Jonas Vernon Ng

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DIGITAL, PRODUCT, MARKETING, AND STRATEGY EXECUTIVE

Versatile P&L executive with 25 years of vast expertise in financial services, with a focus on launches, turnarounds, transformations, and innovation. Superior reputation for vendor relationships and coaching / talent development. 70 Recommendations and 780 Skill Endorsements on LinkedIn, primarily in Strategy, Leadership, Product, Business Development, Cross-Functional Teams, Process Improvement, and Analytics.

Core Competencies

Digital, Product Development, Marketing/Loyalty, Data/Analytics, Financial analysis, Omnichannel, Credit/Instant credit, Call Center & Branch Ops, Fraud Prevention & ID Theft, E-Commerce, Customer Acquisition, Business Development, Payments/eWallets, Personal Financial Management

LEADERSHIP HIGHLIGHTS

Legend:
- 💲 - Revenue Creation
- ✂ - Cost Avoidance
- ⚙ - Process Improvement
- 🔵 - Experience Enhancement

- **Employee engagement turnaround** – Key's Commercial Digital team had negative employee NPS/engagement scores on a scale of -100 to +100 across loyalty, job satisfaction, relationship with manager, etc. Re-organized the team and implemented a variety of best practices in communications and teambuilding activities to drive scores higher by 80 points Year-over-Year. **[Employee Satisfaction]**🔵⚙

- **Moved to Agile/Scaled Agile posture** – Key's approach to software development have historically lagged industry best practices in Agile. Implemented Scrum and SAFe Agile methodologies and best practices to release new code 20%-50% faster than other teams at KeyBank, while maintaining CSAT and NPS scores above enterprise goals. **[Digital Product, Agile]**🔵✂⚙

- **Transmit** – KeyBank was targeted by phishing and fraud rings who used social engineering to obtain login credentials. Launched a hub-and-spoke identity verification platform that leverages best-in-class authenticators (e.g., Bio); migrated the entire portfolio of Commercial Banking clients, effectively reducing spoofing and phishing fraud to $0. **[Innovation, Fraud, Product]**🔵⚙

- **A/I POC with IBM Watson** – Key's ability to offer contextualized selling is limited to human interactions, as Digital capabilities are a sterile, one-size-fits-all experience. Led a Proof-of-Concept effort to leverage IBM's Watson (Cognitive A/I engine) to test a conversational A/I approach to dynamically adjust customer data entry and financial planning interactions. **[Digital Innovation]**🔵⚙

- **Personal Loans on Fintech stack** – ~60% of Key's loan applicants did not complete their application. Fast-tracked a POC to connect Key's origination systems to that of Key's Fintech subsidiary, improving the conversion rate from ~40% to ~99.1% and improved the Booked rate from 39.7% to 80.2%. **[Process Improvement, Innovation]**🔵💲⚙

- **Scaled-up Financial Wellness strategy** – KeyBank's core engagement and competitive strategy is around personal financial planning/management. Using hypothesis-driven messaging and channel testing, drove program enrollment/engagement from 140k to 1MM unique users annually. Launched rapid-cycle email testing, focus groups, an Artificial Intelligence platform of behavioral insights, a transaction categorization engine, Free FICO scores for credit card customers, and Financial Advice ("Wellness Reviews") over Zoom video calls. **[Marketing, Customer Engagement]**🔵💲⚙

- **Inferential analysis of soft-selling** – Key's 5-year journey to implement its Financial Wellness strategy had not been accurately assessed for its impact on Bank performance. Led a strategic reporting and analysis effort that determined Wellness had a 3x impact on a client's level of full relationships and an 18% increase in Savings account balances. **[Analytics]**⚙

- **Re-architected light-core tech stack** – Nationwide's banking platform was expensive and inflexible. Architected an uncoupling from the platform to provide scale with cheaper Fintech partners while lowering costs of new development and run-time by ~$1.5MM/year. **[Tech Stack Architecture]**🔵✂

- **Improved NPS and CSAT in acquisition and servicing** – Service, processes, and experience at Nationwide were rated poorly across all products. Led ~20 initiatives in AI/bots, Natural Language Processing (NLP), telephony/IVR, CRM, UX, cross-sells, one-click setup, PaaS, behavioral economics, and cloud to improve from an 8% conversion pull-thru to 15%+. **[Digital Innovation, POCs]**🔵✂💲⚙

- **Re-architected Data Platform for cost/speed** – Nationwide Bank's data and analytics infrastructure was heavily reliant on ETL, data normalization, and constant I/T funding to ensure data was available and usable. Explored self-service data/BI, Hadoop, and Governed Data Discover (GDD) to eliminate ~$750k in annual I/T expenses. **[Tech Stack Architecture]**✂️
- **"Splashy" entrance into Apple Pay and mobile wallets** – Discover was late to Apple Pay and risked a perception of irrelevance. Also, Apple obligated banks to pay for advertising that benefited Apple Pay but not the banks. Negotiated with Apple to shift the $ ad commitment to a cash-back customer offer. Drove 2x-15x lift in account provisioning, trial adoption, repeat usage, sales, and satisfaction scores. **[Partnerships, Business Development]**💰
- **Digital engagement thru behavioral economics** – Discover wanted less "push" marketing (mail, email) and more "pull" (customers return proactively). Launched POC in behavioral economics and gamification in <5 months. Drove 57% enrollment (+1100%), +492% click-thrus, +56% open rates, and +5%-247% in 8 business drivers. Architected platform that was scalable for an enterprise-wide rollout. **[Innovation, Gamification, Customer Experience]**💰⚙️
- **Profitability thru product rationalization** – Nationwide Bank had a balance sheet of $7.5Bn across 30 different products, the majority of which were subscale, non-strategic, or unprofitable. Quickly identified and eliminated 4 products within 11 months of starting, saving the Bank nearly $2.6MM in losses annually. **[Product Management, Simplification]**✂️
- **Student loan partnership** – At Nationwide, few products yielded strong brand recognition or consideration with young adults. Led the launch of a new student loan partnership as a customer entry-point, bringing ~$1.5Bn in loans and 10% ROA over 3 years (RFP of 8 Fintech partners). **[Cobranding, Strategy]**💰
- **White-labeled auto-loan origination process** – Nationwide's auto loan was sub-standard in system uptime, click-thru, and fulfillment; the product lost ~$22MM/year. Launched a white-labeled process with a Fintech to improve loan conversion, contributing $1.5MM in savings, +35% in conversion, and a 99% reduction in ops risk/losses. **[Process Improvement, Efficiency]**✂️💰⚙️
- **Cobrand credit card outsourcing** – Identified inefficiencies and lack of scale in Nationwide's credit card across 32 dimensions, including underwriting, line assignment, utilization, and rewards. Outsourced to a 3rd-party, contributing $11MM and removing credit and interest rate risk. **[Product Development,]**✂️💰⚙️
- **Free benefits and insurance services overhaul** – Discover offered free benefits (e.g., price protection, travel insurance) for card usage, but the experience was time-consuming, paper-based, and had a high claim-rejection rate. Overhauled offering and digitized the experience, improving satisfaction rates by 40%. Renegotiated vendor contracts to save $4.5MM annually. **[Product Management]**✂️⚙️
- **Cobrand, Private Label, and Affinity credit card launch** – Discover wanted to expand into product adjacencies (cobrand, private-label, affinity, secured, etc.). Retooled core systems for <$500k and 20 FTE to be able to handle other products. Introduced Discover to industry consultants, periodicals, and partner conferences. Pursued more than 160+ top retail, 50+ cobrand, 2k+ affinity, and 50+ agent banking programs and got into late-round evaluations on more than 30 RFPs. **[Product Development, Tech Stack Architecting]**💰⚙️
- **Semi-private label card product for car dealerships/franchisees** – Discover wanted to digitally innovate its proprietary payment network. Innovated a card with semi-closed loop acceptance for brand combos (e.g., retail + coffee shop) or geolocations (e.g., a mall or zip code). Tested with a rewards offer of an auto OEM's franchisees, resulting in >1200% ROIs, +75% in spend share, +10x response, and +$1.5MM revenue. **[Loyalty, Innovation, Product Development, Business Development]**💰
- **New customer acquisition/onboarding acceleration** – Achieved acquisition growth at Enova of 28% YOY (highest acquisition volumes and net revenue in Enova's history). Implemented 90+ B2B partnerships; grew lead-buying to 75+ providers. Launched affiliate marketing (CJ, Linkshare), onboarding more than 5k partners (4.1% net conversion) in 10 months; created tiered incentives to maximize acquisition volumes. **[Customer Acquisition, Marketing]**💰
- **Customer retention and renewals optimization** – At Enova, 60% of lifetime value was derived from repeat traffic. Improved re-activation rates of one-time customers by 32%, adding annual net revenue of $1.1MM. Led cross-team initiative to teach sales practices to call reps, improving conversion by 28%. **[Customer Retention, Activation, Attrition]**💰⚙️
- **Lending partnership growth from $3MM to $30MM/year** – Upon its launch, Discover Card's lending partnership program generated only $250k revenue per month, 96% below original ambitions. Through improvements in contact strategy, scripting, sales, Do Not Call processing, and underwriting data/strategy, improved the program by 1000% ($30MM gross annually, $62MM gross in first 30 months). Implemented copy, creative, and UI changes to increase online conversions from 42% to 61% in 3 months. **[Customer Acquisition, Product Development, Partnerships, Agile]**💰⚙️

- **New cross-selling of $17MM/year** – Based on learnings from Discover's lending partnership program, created best practices for cross-sells at the point of customer acquisition. 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 – 583% better than the primary sales channel. **[Prod Dev, Cross-selling]**

PROFESSIONAL EXPERIENCE

KEYBANK, Cleveland, OH   2018-Present
Head of Commercial Digital   2021-Present
- Oversee a $10MM tech budget and lead team of 20 Digital Product Owners who drive the strategic direction of digital properties/capabilities for KeyBank's Commercial Banking and Payments businesses.
- Lead digital innovation lab (UX/UI POCs, reusable componentry/MFEs, stream processing, Adoption, etc.).

Senior Vice President – Digital Originations & Financial Wellness   2018-2021
- Crafted comprehensive retail/consumer banking strategy around contextualized selling (insights, recommendations, empathy selling); implemented various digital lending experiences.

NATIONWIDE BANK (a division of Nationwide Mutual Insurance), Columbus, OH   2016-2017
Vice President and Chief Product Officer
- Directed digital, marketing, and operational strategy across Consumer and Commercial products. Discontinued unprofitable product lines while launching new student loan partnership. Served on Bank's committees (Balance Sheet, Risk, ALCO, etc.). Reported to the Bank President.

DISCOVER FINANCIAL SERVICES, Riverwoods, IL   2010-2016
Director, Rewards Marketing, eWallets/Mobile Payments, and Benefits & Services   2014-2016
- Launched programs in Apple Pay, Android Pay, Samsung Pay, PayPal, Hyundai/Kia, and Starbucks.
- Implemented Pay With Rewards, Card-Linked Offers, and experiential rewards.
- Managed supplemental card benefits and services (e.g., price protection, travel insurance).

Director, Business Development & Corporate Partnerships   2010-2014
- Launched Discover into private-label, cobrand, agent banking, subprime, and affinity markets.

ENOVA FINANCIAL (division of CashAmerica), Chicago, IL   2008-2010
Director, Marketing (online and offline)
- Led Brand and Direct Response Marketing for US and international markets for an online subprime lender.

DISCOVER FINANCIAL SERVICES, Riverwoods, IL   2004-2008
Senior Manager Credit Ops/Acquisition (new acquisition fraud, lending partnerships, cross-sells)
- Led team of BAs & Project Managers to create new ID Theft detection strategies, including a neural-net fraud-detection platform with ID Analytics; launched and led $30MM/year lending partnership with HSBC/Capital One; led 8-person Operational Analytics team.

LEAGUEMINDER (online startup), Swarthmore, PA   2002-2004
Tech Lead, Director of Marketing & Operations
- Served as lead developer and Head of Marketing for an online startup in athletic league scheduling.

Various technology consulting boutiques, Malvern, PA and Wilmington, DE   2000-2004
Tech Architecture Consultant, Director of Client Services, Full-stack Coder/Developer

MBNA AMERICA (now BANK OF AMERICA), Wilmington, DE   1997-2000
Leadership development rotations, Consumer Lending POC team, Internal Consultant, Corporate Initiatives

ADDITIONAL INFORMATION

- **Education**: Georgetown University (Washington DC) – BS Business Administration (Finance/Accounting)
- **Panel Expert**: Fraud/ID theft, APIs, mobile payments, D&I leadership, rewards programs, Digital Marketing, A/I, & Digital Innovation in Banking

- **Author/presenter**: of professional development lectures on Personal Branding, Interviewing, Diversity & Inclusion, Project Management, and Executive Presence
- **Awards**: OCA's Corporate Achievement Award; White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI); NQAPIA's Community Catalyst Award
- **Volunteer**: Junior Achievement of Central OH (Board Member); CollegeNow (Mentor)
- **Diversity & Inclusion**: Chairman, Asian Professionals @ Discover (most active/attended ERG at Discover)
- **Technical**: Agile/SAFe Agile, REST and SOAP APIs, Google Adwords, Oracle, SQL Server, HTML/CSS, XML/JSON, Java, VB, ColdFusion, Python, Ruby on Rails, ODM, Strata, Blaze, Zoot
- **Personal**: Played/can play more than 20 musical instruments