

Keith Coulter

CX-Analytics Principal and Founder

Keith Coulter founded CX-Analytics in 2007, a firm specializing in the development of analytic reporting and financial modelling applications for the credit card and consumer lending industry. The company's products are based on its proprietary CX-Account Level Profit methodology which enables a deep understanding of profit and profit drivers at the customer and account levels. Mr. Coulter has a long and distinguished career in the analytics and credit industry with over 23 years of experience across three continents.

23 Years in the Consumer Lending Industry

Before founding CX-Analytics, Mr. Coulter served as Managing Director of the UK Consumer Cards and Loan business for Barclays Bank in the United Kingdom. This business served over 10 million customers and included the notable brands of Barclaycard (the largest credit card brand in Europe), Barclayloan personal loans, Barclays Marine Finance, First Plus home equity loans and Monument sub-prime credit cards. Prior to being named Managing Director, he served as Chief Operating Officer and Customer Value Management Director for Barclaycard UK.

Mr. Coulter served as Senior Vice President of Consumer Marketing for AmeriCredit Corp. in Fort Worth, Texas, a leading sub-prime automobile finance company in the USA. Prior to AmeriCredit, Keith held a number of senior positions with The Associates Corporation of North America in Dallas, Texas, including: SVP International Card Operations, SVP Consumer Data Management, SVP US Consumer Card Marketing and VP of Credit Card Risk Management.

Mr. Coulter started his career with Citibank in New York in 1985 as part of the Risk Management team within the US credit card business. From there, he held risk and functional management roles with Diners Club, Radio Shack and First Chicago / First Card before joining The Associates.

Innovative Products and Operations Strategies

During his six year term at Barclays, Mr. Coulter was the driving force behind the transformation of Barclaycard into a world-class analytics organization. He led the brand to regain market share leadership through multiple product innovations. He introduced and led the development of the Barclaycard Flexi-Rate™ product as featured in the Barclays annual report:

"The new Barclaycard Flexi-Rate™ is a genuinely new idea for credit cards in the UK, giving customers an in-built incentive to manage their finances responsible... Flexi-Rate™ charges a lower interest rate to those customers who pay off a higher proportion of their balance, encouraging a quicker repayment of balances and reducing the overall cost of their credit."

Flexi-Rate™ was awarded the 2007 Best New Credit Card Product of the Year and the 2007 Best Industry Innovation of the Year in the UK.

Mr. Coulter also developed the "Low Rate – No Rate" balance transfer promotion for Barclaycard, a market leading offer with 0% interest on transfers tied to ongoing use of the consumer's credit card. This program resulted in the transfer of over £1 billion of balances from competitors in a mere three months. Other product innovations under his leadership included the introduction of Barclaycard Initial for consumers with limited credit history, Student Barclaycard, Barclaycard Infinite and risk-based pricing.



As Chief Operating Officer of Barclaycard, Mr. Coulter introduced the separation of service and sales advisors with independent queuing strategies within Customer Service, reducing unit costs and increasing customer satisfaction levels. He also initiated and led the project to replace the core card transaction processing platform.

Leadership Rooted in Driving Performance through Analytics

Mr. Coulter led the implementation of the Information Based Customer Management ("IBCM") strategy at Barclaycard, propelling the firm back into the market leadership position in the UK with a 23% share of new accounts and a doubling of economic profit during his first three years. Tom Davenport, noted author in the field of analytics, highlighted the Barclaycard accomplishments as a case study in the recent HBS title, *Competing on Analytics*. Mr. Coulter and his team were awarded the SAS® Enterprise Intelligence Award in 2005 for new analytic technology and resulting business results developed during this period.

"Keith took the new structure and made it work. He operationalized it by hiring top talent to implement the necessary changes. The company ran differently after he began work there. As a result, Barclaycard's earnings quadrupled in four years."

— *Derek Smith, principal of Future Link consulting*

As a senior executive with The Associates, Mr. Coulter led the international credit card strategy and setup of a new stand-alone credit card business in Taiwan. He successfully acquired a new card business license in record time and led the business to profitability within 18 months of start-up in a market with an interest rate cap. His quantitative deliverables at Associates included the introduction of analytic test and learn processes in card marketing and the creation of the most comprehensive customer prospect file in the industry.

"In terms of credit cards, I have not met anybody who knows more about that business . . ."

— *Stuart Roberts, Director with Co-operative Financial Services*

Recognition

- The Premier Project Award, IM2003 Information Management Award for best CRM Project and Best Business Intelligence Project for Barclaycard's Prospect Database System
- SAS Enterprise Intelligence Award, 2004 for Barclaycard Prospect Database
- 2006 Barclays Bank plc, Business Unit with highest increase in colleague satisfaction
- 2007 UK Best New Credit Card of the Year, 2007 UK Best Card Industry Innovation

Education

- University of Chicago Graduate School of Business, Chicago, Illinois, Master of Business Administration, Finance, 1992
- Princeton University, Princeton, New Jersey, Bachelor of Science in Engineering, 1985

Personal

Mr. Coulter lives in Brentwood, Tennessee with his wife and two children.

CX-Analytics

The company specializes in analytic reporting software for the card and loan industry, built by people who have extensive hands-on management experience at all levels of the credit card and unsecured loan business. CX-Analytics offers a suite of analytic reporting and modeling tools, including CX-Account Level Profit, Management Analytics and Portfolio P&L Forecasting Models.

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