

## Mary C. Coffin

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West Des Moines, IA

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### **BUSINESS QUALIFICATIONS SUMMARY**

An accomplished executive business leader, strategist, visionary and motivator with 30 years of progressive management experience. A gifted public speaker who possesses firsthand knowledge of customer experience/customer service development, customer relationship management, strategic planning, financial planning, financial modeling, operations management, and leadership development.

### **PROFESSIONAL EXPERIENCES & ACHIEVEMENTS**

#### ***Wells Fargo & Company, Executive Vice President, Head of Customer Excellence (Current)***

Currently leading Wells Fargo Enterprise design, development and implementation of a strategic, integrated customer complaint management platform and BIG DATA root cause analytics. The program also incorporates and delivers strong risk management controls.

- Leading over 1,400 experts in customer complaint management, customer interaction and customer data analytics while partnering with teams in Community Banking, Consumer Lending, Wealth and Investment Management, Wholesale Banking, Payments, Virtual Solutions and Innovation to assure that operational complaints management processes are consistent throughout the company; delivering high quality customer experience, improving controls, responsiveness and compliance.

#### ***Executive Vice President, Head of Customer Excellence (2013 - 2018)***

Led the Wells Fargo Home Lending Customer Excellence Operation through a group of cross functional, highly skilled senior leaders who collaborated with the broader organization to deliver transformational change initiatives including digitization of the business, complaint management, root cause analysis and insight; horizontal reengineering; and centers of excellence in architectural redesign and communication effectiveness. The team worked across the Home Lending lines of business and enterprise investment teams to proactively design and deliver an enhanced overall customer experience by removing pain points and risk while delivering innovative digital solutions. Orchestrated the development of newly architected horizontal platforms, engagement models and a Communication Center of Excellence to deliver overall enhanced customer experience.

- Built Customer Excellence Team from the ground up in less than a year and utilized data analytics to identify priorities for initiatives for the team to lead and support resulting in a defined framework and plan of work
- Developed baseline relevant metrics against which true customer service performance can be measured allowing for customer dissatisfaction root cause analysis
- Spearheaded the expansion and full execution of the Wells Fargo Complaint Policy for all of WF Home Lending by delivering new processes, technology platforms and training for over 8000 Customer Service Representatives within a six month period to meet OCC Consent Order deadlines
- Began in-depth Voice of the Customer listening program and applied learnings to the creation of a new Communication Center of Excellence. The center focused on providing transformation of both written and oral customer communication. Success was measured by a reduction in customer complaints due to lack of understanding

- Developed a new comprehensive Customer Interaction Program for recruiting, hiring, training, and ongoing coaching of Customer Service Team Members that completely prepares them to provide excellent customer interactions in their daily work.
- Spearheaded a complete end-to-end transformation of the Wells Fargo Home Lending Escrow Process and accompanying communication materials resulting in less confusion and delivering a “know me” customer experience.
- Oversaw the design and development of agile teams delivering an Online Mortgage Application and YourLoanTracker status tools.

### ***Executive Vice President, Head of Loan Servicing***

**(1998 – 2013)**

Responsible for the strategic planning and execution of a high quality, low cost customer centered mortgage servicing operation. Led seven direct reports and over 10,000 staff in delivery of all aspects of mortgage loan servicing, payment, tax, insurance and escrow processing, customer service, cross sell, problem resolution, default, and retention operations and new loan data integrity.

- Played a critical role during the housing crisis; working extensively with secondary market investors, regulators, and congressional leaders to define and develop innovative solutions for struggling borrowers. Testified before Congress 6 times during the housing crisis on behalf of WFHL and the mortgage industry to help
- Led continuous improvement of operations, systems and people management resulting in improved customer satisfaction and lower cost-per-loan figures during a three year period of unprecedented growth which saw our Servicing Portfolio grow by 65%
- Provided key metrics in strong business cases to influence and develop end-to-end process changes and zero defects in top priorities
- Led and executed the implementation of a major systems enhancement for CRM desktop workstations for over 1000 customer service representatives located in four sites
- Established a project management methodology and Project Management Office for Servicing
- Provided direct leadership on the successful build of a new training, compensation and self-performance employee model
- Partnered to design a new service to sales model utilizing over 1,000,000 inbound service calls for generating newly integrated value-added service and revenue streams
- Provided reengineering vision and direction to achieve a zero defect strategy for all operational areas
- Recruited and hired key leaders with diverse skills who provided bench-strength for the organization and the introduction of new skills needed to succeed
- Served as an integral member of the Technology Business Integration Group and liaison to Servicing leading to the successful launch of CORE (the organization’s new internal system of record)

### ***EDS/NEODATA—General Manager Des Moines, IA***

**(1991 to 1998)**

Responsible for overseeing operations for the Direct Consumer Package Goods Division supporting over 350 employees for this direct marketing fulfillment services company. Oversaw all operations including 24-hour telephone customer service, outbound telemarketing, mail processing, order data processing, shipping, data warehousing, and facilities planning, forecasting and budgeting for this center that generated \$30 million in revenue annually from 10 national direct market clients.

- Developed productivity guidelines, analysis tools and sales strategies resulting in an annual revenue growth exceeding 60% during tenure

- Led efforts toward continuous improvement of customer service experience, quality assurance, efficiencies and cycle time leading to superior service delivery and a customer-centric environment
- Served as point of contact for relationships with our Fortune 500 clients

### ***Director of Finance/Business Planning***

Directed all financial and accounting operations for two divisions generating approximately \$65 million in annual revenues. Led accounting and financial support operations, cost benefits analysis of capital expenditures and capital investments, analysis and financial due diligence for potential acquisitions and mergers.

- Implemented activity-based cost system and productivity reporting providing for more accurate business processes and accounting
- Negotiated contract renewals with clients resulting in continuation of millions of dollars of annual revenue and assumed additional responsibilities as Interim Director for Fulfillment Operations allowing the company to successfully fill the position without loss of service

### ***Controller***

Oversaw a staff of 22 professional and support employees; developing accounting systems; reporting monthly financial statements; analyzing the variance-to-plan; developing departmental and company-wide operational budgets; and preparing financial forecasts.

**MEREDITH PUBLISHING/IFS DIVISION—Des Moines, IA** (1991)  
***Controller***

**NATIONAL CATTLE CONGRESS, INC.—Waterloo, IA** (1989 to 1991)  
***Controller Business Manager***

**NATIONAL BANK OF WATERLOO—Waterloo, IA** (1983 to 1989)  
***Assistant Vice President, Commercial Lending***

### **EDUCATION**

**IOWA BANKERS ASSOCIATION** (1987)  
***Graduate, Iowa Commercial Lending School***

**UNIVERSITY OF NORTHERN IOWA—Cedar Falls, IA** (1983)  
***B.A. Accounting***

### **DESIGNATIONS**

***Certified Managerial Accountant*** (1983)  
***Certified Public Account*** (1983)

## **CURRENT PROFESSIONAL & COMMUNITY INVOLVEMENT ACTIVITIES**

### **BOYS & GIRLS CLUBS OF CENTRAL IOWA—Des Moines, IA**

*Member, Board of Trustees*

### **PRINCIPAL CHARITY CLASSIC—Des Moines, IA**

*Member, Board of Directors*

### **WINEFEST DES MOINES—Des Moines, IA**

*Member, Board of Directors*

### **GRANDVIEW UNIVERSITY—Des Moines, IA**

*Member, Board of Trustees*

### **UNIVERSITY OF NORTHERN IOWA FOUNDATION – Cedar Falls, IA**

*Member, Board of Trustees*

### **IOWA STATE UNIVERSITY MARKETING AND MANAGEMENT – Ames, IA**

*Member, Advisory Board*

### **GREATER DES MOINES PARTNERSHIP—Des Moines, IA**

*Member, Financial Services Council*

### **WELLS FARGO DES MOINES WOMEN’S TEAM MEMBER NETWORK**

*Executive Sponsor*