

# **Jonas Vernon Ng**

1542 Dickerson Place, Delaware, OH 43015

[JonasVernonNg.com](http://JonasVernonNg.com)

jvn3@georgetown.edu, mobile: 312-860-9376

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## **DIGITAL, PRODUCT, MARKETING, AND STRATEGY EXECUTIVE**

Versatile executive with 20 years of vast B2B and B2C expertise in strategy, marketing, digital, product, and operations that has been leveraged in standing up and leading P&Ls, pursuing product line expansion and M&A, revitalizing struggling profit centers, and implementing enterprise projects. Draw from experience in start-ups, management consulting, and Fortune 100 companies to foster entrepreneurial problem-solving and Lean Startup best practices. Awarded for coaching/mentoring and talent development and have a superior reputation for agency/vendor relationships, morale/motivation, and creative technical solutions.

### **Core Competencies**

P&L management	Rewards, CRM, & loyalty	Data & Analytics	e-Commerce
Biz Dev/Prod Dev	Card-linked offers	Financial analysis	Omnichannel marketing
Digital solutions	Customer acquisition	Open APIs	UI & UX
Mobile payments	Credit/instant credit	Agile & SDLC	Search (SEO, PPC, etc.)
E-wallets	ID theft/fraud prevention	Market research	Digital/programmatic media

## **PROFESSIONAL EXPERIENCE**

**NATIONWIDE BANK (a division of Nationwide Mutual Insurance)**, Columbus, OH

2016-Present

### **Vice President and Chief Product Officer**

Hired to quickly diagnose and remedy struggling profit center that had lost 80% of its profitability within 2 years (and then 105% of its profitability within 3 years). Lead slate of 17 strategic initiatives to improve customer experience, conversion, retention, utilization, yield, and OpEx. Oversee portfolio of approximately \$7.5Bn in assets, \$400MM in annual customer deposits, and \$1Bn in new loan acquisition every year. Serve on all 8 of the Bank's decision-making committees (Balance Sheet, Risk, ALCO, Pricing, New Initiatives, Credit, I/T Steering Committee, and Build Governance-Technology). Champion tactics to reposition from super-regional market position to mid-market competitor. Report to the Bank President.

- Quickly identified and eliminated 4 products that were subscale, non-strategic, or unprofitable within 11 months of starting, saving the Bank nearly \$2.6MM in losses annually. Created product-profitability BI methodology and reporting for the 1<sup>st</sup> time in the Bank's history, assessing profit on a portfolio and new acquisition basis from an ROA, ROE, and NOI perspective.
- Initiated 4 initiatives to uncouple the technology stack from a legacy core-banking platform, thus providing for scalability and plug-and-play with Fintech partners, as well as lowering the costs of both new feature development and run-time maintenance by ~\$1.5MM annually. Architected new "light-core" technology that could slowly replace or run in parallel to core banking systems.
- Led implementation of ~20 different initiatives in AI/chatbots, Natural Language Processing (NLP) analytics, telephony/IVR enhancements, CRM, multivariate UX testing, cross-sell campaigns, one-click/swipe account setup, PaaS, behavioral economics, and cloud computing.
- Led the launch of a new student loan financing product to entice young adults to Nationwide's suite of products, bringing nearly \$1.5Bn in new loans and 10% profitable return on capital over 3 years. Led exploration and RFP evaluation of 8 different Fintech partners.
- Launched a white-labeled process for direct auto lending, contributing \$1.5MM in annual cost-savings, a 35% improvement in customer conversion, and a 99% reduction in operational risk/losses.
- Identified inefficiencies and lack of scale in the credit card product across 32 dimensions, including underwriting, line assignment, utilization, and rewards. Outsourced to a private-labeled platform, contributing \$11MM in profitability, as well as removing credit and interest rate risk in favor of fee revenue.
- Appointed to lead data, reporting, and analytics for NW Bank, redefining data model, data governance, nomenclature, and service-levels in a Center of Excellence. Explored self-service data/BI tools and Governed Data Discover (GDD) tools to eliminate ~\$750k in annual I/T expenses.

<b>DISCOVER FINANCIAL SERVICES</b> , Riverwoods, IL	2010-2016
<b>Director, Card Loyalty Strategies, eWallets Marketing, and Benefits &amp; Services</b>	2014-2016
Developed new product and business development initiatives for Discover's credit card products.	
<ul style="list-style-type: none"><li>Led eCommerce, mobile payment, and mobile wallet marketing for all consumer credit cards. Directed innovations and deal negotiations in UX, digital media, experiential offers and solicitations, channel and segmentation strategy, and instant credit to help drive consumer awareness, education, adoption, and loyalty with mobile and emerging payments, such as Google Wallet/Android Pay, Samsung Pay, CurrentC, PayPal, Apple Pay, Starbucks, Uber, Braintree, and Venmo.</li><li>Negotiated and led marketing efforts for Discover's launch into Apple Pay, Android Pay, and Samsung Pay mobile payment platforms, leveraging Discover's core brand equities around rewards and UX. Drove 2x-15x better-than-industry KPIs in account provisioning, trial adoption, repeat usage, sales volume, behavior shift, and satisfaction scores with Apple Pay.</li><li>Evaluated and explored new innovation and program development for all Card rewards programs, primarily focused on cash rewards business development. Owned B2B technology architecture, product design, and strategic roadmap for Pay With Rewards, Card-Linked Offers, two-way rewards integration, mobile payments, experiential rewards, Open APIs, and programmatic media with an \$8MM R&amp;D budget.</li><li>Directed and launched innovative proof-of-concept that leveraged behavioral economics and gamification theory, starting from initial ideation thru implementation and rollout in less than 5 months. Drove 57% enrollment rates, 492% lift in click-thrus, 56% lift in email open rates, and as much as 247% lift in 8 different business drivers. Designed technical architecture that was deployed within 60 days but scalable enough for an enterprise-wide rollout.</li><li>Managed P&amp;L for free card benefits and services offered on all consumer credit cards, directing marketing campaigns, operations, consumer promotions, and expenses. Overhauled product offering and vendor contracts to save \$4.5MM annually. Oversaw \$12MM budget and 9 vendors.</li></ul>	
<b>Director, Business Development &amp; Corporate Partnerships</b>	2010-2014
Develop new product and business development initiatives for Discover's credit card products.	
<ul style="list-style-type: none"><li>Sized and evaluated expansion opportunities on behalf of executive leadership. Pursued adjacent markets in private label, petroleum, retail, cobrand, agent banking, subprime, and affinity cards. Pursued more than 160+ top retail card programs, 50+ cobrand programs, 2k+ affinity programs, and 50+ agent banking programs and got Discover into late-round evaluations on more than 30 RFPs.</li><li>Oversaw implementation of new products/programs with P&amp;L responsibility. Directed \$11M annualized marketing budget across offline, digital, and media channels.</li><li>Oversaw M&amp;A efforts to evaluate, value, and pursue mergers and acquisitions of credit card businesses, portfolios, or product lines, including a \$30Bn card portfolio and a \$10Bn credit card and loyalty company.</li><li>Created a new automotive offer, leveraging 3<sup>rd</sup>-party prospects and an Experian custom model. Created semi-closed loop network acceptance across dealer franchisees. Managed to 1200%+ ROIs, 75% lift in spend share, 1000%+ test vs control response rates, and \$1.5MM of incremental revenue.</li><li>Recipient of the President's Plate Award for Team Excellence.</li></ul>	
<b>ENOVA FINANCIAL (online specialty finance lender, division of CashAmerica)</b> , Chicago, IL	2008-2010
<b>Director, U.S. and U.K. Marketing</b>	
Led marketing efforts (acquisition, loyalty/retention, customer experience) of flagship products for the online division of a Fortune 1000 company that offers short-term, B2C financial products in a hypercompetitive market. Oversaw \$26MM budget for a highly data-driven, ROI-focused executive team; managed 11 direct reports.	
<ul style="list-style-type: none"><li>Achieved customer acquisition growth of 28% YOY in a period of increasing unemployment and constant regulatory change. Achieved highest new customer volumes and net revenue in company's history.</li><li>Negotiated and launched 90+ B2B partnerships, which accounted for half of the YOY growth; grew auction-priced lead-buying to 75+ aggregators and lead providers.</li><li>Launched affiliate marketing (CJ, Linkshare), onboarding more than 5k affiliates (500k leads, 4.1% net conversion) in 10 months; launched tiered incentives to maximize acquisition volumes.</li><li>Drove Top 10 SEO rankings using keyword density, linking, microsites, analytics, and PageRank sharing across 40+ highly competitive, non-branded keywords; launched social media for SEO and PR purposes.</li><li>Improved activation rates of previously one-time customers by 32%, adding net revenue of \$1.1MM.</li><li>Conceived/led cross-team initiative to teach sales practices to call reps, improving conversion by 28%.</li><li>Led the re-launch (marketing, operations, branding) of the company's gold-buying business.</li></ul>	

**DISCOVER FINANCIAL SERVICES**, Riverwoods, IL 2004-2008  
**Senior Operations Manager, Customer Acquisition**

Optimized approval rates, conversion rates, revenue generation, and customer experience. Managed 10 reporting analysts and 3 project managers. Oversaw the P&L (marketing, workforce ops, vendors, systems) of a program to refer declined credit card applicants to a lending partner for secondary credit consideration.

- One of five 2006 Raymond A. Kennedy Spirit of Discover Award winners, for Management Excellence; 4x recipient of the President's Plate Award, 3x for cross-functional projects; promoted 3x in 3 years.
- Led 200-person system development team (including 5 vendors/partners) to launch lending partner program; grew the program to \$30MM gross revenue annually (\$62MM gross in its first 30 months).
- Implemented copy, creative, and UI changes to increase online conversions for lending partner program from 42% to 61% in 3 months, yielding an incremental \$900k gross revenue annualized.
- Implemented cross-sales of fee services/products that generated \$17 million on an annual PBT basis; launched a resale process of a debt cancellation product, with a 35% conversion and a 95% stick rate.

**LEAGUEMINDER (online startup)**, Swarthmore, PA 2002-2004  
**Director of Marketing & Operations****Various technology consulting boutiques**, Malvern, PA and Wilmington, DE 2000-2004  
**Consultant, Director of Client Services, Senior Developer****MBNA AMERICA (now BANK OF AMERICA)**, Wilmington, DE 1997-2000  
**Management Development, Senior Banking Officer/Internal Consultant, Corporate Initiatives****DIVERSITY & INCLUSION****ASIAN PROFESSIONALS @ DISCOVER**, Discover Employee Resource Group 2013-2016  
**Appointed Chairman by VP of Talent Development**

- Launched the largest/most active ERG (~17% of HQ). Launched 35 events in 18 months, including a marketing study, 2 career fairs, mentoring, a museum exhibit, 12 speakers, and 14 social activities.

**EDUCATION****GEORGETOWN UNIVERSITY**, Washington, DC  
**Bachelor of Science in Business Administration**

Concentration in Finance and Accounting with a minor in Chinese; self-financed 95% of education.

**ADDITIONAL INFORMATION**

- **Technical:** Agile, REST and SOAP APIs, Google Trends/Insights/Adwords, databases, SQL, HTML/CSS, XML, Java, VB, ColdFusion, Python, Ruby on Rails
- Patent application on decline referrals: IPC8 Class: AG06Q4000FI; USPC Class: 705 38
- Panelist for Fraud/ID theft (IDAnalytics), API enablement (Fiserv), mobile payments (GDS), D&I leadership and succession planning (NALC), and rewards programs (Experian)
- Author/presenter of unique professional development lectures on Personal Branding, Interviewing, Diversity & Inclusion, Project Management, and Executive Presence
- Formal and informal Mentor for 27 internal and external associates
- Played/can play more than 20 musical instruments
- 2014 recipient of OCA's Corporate Achievement Award
- 2014 roundtable with the White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI)
- 2016 recipient of NQAPIA's Community Catalyst Award