in Creative Economy Management, providing strategic leadership for academic planning, curriculum development, faculty management, budget oversight, quality assurance, research governance, and institutional partnerships. Led the creation of the program's research lines and innovation ecosystem, strengthening collaboration among academia, industry, government, and international organizations while advancing interdisciplinary research in design, communication, innovation, and the creative economy.	06/2019 – 02/2021
PUC-Rio	Coordinator of one of Brazil's pioneering postgraduate programs in Interface Ergodesign, User Experience (UX), and Information Architecture, leading curriculum development, academic management, industry partnerships, and interdisciplinary research initiatives focused on human-centered design, digital innovation, and emerging technologies, including Emotional Design. The postgraduate specialization program became one of Brazil's leading training grounds for professionals in User Experience (UX) Design, Product Design, and Digital Brand Design, educating many of the practitioners who went on to shape the country's digital design industry across technology companies, startups, agencies, and innovation ecosystems.	10/2008 – 12/2014
FAPERJ, REDE RIO, SECOM-RJ e PRODERJ	UX Designer and Design Specialist with extensive experience in digital government (e-Government) and public sector innovation. Recipient of the 2002 Best Science & Technology Website Award for excellence in digital communication and user experience. Led the design and development of the Rio de Janeiro State Science Map (Mapa da Ciência), creating an innovative digital platform to promote scientific research and technological innovation. Built and managed the PRODERJ Design Team, establishing design standards and multidisciplinary workflows for government digital services. Served as Lead Designer for the first generation of e-Government initiatives in the State of Rio de Janeiro, overseeing the conception and implementation of citizen-centered digital	06/1999 – 09/2006

platforms that improved public access to information and online services through usability, accessibility, information architecture, and interaction design.

TREND

Interface, Graphic, and Editorial Design for educational games and applications across web-based platforms and physical media, combining user-centered design principles, visual communication, editorial production, and interactive storytelling to create engaging, accessible, and pedagogically effective learning experiences.

Softwares

IA: Adobe Firefly, Notebook LM, Gemini, Chat GPT, Copilot, Figma IA, Midjourney, DALL-E e Sora.

Microsoft Office: Word, Excel, PowerPoint, Skype, Teams

Adobe: Adobe Photoshop, Illustrator, InDesign, XD, Dreamweaver, Acrobat e Bridge

Digital Art and Illustration: Procreate; Autodesk Sketchbook

UX: Optimal Workshop Platform - Card Sorting, Tree Testing, First-click-testing, Dovetail

Project Management, Facilitation, and Group Dynamics: Miro Studio; Jira; Mural; Monday

Prototyping: InVision Studio; Proto.io; POP App; Figma; Principle for Mac; Framer

Videoconferencing and Virtual Collaboration: Zoom; Teams; Google Meet

Remote Connectivity and Remote Collaboration: Remote Desktop

Screen Capture: Screeny

AVA: Blackboard, Moodle e AVAMEC.

OS: MAC OS; Windows e Windows

Methods and Techniques

Branding Methods and Strategic Brand Design: Extensive experience in brand strategy, brand positioning, visual identity systems, brand architecture, and digital brand development, applying human-centered design principles to create meaningful and consistent brand experiences across physical and digital touchpoints. Skilled in conducting brand diagnosis, competitive benchmarking, stakeholder analysis, brand audits, value proposition development, brand personality definition, tone of voice creation, visual identity design, mood boards, and brand guideline development. Experienced in facilitating branding workshops, co-creation sessions, and strategic alignment processes to connect organizational purpose, user expectations, and business objectives. Proficient in designing brand ecosystems, customer and brand experience journeys, employer branding initiatives, and digital-first identity systems, integrating branding with UX Design, Service Design, Communication Strategy, and Experience Design to strengthen organizational reputation, engagement, and long-term value creation.

Graphic Design and Team Leadership: Extensive experience in leading multidisciplinary creative teams responsible for graphic design, editorial design, branding, digital communication, and visual identity systems across corporate, academic, governmental, and cultural projects. Skilled in creative direction, team building, talent development, workflow management, project planning, stakeholder engagement, and cross-functional collaboration, fostering high-performance design teams aligned with strategic business objectives and user-centered innovation. Experienced in managing the complete creative process—from concept development and art direction to production and quality assurance—while establishing design standards, mentoring designers, coordinating external partners, and integrating Graphic Design, UX Design, Service Design, and Digital Product Design within agile and innovation-driven environments.

Strategic Modeling and Business Design: Experienced in applying strategic frameworks and innovation tools, including the Business Model Canvas, Value Proposition Canvas, C Model (Modelo C), Empathy Map, SWOT Analysis (traditional and TOWS cross-analysis), and the BCG Growth-Share Matrix to support business strategy, service innovation, product development, organizational transformation, and design-driven decision-making.

Ergodesign and Human Factors Methods: Experienced in applying systematic and unsystematic observation techniques, Serial Models for Target System Analysis, Task Analysis, and Action–Decision Flowcharts to investigate human interaction with products, services, and complex systems. These methods are used to identify usability issues, cognitive demands, ergonomic constraints, and opportunities for improving user experience through evidence-based, human-centered design.

Service Design Methods and Tools: Extensive experience in applying Observation Diaries, Insight Cards, Service Safaris, Service Blueprints, Customer Journey Mapping, and Strategic Mapping techniques (including Ecosystem Maps, Stakeholder Maps, Journey Maps, and Value Network Maps) to analyze and redesign complex service ecosystems. Proficient in Service Deconstruction methodologies, including Information Exchange Mapping, Politics, Influence & Emotion Mapping, Artifact Mapping, and Environment Mapping, enabling a comprehensive understanding of service interactions and organizational dynamics. Experienced in facilitating ideation and co-creation through Crazy 8's, Decision Matrices, Idea Description Frameworks, Moodboards, and Service Design Workshops, supporting innovation, organizational transformation, and human-centered service development.

Information Architecture Methods: Extensive experience in applying Card Sorting, Navigation Flow Diagrams, Content Inventory, and Wishlist Analysis to define and optimize information structures, navigation systems, and content organization for digital products and services. Skilled in designing intuitive information architectures that enhance findability, usability, accessibility, and user experience while aligning business objectives with users' mental models and interaction patterns.

UX Research Methods: Extensive experience in applying Prototyping, Heuristic Evaluation, Cooperative Evaluation, Formal Usability Testing, the Questionnaire for User Interaction Satisfaction (QUIS), the System Usability Scale (SUS), Pleasure-Based User Experience Questionnaires, and the GUT Matrix (Gravity, Urgency, and Trend) to evaluate and improve digital products and services. Skilled in planning and conducting user-centered evaluations, identifying usability and accessibility issues, measuring user satisfaction, and generating actionable insights to support product strategy, interaction design, service innovation, and evidence-based decision-making throughout the design and development.

Qualitative Research Methods: Extensive experience in planning, conducting, and analyzing Focus Groups, In-Depth Interviews, Action Research, Critical Incident Technique (CIT), and Oral History studies. Skilled in uncovering user behaviors, motivations, perceptions, and contextual insights to inform UX Research, Service Design, strategic innovation, and human-centered product and service development, using rigorous qualitative methodologies and participatory research approaches.

User and Service Modeling: Extensive experience in developing Personas, facilitating Persona Workshops, creating Usage Scenarios, and defining Product and Service Identity Profiles to support human-centered innovation and strategic design processes. These modeling techniques are applied to align user needs, business objectives, and value propositions, guiding product development, service design, branding, and experience strategy through evidence-based insights and collaborative design practices.

Quantitative Research: Extensive experience in designing, conducting, and analyzing surveys and structured questionnaires for UX research, market research, and academic studies. Proficient in using platforms such as Qualtrics and Google Forms to collect, manage, and interpret quantitative data, supporting evidence-based decision-making and user-centered product and service development.

Agile Methodologies: Proficient in applying Project Backwards, Scrum, Kanban, and Scrumban

