

WILL KASER

Strategy & Transformation Executive

Phoenix, AZ
wkaser3@gmail.com
678-910-4870
[LinkedIn](#)

SUMMARY

Versatile executive with progressive career success in Technology, Operations, Client Experience, Data, and Risk Management. Strategy and planning at a global scale, high growth, fast-paced and heightened regulatory environments with evolving industry trends and standards. Talent for creating customer-centric processes and procedures that decrease costs, improve productivity, and increase profitability. Skilled at aligning strategy with operational initiatives, vision, mission, and goals.

Both strategic and operational with a reputation for high-value execution, cultivating innovation, and taking on new opportunities and tough challenges with energy and enthusiasm. Collaborative leadership orientation, grounded in agile ways of working, employee engagement, and client feedback. Highly effective at synthesizing data and creating compelling customer stories for C-Suite and board-level communications.

An overall utility player, change catalyst, and intellectual problem solver repeatedly called upon to disrupt the norm, tackle complex business challenges, and skyrocket outcomes.

AREAS OF EXPERTISE

- Strategic Development
- Information Technology Management
- Third Party Vendor Management
- Portfolio and Program Management
- Client Experience
- Enterprise Business Transformation
- Operational Excellence
- Key Performance Metrics
- Business Process Optimization
- Agile Practices
- Corporate Governance
- Change Leadership
- Risk Management
- Financial Management
- Coaching and Mentoring

EXPERIENCE

Silicon Valley Bank | Tempe, AZ

11/2019-6/2023

Chief Data Officer and Head of Operations Transformation | 2022-2023

Revived the global data organization with renewed focus on strategy, quality, governance, execution, and regulatory compliance. Directed strategy, engineering, data science and analytics, data movement and management of data throughout its lifecycle.

- Unified the data community around standardized operating model, reinvigorated the use of bank-wide data assets under an expanded governance program.
- Defined go-to-green plan to close regulatory findings with necessary resources for execution resulting in restored executive and bank regulator confidence.
- Launched data literacy to improve data management practices and ensure regulatory compliance.
- Guided regulatory interactions with enhanced transparency to progress and issues.
- Managed team of 18 direct reports with 128 headcount, \$97M operating and project budget.

Head of Operations Transformation | 2021-2023

Led transformation of bank-wide processes and systems in partnership with Sales, Product, Finance, Technology and Operations executives to increase operational efficiency and scale.

- Synthesized client pain points and industry benchmarking to influence key stakeholders on program tenets, strategy and operating model; ultimately disarming concerns about siloed intentions and priorities and paving the course for a multi-year roadmap.
- Mobilized new Client Experience (CX) Forum to operationalize oversight of \$300M in new portfolio investment fraught with redundancy; the resulting operational efficiency enabled the build and launch of 10 new client experience products and capabilities.
- Managed team of 8 direct reports with 42 headcount, \$27M operating and project budget.

Chief Controls Officer – Interim | 2021 (March-June)

Provided interim executive leadership to manage regulatory relations and jumpstart First Line of Defense Risk Management Program during search for permanent officer.

- Satisfied regulators with rapid definition, alignment, and initiation of unified operating model for bank-wide control functions.
- Orchestrated standardization of self-assessments, testing, and reporting with newfound shared accountability for enterprise risk management outcomes.

Silicon Valley Bank | Continued

Head of Strategy and Transformation | 2020-2021

Built and led a team of highly talented strategy and transformation practitioners in the development and execution of strategic management routines, enterprise technology, third party risk management, talent practices ahead of historical bank growth.

- Drove Agile methodology, accelerating project delivery from 408 to 318 days in first year.
- Consolidated technology vendor services from 8 to 3 providers, achieving \$10M in first year savings.
- Pioneered Objectives and Key Results, improving bank-wide strategic alignment and reducing investment redundancy by 30%.
- Managed team of 8 direct reports with 54 headcount, \$30M operating and project budget; governed \$100M project portfolio.

Executive Advisor | 2019-2020

Served as a thought leader advising Chief Operating Officer on long-term technology strategy which included garnering buy-in from business unit leaders and providing regular executive level and board updates.

- Operationalized technology strategy into three-year roadmap, secured multi-year funding and resources to begin execution, created executive committee and board updates to communicate progress.
- Established governance routine around \$45M of initial operations initiatives and new product development aimed at bank growth.

MUFG Union Bank | Monterey Park, CA

5/2009-8/2019

Managing Director and Chief of Staff, Office of the Chief Technology Officer | 2013-2019

Directed Software Development and Quality Engineering, Agile Transformation, and First Line Risk Management. Guided strategic planning, budget management, policy and procedures, communications, performance metrics, employee engagement, vendor management, audits, and regulatory affairs.

- Reduced significant technology incidents from more than 300 to less than 10 in 18 months.
- Educated 2,000 employees, formed 25 teams in first year of Agile Transformation, and reduced product time-to-market from 6 months to 6 weeks across digital channels.
- Reduced number of applications defects in production from 1,200 to 700 in first year of quality initiative.
- Created talent management strategy and improved employee engagement 30 basis points in 24 months.
- Increased test automation from 10% to 50%, saving \$11M in annual labor costs.
- Slashed vendor services resulting in \$30M annual savings over five years.
- Managed team of 7 direct reports with 74 total headcount, \$28M operating and project budget; governed \$300M department operating budget and \$400M enterprise technology project portfolio.

Additional Experience

Union Bank | E*TRADE Financial | SunTrust Bank | The Home Depot | AIG | Fidelity Investments | GE Capital

EDUCATION & CERTIFICATIONS

M.B.A., Technology Management | University of Phoenix

B.A., International Studies | Ohio University

Leadership Accelerator | Cornell University

Strategic Change Management | Northwestern University

COBIT5 | ISACA

VOLUNTEERING

Caring for Others, Inc. | Atlanta, GA (2003-2010)

- Regulator volunteer with charity events, miscellaneous warehouse activities.
- Eventual Board member and Chair working closely with President on strategy, marketing collateral, event planning including annual gala preparation, partnerships and sponsors, fundraising.
- Helped to secure ownership of current headquarters.