Svetlana Fedorova

Global payments strategy · Growth & retention · Commerce

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Global payments strategy leader with 11 years at Netflix, progressing from hands-on analytics to leading global payments strategy and optimization for a $40B+ subscription business processing 5B+ transactions a year across 190+ countries. Deep experience in payment economics, acquisition and retention optimization, prioritization, local payment methods and subscription monetization. I bring Product, Engineering and Finance together to turn complex payments challenges into scalable solutions and measurable business impact.

EXPERIENCE

NETFLIX

Director, Global Consumer Payments Strategy — Amsterdam · Aug 2021 - Jul 2026

- Strategic partner to the Head of Payments, co-developing global payments strategy and investment priorities across 80+ payment types, 40 currencies and 20+ processing partners. Drove trade-offs, investment decisions and execution priorities across Product, Engineering and Commerce leadership and 150+ cross-functional ICs.
- Led the shift from basic BIN-based processor routing to intelligent payment orchestration across the payment lifecycle, expanding coverage to the majority of eligible transaction types and delivering **$100M+ in incremental revenue**.
- Built a scalable cost-management and optimization capability for annual processing cost approaching $1B, resulting in **$10-20M in cost savings**. Developed data-driven pricing proposals, evaluated commercial trade-offs and worked directly with payment providers and internal commercial teams on contract terms and negotiations.
- Developed an investment prioritization framework to evaluate and launch new payment methods, infrastructure improvements and features (used for **50+ initiatives per quarter**).
- Established a proactive approach to managing payments-related commercial and operational risks, including FX exposure, processing redundancy and high-impact disruption scenarios.
- Led and developed a team of 11 payments strategy and analytics professionals across UCAN, EMEA, APAC and LATAM in a matrix organization.

Sr. Manager, EMEA Payments Strategy, Planning & Analysis — Los Gatos, CA & Amsterdam · Aug 2019 - Jul 2021

- Trusted partner to EMEA Payments leadership, reporting to the regional CFO and working with 40+ cross-functional stakeholders to prioritize authorization-rate improvements and churn-reduction initiatives.
- Developed the strategy for scaling Direct Carrier Billing across EMEA, supporting launches with **30+ carriers in 15+ markets** within 2 years.
- Supported PSD2 readiness through 3DS testing and regulatory impact assessment.

Manager, UCAN Payment Analytics & Global Cost Forecasting — Los Gatos, CA · Jul 2017 - Aug 2019

- Revamped the global payment cost modeling and forecasting framework, improving visibility into payment economics and supporting financial planning and strategic decisions.
- Built cost-benefit, what-if and sensitivity models to evaluate complex scenarios and guide payment optimizations.

Associate, Payment Analytics - UCAN — Los Gatos, CA · Aug 2015 - Jul 2017

- Identified optimizations for existing and new payment methods (e.g. PINless debit) and the signup experience (e.g. verification amount), estimated their benefits and helped prioritize them.

TESLA

Associate, HR Analytics — Fremont, CA · Jun 2014 - Aug 2015

- Developed automated audit solutions, reducing audit time by 60% while expanding coverage to 45 data-quality checks. Analyzed recruitment and the employee referral program to improve hiring efficiency.

EDUCATION

- **M.A., Business Economics & Management, with Honors** - Lobachevsky State University of Nizhny Novgorod
- **Certificate in Marketing Analytics, with Distinction** - University of California, Berkeley Extension

INDUSTRY ENGAGEMENT

Speaker at Merchant Risk Council conferences across the US and Europe (London, Las Vegas, Dublin, Malta, Madrid) on payment analytics, optimization strategies, issuer engagement and regulatory developments.

VALUES

Thrived in Netflix's hypergrowth years, helping scale the business from ~40M to 300M+ members, including the global launch into 130+ new countries in a single day. Comfortable navigating ambiguity, moving fast and building for scale.