

# JENNIFER RAMIREZ

| [www.linkedin.com/in/jennifer-ramirez33](http://www.linkedin.com/in/jennifer-ramirez33) | Denver, CO



**COO, CCEO, COS, SVP, BOARD CHAIR, BOARD FOUNDER, BOARD MEMBER**  
*Global Corporate Governance, Oversight & Strategy, P&L Leadership, M&A, Development, Startups, CX*

Visionary global executive who leads teams to launch numerous, sustainable, transformational company firsts, stimulating \$Ms of revenue growth, standing up profitable Centers of Excellence, products, channels for Fortune 500 public companies. Cross-functional team builder and enabler of highly collaborative environments. Founder, COO of award-winning nonprofit & board.

## CAREER IMPACT

JANUS HENDERSON INVESTORS U.S. | DENVER, CO | JULY 2018 – PRESENT

### CHIEF CLIENT AND EXPERIENCE OFFICER

*Formed in 2017 from the merger between Janus Capital Group and Henderson Global Investors*

Leading 1 of the 3 corporate strategic initiatives for recently merged \$1.85B investment business with \$400B in assets under management. Enterprise-wide remit to build sustainable client-focused capabilities including the build/roll out of CX strategy, measurement and value at stake, journey redesign, and culture transformation. Building relationships, consensus and alignment; empowering the organization and teams to unlock the identified opportunities and develop new capabilities.

### IMMEDIATE IMPACT:

- **Partnered with leadership to identify \$5B in Net Flows and \$200 million in Rev for profitable CX transformation opportunities** within first 4 months. Facilitated the development of CX vision, strategies, and tactics and resource requirements to capture value via stakeholder and employee contributions.
- **Engaging teams and functional leaders to turn around negative Net Promoter Score** via strategies focused on target geographies, client segments, prioritized end-to-end client journeys, pain points, and KPI dashboards. Digital transformation roadmap and tactics in development with business partners.
- **Established regular communication with the Board of Trustees**

### ROADMAP:

- Organization-wide changes include customer-facing digital technology and backend systems/infrastructure changes, process re-design, and change management initiatives. Significant leadership/ employee engagement at every step.
- Employee and external best-practice led development of future-state differentiated client experiences to inform brand and unique value proposition transformation efforts to drive flows/profits in complex, global regulatory environment.

WESTERN UNION FINANCIAL SERVICES | ENGLEWOOD, CO | 2006 – 2018

- VP OF GLOBAL STRATEGY, PRODUCT, MARKETING, AND COMMUNICATIONS | 2016 – 2018
- VP OF GLOBAL CUSTOMER EXPERIENCE STRATEGY & TRANSFORMATION | 2013 – 2017
- VP OF GLOBAL MONEY TRANSFER PRODUCT | 2012 – 2013
- VP OF AMERICAS MONEY TRANSFER PRODUCT | 2010 – 2012
- SENIOR DIRECTOR OF MONEY TRANSFER PRODUCT – INTL & DOMESTIC | 2008 – 2010
- SENIOR DIRECTOR OF STRATEGIC MARKETING INITIATIVES | 2006 – 2008

**SUMMARY OF CONTRIBUTIONS:** As strategy and cross-functional engagement leader, fueled tens of millions of dollars in incremental revenue for global, billion-dollar business units annually through innovative, high-impact business and product solutions. Worked with global teams to launch numerous worldwide, sustainable company technology firsts to maintain market leader position and attract target audiences (software, mobile apps, UI/UX, POS, products, among others). Consistent trail of major, positive impact globally, with thoroughly-analyzed compliance recommendations adopted worldwide protecting consumers and enterprise.

- Global experience in complex regulatory, compliance, security, and risk environments
- 6X President's Excellence in Business & Leadership: Performance, Strategy, Brand, \$50M Revenue Overdelivery
- 2018 9NEWS and Denver Metro Chamber Leadership Foundation Leader of the Year Semi-Finalist
- Featured expert speaker around the globe

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## WESTERN UNION SELECTED ACCOMPLISHMENTS:

- **Facilitated the creation of WU Global Product Strategy & Center of Excellence in partnership with global product colleagues** to align/standardize product development efforts worldwide. Developed best-in-class product development, go-to-market, operating model, and management disciplines (ideation to launch).
- **Partnered with cross-functional leaders to reverse inefficient \$53M investment:** Facilitated the development of 3-5-year roadmaps for \$53M product investment and implemented all aspects of large-scale organizational change management to shift to a customer-focused entity. Actively engaged teams in 2020 products/segment growth opportunities in early stage development.
- **Engaged functional leaders to develop and successfully deliver scalable and repeatable strategies, tactics, KPI's, and financials** for large, global function and team with an \$80M budget and 150 employees.
- **Maintained market-leader position in increasingly competitive and aggressive market** in partnership with CMO to drive brand re-appraisal and reputation management, increasing relevance with target, millennial-focused consumer segments, landing strategic sponsorships, and developing platform and digital-first media strategies.
- **Built cross-functional support and alignment for the creation of sophisticated data science models** to predict triggers of attrition/retention. Engaged teams to build and deploy tactics resulting in 1.7% reduction in customer attrition, \$347M incremental revenue, and \$78M net profit by 2020.
- **Key member of executive team and influencer that** created/launched social media programming that increased social followers to 10M with 9.8% engagement rate (1000% > than competition).
- **Engaged teams and functional leaders to turnaround NPS to 62%; double TRX within 7 months;** deliver 17% CSAT improvement; increase customer completion 15%; design 1<sup>st</sup> UI/UX and customer journey design standards.
- **Shaped rule-making and led numerous cross functional teams to deliver corporate-wide Dodd/Frank compliance program,** as well as engagement with SOX compliance, CFPB, KYC, KYA, GDPR, POGA, and numerous global regulatory oversight requirements.

## Prior Experience

**First Data Corp:** Internal Audit Leadership; Talent Management Leadership

**KornFerry Hay Group:** Organizational Effectiveness & Change Management Consultant

## BOD EXPERIENCE

### KIDSGIVING365 | 2010 – 2018

Co-founder and COO of award-winning, recognized, and recently acquired nonprofit start-up, while in parallel working full-time at Western Union. Partnered with co-founders to establish BOD charter, bylaws and scope; set strategy for sustainability and both short- and long-term goals; built and executed strong growth plans; orchestrated community outreach and secured resources; hired, trained and engaged staff/volunteers; and assembled/led governing board.

### VICE CHAIR, BOARD OF DIRECTORS | STRATEGIC PLANNING COMMITTEE CHAIR

#### UPWARDLY GLOBAL | 2010 – 2018

Executive Committee Member and Secretary; Finance, Governance, Development, and Technology Committees Member  
Ashoka Executive-In-Residence

**CORPORATE BOARDBOUND PROGRAM | 2018 - 2019** | 1-year board readiness program for C-level executive women.

## EDUCATION

**Master of Arts, Behavioral Psychology** | University of Kansas

**Bachelor of Arts, Psychology** | Florida State University | Phi Beta Kappa | Cum Laude

Executive Courses	Professional Development
<ul style="list-style-type: none"><li>▪ <b>INSEAD</b> - Strategy in Services Industry</li><li>▪ <b>Georgetown University</b> - Strategic Planning</li><li>▪ <b>Wharton Business School</b> - Strategic Marketing</li><li>▪ <b>Chicago GBS</b> - Finance</li></ul>	<ul style="list-style-type: none"><li>▪ Pragmatic Marketing – Product Development</li><li>▪ Six Sigma, LEAN Management, Agile</li><li>▪ Fielding Graduate Institute, SFO – Organization Development Certificate Studies</li></ul>