Michael D. Koved

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Head of Analytics | SVP Marketing Analytics & Strategy | Executive Leadership

"Improving Customer and Business Outcomes through Data Driven Insights and Strategy"

PROFESSIONAL SUMMARY

Innovative Analytics Executive with expertise in driving customer-focused, revenue generating results. Proven leadership in a wide range of Finance, Marketing and Operational roles with a talent for identifying actionable insights and creating efficiencies. Demonstrated success in building strong, collaborative teams, strategic thought leadership, driving transformative process change and bringing multi-channel insights to achieve measurable impact. Highly consultative and effective in communicating complex ideas to multiple constituencies. Expertise in building analytic and reporting environments at scale.

SELECT ACCOMPLISHMENTS:

- Drove CMO-level $100mm revenue recapture strategy leveraging Big Data platforms and predictive models.
- Created C-level analytics and reporting generating insights to assess impact on retail sales and retention. Included 50M customer base, all distribution channels and profitability.
- Led analytics for a Board level and Investor Day-facing banking Retail Strategy document. Included segment specific growth recommendations and future value and P&L calculations.
- CFO for Schwab Private Client start-up; the first multi-channel financial advice service in the industry. Accelerated revenue growth, met regulatory commitments and rallied internal capital to expand the business. Earned JD Power's #1 award for customer satisfaction. SPC now exceeds $50B in client assets.

RELEVANT SKILLS:

- Customer-Focused Business & Marketing Analytics
- Marketing Strategy Development
- Longitudinal Behavioral & Omni-Channel Analytics
- Marketing Attribution & Cost Optimization
- Predictive Modeling | Experimental Design
- Profitability Analysis | Lifetime Value
- Executive Leadership & Team Management
- Global Cross-Functional Team Leadership
- Machine Learning | Hadoop, R, SAS, SQL
- Data Science | Innovative Technology Solutions
- Sales Planning and Forecasting
- Digital Sales and Marketing

PROFESSIONAL EXPERIENCE

WELLS FARGO & COMPANY, San Francisco, CA **2006-2017**

Wells Fargo is a 165 year old financial services company with $1.9 trillion in assets and 273k employees worldwide. WF provides omni-channel banking, insurance, investments, mortgage, and consumer and commercial financial services.

Senior Vice President - Cross Enterprise Marketing Analytics **2016 -2017**

Led a team of 20 focusing on cross-Enterprise customer-focused analytics to drive customer engagement and revenue.

Executive Leadership

- Collaborative senior-level leadership among lines of business, channels, technology and analytic groups. Drove new analytic methods, leveraged Big Data and created alliances to implement strategy and marketing programs.

Strategy

- Led a fast-pace, quantitative initiative to build-out segmentation and future value used to anchor a board-level, Investor Day presentation of WF's retail segmentation and strategy.
- Thought leader on developing a CMO-level marketing strategy to stem customer high profit, high risk attrition after the Settlement announcement. Resulted in a series of highly targeted marketing campaigns.
- Created a board-level multi-channel, multi-product time-series view of WF's ethnically diverse segments' banking engagement to identify strengths and opportunities.

Customer-Focused Marketing Analytics

- Created and operationalized multi-product, multi-channel customer profiling reporting and segmentation. C-level monthly analysis identified acquisition, attrition and channel usage trends to identify marketing opportunities post Settlement. Built statistical models to identify high attrition risk and high profit customers.
- Drove profitability segmentation focused on value generation and identified areas of strategic focus (15% of retail customers create 85% of value). Led to trigger-based retention marketing campaigns.
- Leveraged Machine Learning to measure the eroding impact of Diminishment on WF's retail revenue. Created actionable, operational triggers to support marketing campaigns to increase customer engagement and revenue.

Senior Vice President, Virtual Channels Group **2011-2016**
Manager, Digital Sales & Marketing Analytics
Management Team Leader for a 30-member team supporting WF.com's Digital Sales & Marketing organization.

Sales & Marketing Analytics

- Delivered 150 cross-lines of business, cross-channel and enterprise analytic projects per year for opportunity sizings, program design and measurement, including analyses of WF.com site behavior, SEO and 3rd party sales.
- Drove incremental sales and used Big Data for site analytics to understand customer-level WF.com usage.
- Created segmentation and predictive models using transactional and time-series data for lead generation and sales.

Operationalizing Predictive Analytics

- Utilized predictive models for real-time optimization of WF.com inbound & outbound customer communication.
- Initiated project using longitudinal and transactional data as predictors of attrition and engagement. Created marketing spend differentials improving targeting and budget efficiency.
- Created and led roll-out of experimental design strategy for WF.com.
- Drove initiatives to enhance a large scale relational database's data quality on a near-time basis using Machine Learning algorithms.

Sales Planning and Forecasting

- Led digital channel bottoms-up sales planning, forecasting and tracking, emphasizing integration with Lines of Business and Branch and Contact Center sales. Sales forecasting process leveraged advanced forecast methods.
- Managed integrated sales reporting and analysis for Digital and Contact Center channels used in the WFVC Operations Review. Streamlined a two week process to combine 28 data sources to 4 hours including error checks.

Senior Vice President and Chief of Staff, Home Equity, Loss Mitigation & Retention **2010-2011**
Drove transformational change by developing data-driven strategies to better serve customers, improve operational efficiencies and reduce expenses using data from multiple systems.

- Attained 100% increase in production and 64% reduction in cost per modification.
- Top box customer satisfaction rating increased 27% to 46% and bottom box rating decreased 31% to 16%.

Senior Vice President & Contact Center Leader, Home Equity Assist **2008-2010**
Led operations and strategy for Home Equity's program for current, at-risk borrowers including measurement and tracking.

- Created a Risk and Marketing operational segmentation that sized market growth and risk management initiatives.
- Used time-series and transactional data to design solutions to keep borrowers in their homes and reduce losses.
- Managed 150 employees in two call centers within a highly matrixed Marketing, Risk and Technology organization.

Senior Vice President, Division Finance & Analytics Officer, Consumer Credit Group Marketing **2006-2008**
Management team leader for Finance, Direct Marketing Modeling Team and Business Reporting. Managed $55M budget, FP&A process and led monthly business reviews. Analytics delivered key value levers.

- Built predictive models to support >100 campaigns per year including experimental design to optimize response.
- Created innovative profitability segmentation that drove acquisition and servicing strategies.
- Created ROI metric used to rank order $23M of Direct Marketing spend. Ranking led to 22% direct mail reduction and 30bp ROI increase. Revamped campaign and business reporting system to be web-delivered, fully automated.
- Transformed 3 teams by attracting top talent & making career development a top priority: 0% attrition of new team.

CHARLES SCHWAB AND COMPANY, San Francisco, California **1998-2006**

A full-service brokerage firm serving Retail Consumers, Financial Advisors and Retirement Plan Administrators.

Vice President, Business Line Manager, Advisor Network and U.S. Trust **2003-2006**

Managed Schwab's Retail Referral businesses with responsibility for measuring and meeting profit and loss objectives. Exceeded aggressive P&L targets. During tenure, program assets increased 150% to an industry leading $26B.

- Developed customer segmentation and used online targeting and customer research to quadruple revenues by increasing Advisor Network client converted assets per household by 54% to $1M.
- Drove a 39% new-to-firm assets increase using an online paid search strategy and experimental design.
- Created cross-channel partnerships by adding 4 phone sales teams resulting in a 10% sales increase.
- Projected monthly sales using time-series data. Focused marketing spend on DMA assessments, banker sales trends and competitive trends.

Vice President, Finance and Analytics Officer, Schwab Private Client **2001-2003**

Charter Leadership Team member. Private Client earned JD Power's #1 award for client satisfaction.

- Developed and managed all operational, sales and marketing reporting and financial aspects of the program.
- Co-led and communicated the strategic vision using data from multiple sources. Led sales and expense forecasting, targeting and segmentation strategy, fostering strong partnerships with branch and call center leaders.
- Correctly assessed market opportunity, secured internal funding, and gained business partner alignment.

Vice President, Customer and Profitability Analysis **1998-2001**

Collaborated with divisional CFOs and business managers on channel, product, and segment opportunities. Managed 25 internal consultants. Used customer analytics and cost accounting to make actionable recommendations. Participated in cross-company capital allocation process of $150M annually.

BANK OF AMERICA, San Francisco, California, **1988-1998**

Serves 47M individual consumers, small and middle-market businesses and large corporations with a full range of banking, investing, asset management and other financial and risk management products and services.

Vice President, Corporate Marketing

Drove client-facing and cross-selling programs using extensive behavioral and profit database. Realized unprecedented level of data integration for 15M customers. Improved client experience, increased sales, and reduced attrition through customer analytics and predictive modeling. Consultative expertise in product design, channel optimization and marketing.

Vice President, Corporate Development

Completed numerous time-series financial, econometric, and statistical analyses leading to actionable recommendations for management. Implementation led to significant changes in product offerings, customer segmentation and channel development.

ADDITIONAL PROFESSIONAL EXPERIENCE, AWARDS, INTERESTS:

- Lecturer- UC Berkeley & University of Pennsylvania. Research Associate- Wharton Policy Modeling Institute.
- Schwab's Golden Eagle award for Outstanding Performance.
- University of Pennsylvania's Chairman's Award for Scholarly Achievement
- Active member of the Digital Channel Diversity & Inclusion Council and annual Community Support Campaigns.
- Charter member of WF's Analytic Leadership Council.
- Nonprofit executive board member and treasurer; Avid cyclist

EDUCATION

UNIVERSITY OF PENNSYLVANIA, Philadelphia, Pennsylvania.

Ph.D., Economics, School of Public and Urban Policy
Master of Science Degree - Economics, School of Public and Urban Policy

STATE UNIVERSITY OF NEW YORK, UNIVERSITY AT BUFFALO

Bachelor of Science - Environmental Science (major), Economics (minor)