



Bhavya Shah

<https://www.linkedin.com/in/bhavyashah>
shah.bhavya@gmail.com | +44 (0)7944671745

I am a retail banking professional with experiences across Asia, UK and US. My two-decade career has mainly been about creating customer and commercial success, with expertise in customer strategy, business development, propositions, customer experience, digital and marketing. I am at my best leading strategic change, building something new and driving sustainable growth. My personal favourite experiences so far include building powerful new brands; creating impactful value propositions; innovating with Fintechs and Partners to uniquely solve customer and business problems; nurturing a more data driven marketing culture to enhance ROI; embedding customer obsession in firm's DNA; and turning-around a struggling business. Having excelled in both 'Group' and 'Country' type roles and by leading large teams as well as in sole-contributor environments, I offer an effective balance of enterprise leadership with hands-on tenacious execution. I thrive in chaos and relish new challenges.

SKILLS & TRAITS

- Proposition Design
- Strategic Marketing
- Customer Experience
- Business Operations
- P&L Ownership
- Transformative Change
- Commercial Acumen
- Creative Problem Solving
- Delivery Orientation
- Growth Mindset
- Design Thinking
- Agile ways of working
- Navigating
- Team Building
- Servant Leadership

PROFESSIONAL EXPERIENCE

Global Head of Retail Propositions, Wealth & Personal Banking

June 2018 – Present | HSBC | London, UK

Profitably expanded the global retail banking customer franchise, with a particular focus on attracting younger customers, driving improved revenue per customer and transforming the experience for richer emotional connections. Key achievements include:

- Grew the global retail base of 30m customers at a CAGR of 2%, while achieving impressive double-digit growth rates within target customer segments and increased customer balances and wealth AUMs by over 10% p.a.
- Re-launched HSBC Advance to 5m customers, creating a unique digital proposition with improved everyday banking capabilities to grow primary banked relationships with emerging affluent customers.
- New award-winning propositions and their go-to-market strategies for key customer life style/stage, including Connected Money in UK, HSBC Stilo in Mexico, HSBC One in Hong Kong, Everyday Global Account in Singapore, etc.
- Designed 'Personal Financial Management' capabilities, financial education content and digital health check tools to help customers have a better relationship with their finances and build savings for their future dreams and goals.
- Marketing plans for retail customers including new brand partnerships, programmatic ecosystems and tailored corporate employee offerings to drive nearly half of the new customer growth.
- Re-engineered core journeys with enhanced digital nudge messaging strategies and integrated reward programmes across Asia, Europe and Americas to transform how customers are managed through their financial lifecycle, deepen relationships and improve retention.
- Implementation of Net Promoter System to deliver a 360° view of the customer experience and its economic value - to reprioritise focus on experiences that mattered most to customers. Led cross-functional delivery teams to achieve double-digit NPS improvement in record time across all key channels/segments and significantly improved brand and product rankings in every market.
- Multi-market programmes to embed customer centricity in organisational culture including new reward and recognition programmes for people who design and deliver amazing experiences; new learning curriculum on design thinking, customer journey mapping, and service standards; enhanced accountability and oversight models; and best practice adoption to facilitate more customer oriented decision making.

Chief Operating Officer, Retail Banking & Wealth Management Marketing

April 2015 – May 2018 | HSBC | London, UK

Functional oversight of all strategic and operational aspects of HSBC's global marketing function for retail banking and wealth management, covering marketing budgets of circa \$600m and 600+ people. Key achievements included:

- Annual strategic marketing plans, building on fresh customer insights, commercial drivers and business priorities to successfully achieve business and brand outcomes.
- Optimised return on marketing investment by 2x by achieving end-to-end traceability of marketing spend across global business lines, development and roll-out of new performance measurement frameworks, launch the bank's first econometrics and marketing mix models and re-orientation of the marketing portfolio towards digital to drive higher ROI.
- Modernisation of the global marketing stack by reframing Agency relationships and installing improved programmatic capabilities including new demand and data platforms, dynamic creatives, content management and analytics capabilities.

- Reduced 'non-working' marketing spend by a quarter by streamlining marketing operations, introducing new productivity tools, deploying agile ways of working and improved risk management practices to ensure safe and compliant operations.
- Design and implementation of comprehensive reorganisation of the Marketing function to pivot resources and capabilities in line with business priorities, future-proof talent particularly on digital and data, and released material savings to self-fund investment in to new growth areas.
- Double-hatted as 'Chief Marketing Officer' for our SME segment, curating deep understanding of the category to launch a first-in-market proposition called "HSBC Fusion" and scale it across 6 countries, integrating small business owners personal and business lives into one solution and augmenting it with a partner-led 'beyond banking' digital platform. Won global SME bank of the year award.
- Created the HSBC Fusion brand and hands-on development of its marketing strategy including creatives, content, campaigns and customer acquisition tactics to grow customer base by 40% and revenues by 20% p.a.

Head of Performance & Planning, UK Wealth Transformation

January 2014 – March 2015 | HSBC | London, UK

Led a comprehensive programme to transform the UK wealth business covering new platforms, products and people to better meet regulatory requirements and evolving customer needs. Drove business management activities to successfully achieve financial and operational performance targets within agreed risk appetite and control frameworks. Key successes include delivery of a fee-based advice proposition, launch of a new self-directed wealth management platform and expansion of the advisory team by 3x with enhanced productivity to serve more customer needs.

Head of Customer Value Management, HSBC Expat

July 2010 – December 2013 | HSBC | Jersey, Channel Islands

Reinvented a struggling offshore business from a niche deposit gatherer to a profitable, expat focused direct wealth management business. As its 'Chief Customer and Marketing Officer' refreshed the business strategy and segmentation to refocus on where to win, launched a suite of new wealth, payments and lending products aimed at the target segment, re-branded the business as 'HSBC Expat', created the flagship 'Expat Explorer' content programme and re-designed the marketing strategy to grow revenue in a challenging regulatory environment. Grew customer base by 50% and doubled PBT during time in role and made it a relevant play within HSBC's global strategy.

Senior Manager, Group eBusiness

June 2008 – July 2010 | HSBC | London, UK

Part of the global digital team, led the redesign of HSBC's global public websites, better reflecting customer needs, market best practices and business ambition. Curated a richer understanding of customer behaviour and user experience to improve engagement and conversion. Led multiple programmes to enhance satisfaction, particularly in relation to key emotionally charged moments of truths like payments fraud, application declines, change of RM, raising a complaint, bereavement, etc.

Vice President, Payment Products, Card & Retail Services

January 2007 – June 2008 | HSBC | Chicago, USA

Acted as 'Chief Commercial Officer' for one of HSBC's first partnership with fintechs to develop an innovative and award-winning payment and loyalty platform that drove incremental revenue for HSBC's private label business with very limited capital consumption. Achieved the product vision of offering rewards to all debit users (not just HSBC customers) by leading the marketing strategy, developing new white-labeled partner tie-ups and creating new integrated digital experiences to grow to ~0.25m customers in 6 months from launch.

Other Roles:

June 2002 – December 2006 | HSBC

Various frontline sales and lending roles across India and UK to create a strong personal foundation on basics of banking, customers and risk.

- Credit Manager, CIB Credit & Risk
- Assistant Vice President, Business Development
- Assistant Manager, Special Projects
- Assistant Branch Manager

QUALIFICATIONS

- **Accelerated Development Programme**, Booth School of Business, The University of Chicago, USA
- **Master in Business Administration**, Faculty of Management Studies, University of Delhi, India
- **Bachelor in Science, Management**, London School of Economics & Political Studies, University of London, UK
- **Bachelor in Commerce, Accountancy** (Honours), BES College, University of Calcutta, India
- Professional upskilling courses in **Design Thinking** and **Agile Leadership**

OTHER INTERESTS

- **Non Executive Director and Trustee, King's Group Academies**, an educational trust that owns and runs several government funded schools in UK and has ambitious growth plans. Over the last 3 years, we've more than doubled schools under management and improved educational standards in each school within our portfolio. It gives me tremendous exposure to board mechanics and nourishes my soul.