

# Kelvin Zee

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**SENIOR PRODUCT LEADER | PM TEAM BUILDING | OPERATING MODELS AT SCALE | SUBSCRIPTION, BILLING & CLV OUTCOMES**

## PROFILE

Senior product leader with 18+ years building teams and subscription products at Amazon Prime and T-Mobile. Grew Prime's PM team from 1 to 5 Senior PMTs and led product direction and investment priorities for a 130+ person cross-functional organization.

At T-Mobile, led a team of 7, promoted 3 PMs to Senior PM, and converted 3 interns to full-time roles. Built shared priorities and measures across product, engineering, design, data science, care, and retail to improve billing, payment completion, and customer lifetime value.

## IMPACT SNAPSHOT

- Teams & operating models | Prime PM team 1-to-5, T-Mobile team of 7, 3 PM promotions: built product teams and shared delivery models across global engagement and billing; earned T-Mobile's Transformer Award.
- **Billing | -43% care calls, +204% payment completion, +76% recurring setup, +23% CLV:** made Billing & Benefits T-Mobile's #1 digital property by unique MAU/views.
- **T-Mobile ONE | 851K Q3 2016 postpaid phone net adds, positive sequential ARPU:** led the pricing/package workstream that helped drive the quarter's customer and ARPU gains.
- **JUMP/device programs | 11.3M enrollees, ~60% attach, 30% faster upgrades, ~20% lower costs:** owned product and partner economics within a \$5.2B annual EIP ecosystem.

## EXPERIENCE

### Independent Study & Career Break | Oct 2023 - Present

Career break and hands-on AI workflow practice

- During a career break from full-time work, built hands-on fluency with AI tools through daily work on product and engineering problems.
- Built AI retrieval and caching prototypes for small-business sales queries and customer segmentation, plus a writing agent and job-search automation using Claude Code, Codex, and ChatGPT.

### Senior Manager, Prime Worldwide Engagement (L7 PMT) | Apr 2022 - Sep 2023

Amazon | Seattle, WA

- Owned Prime's global lifecycle engagement platform across a 200M+ paid-member ecosystem, connecting benefit discovery and use to renewal after the 2022 US price increase.
- Built the PM team from 1 to 5 Senior PMTs; led product direction and investment priorities for a 130+ person cross-functional organization serving 26 countries.
- Built a shared platform using member preferences and retail product data to deliver video, music, and shopping recommendations across Amazon and off-Amazon surfaces.
- Made targeting and incentives configurable by country, lifecycle stage, and benefit use, so local PMs could adapt customer journeys through a common platform.
- Built self-service targeting and experimentation for PMs in 26 countries, cutting localized customer-journey build time from about four weeks to four hours.
- Established 30/60/90-day activation, retention, shopping, and CLV metrics; drove +23% renewals and +17% shopping activity at 30M+ monthly benefit uses and >1B impressions.
- Identified an approximately \$1B value gap between video-first and shop-first members; authored the APAC PRFAQ, took it to senior review, and defined ingress-aware cross-benefit recommendations that became a global lifecycle strategy.

## **Senior Manager, Customer Engagement Product Management | Jan 2017 - Mar 2022**

T-Mobile | Seattle, WA

- Led a team of 7 (3 FTE PMs, 2 contract PMs, 2 data scientists); promoted 3 PMs to Senior PM, converted 3 interns to full-time roles, and earned the digital organization's Transformer Award.
- Rebuilt Billing & Benefits around one explanation across web, app, paper, IVR, care, and retail; reached roughly 90M monthly authenticated interactions and reduced billing-related care calls 43%.
- Once the rebuilt bill was trusted, added benefit activation and usage visibility. The program delivered +23% CLV in the first 12 months, +204% YoY one-time payment completion, and +76% recurring payment setup.
- Secured care and retail adoption of a shared bill explanation and scoreboard, giving partner teams evidence of their own outcomes and making their contributions visible to their leadership.
- Partnered with the promotions team to send EIP charges and eligible promotions to billing together, achieving approximately 99% on-time arrival for EIP-linked promotions.

## **Senior Product Manager, Postpaid Subscription Product | Dec 2015 - Jan 2017**

T-Mobile | Seattle, WA

- Led the T-Mobile ONE pricing/package workstream through its 2016 launch and January 2017 tax-inclusive rollout, aligning legal, accounting, finance, care, retail, billing, marketing, and customer delivery.
- Helped drive 851K branded postpaid phone net adds in Q3 2016 and positive sequential ARPU impact through T-Mobile ONE, which T-Mobile named as a primary growth driver; by October 2016 roughly 75% of new postpaid accounts were activating on ONE.
- Built differentiated value propositions spanning international roaming, Gogo in-flight connectivity, and JUMP!, translating partner economics into a simpler customer promise.

## **Senior Product Manager, Device Programs | Aug 2012 - Dec 2015**

T-Mobile | Seattle, WA

- Grew JUMP to 11.3M enrollees by Q2 2015 and ~60% attach, growing device-program annual revenue from roughly \$800M to \$1.3B while owning device financing, insurance, and mobile security within a \$5.2B annual EIP ecosystem.
- Defined API data contracts and business rules for the Assurant integration across enrollment, entitlements, device returns, and financing reconciliation; vendor, product, and operating changes reduced program costs about 20%.
- Accelerated JUMP member upgrades 30%, from nearly 20 months to 14 months, through redesigned upgrade and protection mechanics.

## **Senior Business Systems Analyst, Business Management Office | Aug 2007 - Aug 2012**

T-Mobile | Seattle, WA

- Internal product and business-analysis consultant across IT, care, finance, legal, retail, taxation, and call routing; scoped cross-organization products and mentored analysts across the office each year.
- Took pre-launch Equipment Installment Plan work through enterprise intake, requirements, and delivery as the Business Management Office consultant embedded with the business.
- Co-authored the PRD and launched QuikView, unifying customer, billing, and device data; cut average call length 8-10 seconds, eliminated 16K+ dealer-to-care calls/month, and delivered <2-year payback.

## **CORE STRENGTHS**

PM Team Leadership | Operating Models & Cadence | Lifecycle & CLV Strategy | Subscription Monetization | Billing-as-Product | Cross-Functional Program Leadership | Partner/Vendor Economics

## **AWARDS & EDUCATION**

Transformer Award - T-Mobile Digital Organization | Billing & Benefits: Best Wireless Billing - Mintel (2019) | BA, International Studies (JSIS), University of Washington, 2007