

Valerie E Radford

- Profile** Strategic thinker and creative problem solver who enjoys rolling up sleeves and figuring things out in the face of ambiguity. Extensive experience in strategic business planning with strong orientation towards driving growth through innovation and devising strategies that are deeply rooted in customer understanding. Highly collaborative and possesses ability to lead through influence over authority when necessary. Successful track record of building new teams, starting new functions and translating novel concepts into successful growth strategies.
- Skills** Strategy Formulation and Execution, Innovation, Design Thinking, Business Model Development, Executive Influencing, Stakeholder Management, Team Building, Trend Spotting, Millennial Mindset
- Experience** **TIAA, New York - 2002 to 2016**
- Chief Strategist, Direct-to-Consumer Business – 8/2013-10/2016**
Lead architect and visionary of TIAA's Direct-to-Consumer (DTC) business. Led start-up team that incubated new digital wealth management model.
- Defined strategic value proposition, product concept ideas and new digital approach for delivering online financial services.
 - Served as Company's Gen Y segment ambassador and thought leader.
 - Constructed Company's first segment P&L and economic model; set clear, measurable objectives for start-up operation and subsequent phases.
 - Led cross-functional team that evaluated various "inorganic" growth opportunities, including analysis of several high profile "fintech" players.
 - New business expected to contribute over \$20 billion in assets and 25% revenue growth compounded annually by 2025.
- Managing Director, Corporate Strategy & Development (CS&D) – 9/2009-8/2013**
Manager of internal strategic consulting team and member of CS&D leadership team.
- Established Corporate Strategy & Development department and recruited team of high calibre strategy professionals.
 - Drove development of Company's "Vision 2020" long-term strategy and participated in formal reviews of business unit strategic plans.
 - Acted as senior advisor to executive team on matters of strategic importance.
 - Led critical strategic projects on behalf of business unit senior management, including design of firm's Enterprise Risk Management program and establishment of newly formed internal competitive analysis group.
 - Estimated cost savings from using internal consultants versus engaging external advisory firms: \$25 million annually.
- Secretary, TIAA's Asset Liability Committee (ALCO) – 9/2007-9/2009**
Administrative role responsible for setting agenda, preparing and maintaining corporate records for TIAA's asset liability committee.
- Led weekly executive asset liability discussions helping TIAA emerge from financial crisis with exceptional financial strength.

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Experience

TIAA, New York - 2002 to 2016, continued

Cost Transformation Program Office Leader – 4/2008-9/2009

Program leader of firm-wide cost reduction effort sponsored by CEO. Position was an interim role that reported directly to CFO. Selected because of high-potential standing in organization.

- Realized \$450 million savings within 18 months.
- Acknowledged by CEO for deliberately but diplomatically handling sensitive issues and driving change.

Vice President of Web Strategy & Solutions – 12/2004-4/2008

Head of participant (customer) web channel operations. Responsible for setting strategic direction of website and execution of digital feature development.

- Applied customer segmentation and persona-based design to simplify navigation and improve customer views; engaged key institutional clients to ensure web redesign adequately addressed institutional requirements.
- Vision for web won applause at external client forum; newly redesigned secure and public website climbed to rank 13 from rank 26 in DALBAR ratings (2006).

Vice President of Mass Market Segment Strategy – 6/2002-12/2004

Hired to start TIAA's segment management program. Promoted to Vice President and developed TIAA's Mass Market Strategy.

- Created 3-year strategic plan and capability model that emphasized the role of digital in providing financial advice to clients, a radical concept at the time.
- Strategy ranked highest among internal peer group for approach, design and communication.

MERCK-MEDCO MANAGED CARE, Franklin Lakes, NJ - 2000 to 2002

Director of Internet Promotions – 5/2000-6/2002

Leader of merckmedco.com promotions team; executed a business-to-business-consumer (B:B:C) marketing plan to increase online prescription orders.

- Boosted online registrations by 10% and achieved 99+% accuracy rate on all direct mail campaigns, which resolved a known but previously unaddressed issue for the firm.

CHASE MANHATTAN BANK, New York - 1995 to 2000

Various positions from Manager to Vice President

Started career in Risk Management performing credit risk analysis then transferred to Marketing to develop segment-specific marketing strategies and loyalty programs.

- Selected as one of three leaders to launch Company's segmentation effort.

NATIONAL WESTMINSTER BANK, New York - 1990 to 1995

Economic analysis and market research.

Education

B.A. Industrial Engineering, Hofstra University, 1990

M.A. Economics, Georgetown University, 1993