



PegaWorld

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From Skeptic to Believer

How Wells Fargo Got Stakeholders to Trust Automated Decisioning

June 2026

Even a best-in-class decisioning platform is not guaranteed to be adopted by the enterprise

We believe Wells Fargo's implementation of Pega CDH, the Customer Engagement Engine, is best-in-class

- **Scale & Diversity:** CEE decisions and delivers 250MM interactions per-day across 900+ creative treatments running in Digital Media, Branch leads, and Email
- **Performance:** This high scale is delivered reliably with just 1% timeout rate for real-time decisions
- **Business Value:** Model-driven decisioning drives +40% incremental annual PV
- **Transparency:** Democratized eligibility and interaction history with robust modeling and decisioning details enables continual confirmation of optimal platform function
- **Configurability:** Advanced campaign configuration capabilities for go-to-market that allows for flexibility + compliance

But despite all that, the platform unfortunately does not sell itself!

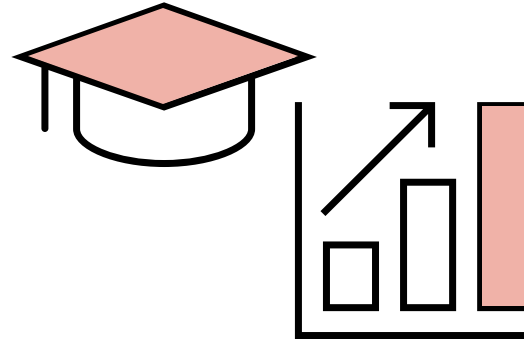
An organization's decision to adopt next-best-message decisioning is not just picking a technology from a catalog, **it's a culture change**. That requires a vote of confidence from leadership, which is easier said than done

Achieving a thriving data-driven decisioning culture requires buy-in from the organization, built on a strong track record of shared goals, competence, and reliability



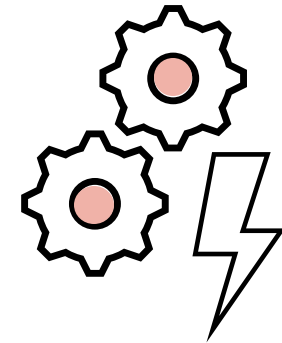
Shared Goals

- Know the business and your stakeholders, especially the decisionmakers
- Critical that the business knows you don't have a separate agenda: *you win when they win*
- Show empathy and take ownership of friction, past and present
- Strive to make decisioning an enabler of their strategy rather than an obstacle to go around



Competence

- Demonstrate a mastery of the domain and ability to translate theory to the specific priorities of your business stakeholders
- Have a strong vision and be proactive about decisioning evolution that drives business growth; *do not wait for stakeholders to submit intakes to you*
- You will not survive if your brand is "the system is smarter than you"



Reliability

- Execution is just as important as ideas
- Demonstrate strong project management and planning discipline, attention-to-detail, and follow-through on product development
- Build your stakeholders' confidence through your deep understanding of the system



Repeat, repeat, repeat

Just a few years ago, things were very different at Wells Fargo – and I heard all about it from marketers in my first week

Lots of opinions, no clear strategy

“What is this channel producing for us?”

“Why is this campaign spiking this week?”

Decisioning prioritized on the wrong objective function



“Too much volatility”

“It’s a black box”

Cause-and-effect not understood by the business

“We’re not getting our fair share”

“Why am I being targeted for this?”

We set off on a journey to demonstrate unequivocally that decisioning is a science rather than magic, can achieve the business's goals, and make customers happier

Shared Goals 

1 Establish clear objectives with Marketing leadership

- Set the direction and show you are listening!
 1. Drive more Owned Media revenue
 2. Prioritize Acquisition first
- Solicit input from your stakeholders (*what their problems are, but not how to solve them*)

Competence 

3 Take control of the engine and calm the volatility

- Pick a more stable objective function
- Smooth the edges of model learning

Competence 

2 Build a data-driven decisioning strategy

- Create a vision and pick our starting point
- Properly measure what happens in the channel
- Strengthen our models
- Bring in financial value
- Implement a test-and-learn strategy

Reliability 

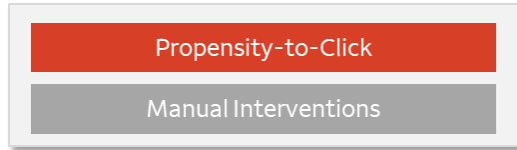
4 Demystify the “black box”

- Beef up documentation
- Build analytics that explains cause-and-effect
- Know your audience and speak their language
- Go on a roadshow, targeting the right people

In late 2023, we took our first big step to optimize decisioning and build trust with the business

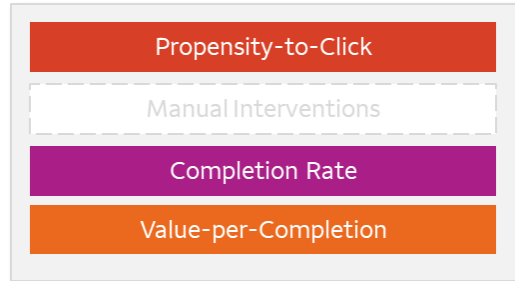
What we did

From:



- Arbitrated solely on Propensity-to-Click

To:



- Prioritized acquisition first, according to the firm's goals
- Put cap in place to avoid acquisition fully taking over
- Arbitrated on marginal value, bringing in NPV component

Ultimately drove +22% incremental lift in channel NPV

More importantly, how we did it

Goal alignment with leadership

- Set primary goal to drive account openings
- Established priority order importance of the various businesses in event that there are winners and losers

Balanced business and Risk & Controls input

- Ensured system delivers compliant messaging without skew (e.g. fair lending)
- Advocated for customer experience by maintaining adequate level of Non-Acquisition messaging

Savvy with data & analytics

- Used the assets we had: propensity-to-click ADMs
- Established good-enough financial value aligned across broad range of messages

Built confidence with stakeholders

- Showed empathy: their trepidation was warranted from past experience
- Conducted lots of walkthroughs with each group
- Simulated results ahead of time
- Showed lift through test-and-control

After Value-based Decisioning's win, we did not rest on our laurels; we had to prove that decisioning's lift was sustainable for the longterm

Strengthen analytics toolkit

Productinalized new datasets, dashboards, tools available not just for CEE but for Marketing to use

- **Channel performance:** one set of facts
- **Model monitoring:** proof that the models work
- **Win Rate dashboard:** explain competition
- **Simulation 2.0:** detailed scenario planning



In order mentioned above

Mature from ad-hoc to real process

Graduate from "test mode," scale operations, and build credibility by deploying efficient processes

- **Financial Values:** CFO-governed routine
- **Conversion Measurement:** collecting campaign success criteria and analytics logic to power conversion models
- **Monitoring:** automated issue identification and remediation process

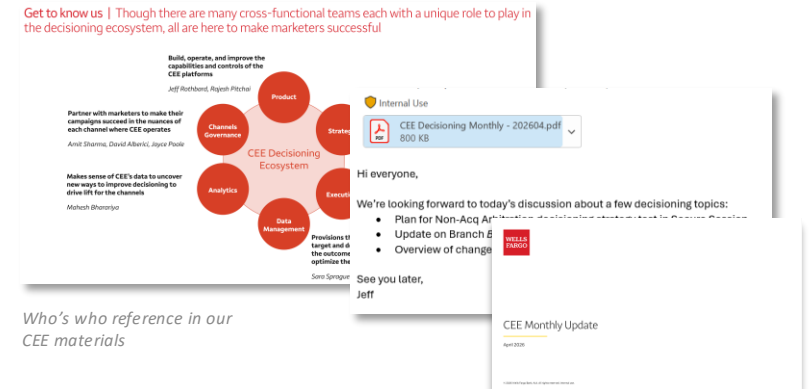


Conversion Measurement intake task in campaign workflow

Foster community outreach

The work doesn't speak for itself, unfortunately. Need to continually strengthen bonds with stakeholders

- **Who's who:** Make it easy for stakeholders to find the right person for the right need
- **Consulting:** While you lift the tide to raise all boats, check in with each boat captain!
- **Brand building:** Reinforce reputation as a trusted partner through



Who's who reference in our CEE materials

CEE Decisioning Monthly forum to provide one-stop-shop on all must-know CEE items for Marketers and Analytics

In a “what have you done for me lately” world, it’s critical to keep the innovation pipeline moving while hardening current state

Important to keep the drumbeat going

Strong product development will place bets across time horizons to deliver continual positive growth for the business

- **Continual value and continual discussion:** Ensure new capabilities are always becoming available to users, leading to progress on shared goals and a positive narrative for the platform

- **Building trust through vision:** Showing a thoughtful, long-term roadmap that aligns to shared business goals reassures stakeholders that they are in good hands with you

Creative Variant Optimization

CEE's decision models find the best creative generating measurable lift over traditional A/B marketing methods

CEE boosts campaign performance by finding the most compelling creative variant for each customer

Creative variant optimization leverages CEE's native machine learning to fit full ad creatives with no custom technology development required

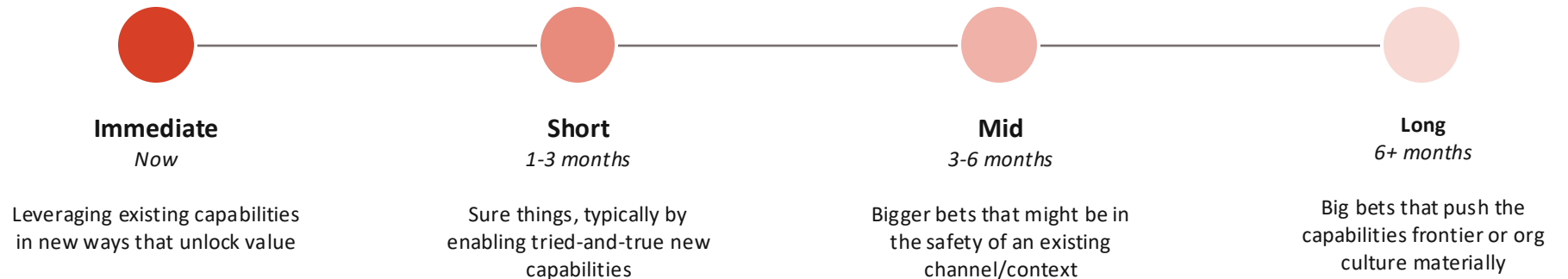
Model Predictor Pipeline

In 2025, we introduced 200+ new predictors into our models to make decisions more relevant and personalized

These new predictors ranged from multiple sources, like digital behavioral data, customer transactions, credit bureau data, and model scores.

400+ → 600+ predictors

Customer Needs Survey	CEE's Modeling Features	Credit Close-up	Active Tagging	Transaction Insights (TIG)	Model Score (MS)
Structured survey responses capturing customer goals, performance, and channel preferences.	Internal behavioral and transactional data including account activity, engagement, and relationship depth.	Custom model credit bureau data providing a snapshot of customer credit health and account status.	Digital analytics data including website activity, mobile app usage, and physical channel, both digital and physical.	Payment and transaction flow data across multiple channels, both digital and physical.	Customer engagement, likelihood to initiate an appointment for banker outreach.
Personalized product recommendations based on credit and engagement.	Number of active banking relationships in last 90 days.	Average days between account openings.	Click to product pages in last 30 days.	Account-to-account count.	Bank Contact - Frequency to initiate an appointment based on needstate.
Segmented in banking on credit and engagement.	At the individual level for the banking accounts.	Credit utilization percentage.	Time spent on mobile app/website.	ACE transaction count for debit purchase.	
	Percentage of debit card opening requests.	Number of openable accounts.	Engagement with credit card messaging.		



Completion models

CEE's decisioning strategy is becoming more intelligent, moving towards predicting marginal value at the individualized ECN-level without relying on broad assumptions

Prospect Decisioning

Even with the most solid roadmap, things go awry. But these moments can actually lead to stronger relationships with your stakeholders

Credibility through crisis

How you lead through a crisis – even if your fault – can actually let you emerge with an even stronger reputation with your stakeholders

Lessons learned at start of 2026 with Fallback Models:

- First reports are always wrong** Misattributed root cause to fallback model propensities instead of adjustment factors
- Bad news doesn't get better with age** Sent alert email out to senior stakeholders at start of research rather than waiting for full answer
- Weaponize the truth** By owning the message and being first to communicate next steps, it demonstrated competence and quieted speculation
- Move all options forward** Ideating several ways to address, separated now vs later, moved forward on all

Let the data talk for you

Have confidence in the platform you've built that detours will lead back to the strategy path

Lessons learned from Credit Card and Checking Boost:

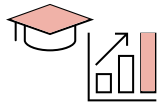
- Let them** Senior leadership in Credit Card and Checking requested a boost to give their conversations more priority.
After trying to dissuade the business, allowed it to go live
- Show the objective results** As expected, boosting these conversations only helped the lowest-propensity targets, which yielded no account growth for Credit Card and Checking plus negatively impacted other business groups
- Ratify new case law** Use this as a learning opportunity to agree with the business to avoid manual interventions

Case study: Standing up decisioning for Banker leads in branches after years of forced prioritization



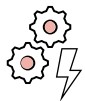
Shared Goals

- ✓ **Showed Empathy:** Recognized past stumbles
- ✓ **Aligned on common objectives:** Listened to leaders' goals and bankers pain points



Competence

- ✓ **Created vision for decisioning strategy:** Adapting Digital's next-best-message success to Branch's uniqueness
- ✓ **Quick start vs. long-term iteration:** Like in Digital, starter with a quick win to establish credibility and momentum

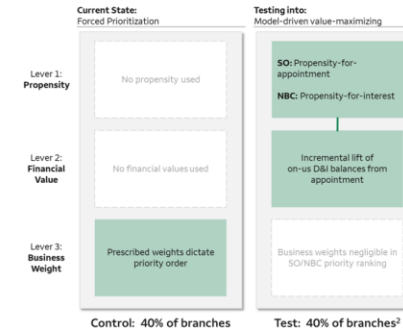


Reliability

- ✓ **Test-and-learn execution:** Strong test design, Risk & Controls approval, and banker readiness
- ✓ **Measurement framework:** Shined a light on branch productivity that did not exist before
- ✓ **Roadmap attention to detail:** Progressed on long-term state even during early stage of initial test

The vision for a single decisioning strategy is now live in testing, showing double-digit lifts in expected D&I balance lift from leads

Decisioning Strategy Test Design



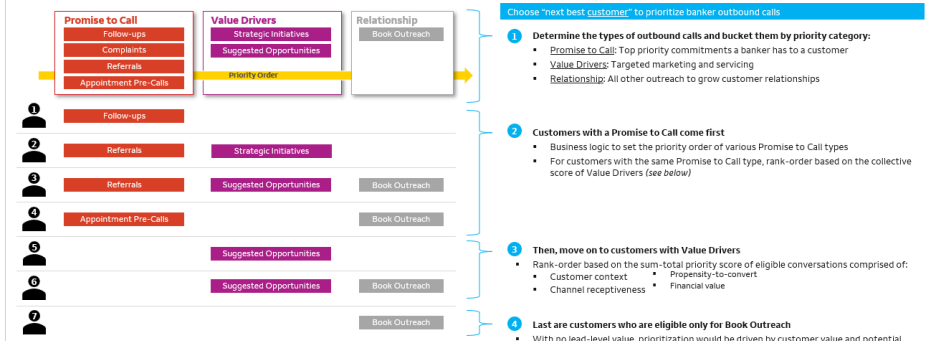
1. Initial launch to 10% of branches on 5/22, ramped to full test of 40% of branches on 8/21
2. Remaining 20% branches have control strategy with balance-based prioritization for CD leads (POC from Q1'21)

Decisioning Strategy progress

- **A/B Test is live¹** – For Suggested Opportunity (SO) and Next-best-conversation (NBC) prioritization:
 - Test (40% of branches²): CEE decisioning
 - Control (40% of branches): BAU business weights
- **Performance is positive** –
 - +42% lift in expected incr. D&I balance for SOs after six weeks
 - SO lift driven by a shift from “low value” to “high value” conversations and CEE models identifying higher-propensity conversations for each unique customer
- **The system is flexible** – CEE will maximize what we tell it to: value/balances, appointment volume, or other objectives; effort underway to improve value-based decisioning:
 - Introducing “starter financial values” for newly launched conversations – *October 29*
 - Refining financial values by customer and banker segments – *Seeking MRM approval by December*
 - Evolving models from customer interest to account openings for Lending leads
 - Agree to governance model for “thumb on scale” priority weighting on top of decisioning

Best Customer to Call

The branch working team has aligned on a “best customer to call” prioritization framework that will combine business control with data-driven value-maximizing recommendations

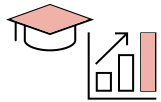


Case study: Right-sizing Non-Acquisition messaging after years on back-burner behind Acquisition



Shared Goals

- ✓ **Aligned to evolving priorities:** Customer engagement has gained more prominence alongside new account openings
- ✓ **Showed viability:** Able to show reason-to-believe that decisioning can thread the needle among diverse messages



Competence

- ✓ **New design for decisioning strategy:** Efficiency and control by leveraging as much of the existing strategy as possible
- ✓ **Detail-oriented preparation:** Partnered with LOB analytics and finance to establish Non-Acquisition valuations



Reliability

- ✓ **Test-and-learn execution:** Again, leveraged experimentation framework to clearly show shifts and incremental lift in NPV
- ✓ **Measurement framework:** Utilized Win Rate framework and new attribution accessible by stakeholders directly
- ✓ **On-demand throttle:** Set up ability to turn off the new strategy cell if needed

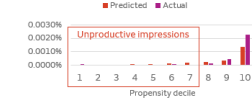
CBL Marketing has a big opportunity to strengthen Non-Acquisition decisioning in Secure Session

Today, Secure Session is oversaturated with Acquisition, but it doesn't need to be

- When we started this journey in mid-2023, Non-Acquisition had 30-40% of Secure Session impressions
- A deliberate decision was made to give more emphasis to Acquisition to align with firm strategic priorities, restricting Non-Acquisition to just 15% of decisions, and even fewer viewable impressions
- Now, CEE's decision models are strong enough to confidently identify the customers with low propensity – for whom each Acquisition impression is wasted

Premier Incentive 1208 Mobile Carousel

Predicted Propensity-to-Convert vs. Actual Conversion Rate



This is the time to strengthen our Non-Acquisition messaging

- CBL has committed to deeper customer relationships as a 2026 strategic goal, which is boosted by stronger Non-Acquisition messaging
- Measurement of Non-Acquisition messaging business outcomes has matured considerably, highlighting its value potential
- In addition to driving direct revenue and long-term loyalty, engagement behaviors also drive higher Acquisition propensity according to the models

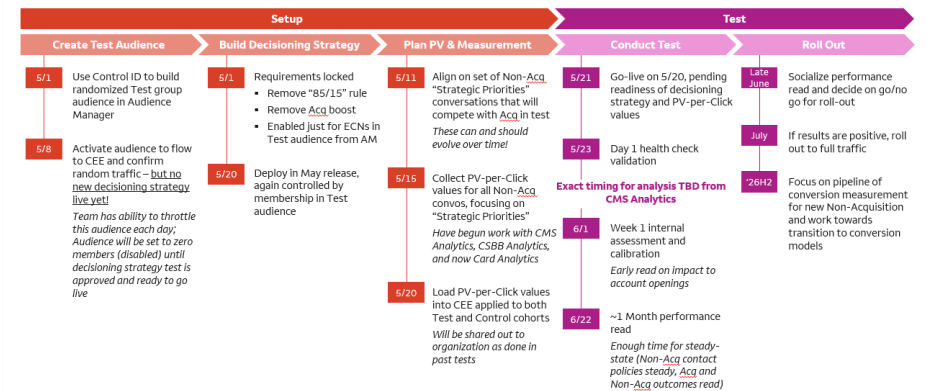


For today

Let's take the shackles off Non-Acquisition messaging in CEE decisioning

1. Need to identify the strategically important Non-Acquisition conversations, the Revenue Drivers and Relationship Builders
2. Ensure those conversations have strong outcome and value measurement to power decisioning
3. Allow those Non-Acquisition conversations to compete on marginal value, without penalty, against Acquisition

Testing can begin as soon as 5/20 pending readiness, with learnings and potential roll-out in June

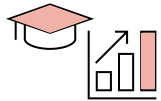


Work-in-progress: Standing up decisioning in Email without marketers rolling out the red carpet



Shared Goals

- **Bridge the gap in goals:** Different priorities between Channel Strategy and LOB Marketing
- **Establish benchmarks:** Need to get organization aligned to channel fundamentals, such as cost-of-unsubscribe



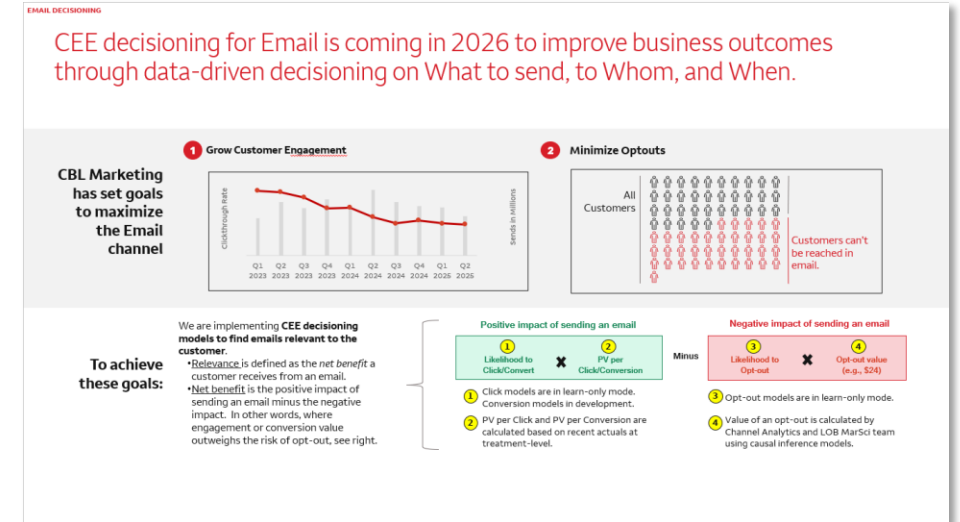
Competence

- **Design decisioning strategy:** Vision is a net-value priority score that compares expected value of conversion to loss of unsubscribe
- **Build working models:** Work-in-progress!



Reliability

- **Calibrate:** For net-positive formula to work, positive and negative propensity need to be well-tuned but so far need more time
- **Prototype:** Need to find hand-raiser in marketing to start leveraging decisioning for their campaign



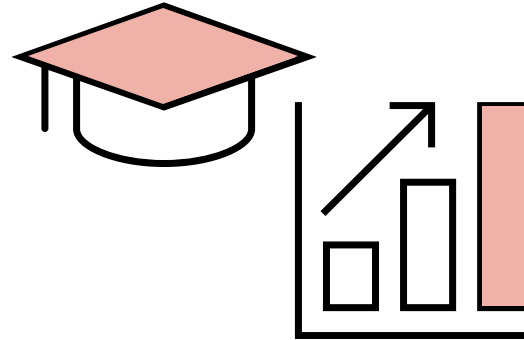
Decisioning pilot hopefully coming soon!

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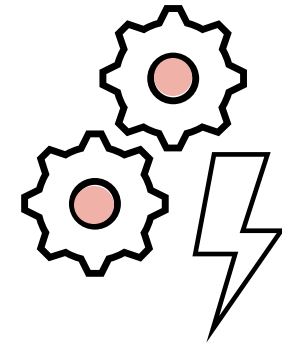
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