

JACQUI RIGBY

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PROFILE

Highly skilled strategic leader with over 20 years' experience in product, marketing, transformation, and business development roles. Directed digital transformation and product delivery. Led the revitalisation of two consumer-facing businesses. Held Board positions and Executive roles for 15 years. Worked for the past 6 years in interim and consultancy roles. Strong motivator of teams through engagement and a drive to achieve beyond expectations.

QUALIFICATIONS

PhD Molecular Genetics, University of London

BSc 1st Class Honours Biochemistry, University of Sussex

INDUSTRIES

Financial Services
Legal
Retail
Travel
Pharmaceuticals

KEY ROLES HELD

CMO & Product Director
Commercial Director
Interim GM
Strategic Change Director
Acting CIO
Board Director

SPECIALIST AREAS

Delivering commercial benefits through consumer marketing and B2B partnerships; brand creation & re-design; leading integrated marketing campaigns across TV, digital, social, influencer, PR, radio, Direct Mail and CRM. Developed B2B partnerships with household names and created new products, driving mutually beneficial growth opportunities.

Customer experience & customer strategy development of customer vision, customer goals, and customer experience; development of a framework of customer's rational and emotional needs linked to customer outcomes; design of the operating model changes required to deliver the customer outcomes.

Digital product innovation and transformation; defined and led strategic transformation programmes to deliver digital products. Used Google Sprint methodology, ideation techniques and innovative UX research approaches. Developed MVP and taken through test, learn, iterate cycles. Delivered ability to add gift card to mobile wallet and app development. Developed cross functional Product teams and the agile skills and experience of the product, marketing and tech teams. Engaged business through stand ups, showcases, videos and themed competitions.

Total operating model design and delivery with a commercial & customer aligned IT strategy including development of multi-million pound business cases, management of complex IT & business change programmes, taking the business through change by engaging the organisation at all levels and delivery of business benefits; working with multi-disciplinary teams across multiple sites.

Defining and delivering organisational change including organisational structures, role profiles, behaviours, competencies, culture, colleague engagement plans, talent management and personal development plans.

Engaging leadership style with Executive/Board and across all levels in the organisation; an established leader that people proactively seek to work with. Skilled coach who develops individuals and drives high levels of engagement.

KEY ACHIEVEMENTS

Re-directed the business strategy and led digital product innovation to support the market shift from physical to digital products for gifting, rewarding and saving, including: (i) development of a digital personalised gifting product with unique features, designed with the target millennial consumer audience, launching the MVP eight months from the day zero workshop, under a newly created brand; (ii) launching the UK's first fully digital gift card for the mobile wallet, (iii) development of an app to engage customers across business streams, and (iv) creating a new 'currency' brand on Mastercard payment rails to respond to consumer demands and to attract millennial retail brands to the pre-paid card.

Directed a website optimisation programme; in first quarter improved new account registration conversion rate by 12%; first payment rate by 25% and new direct debit set up by 40%.

Integrated structures, leadership and culture of two previously separately owned businesses, across two locations, whilst delivering to annual forecast.

Defined and led a 5 year £50m investment roadmap with a series of initiatives and budget to implement an innovative multi-channel customer experience across the total operating model of a legal business, including the IT capabilities and operational organisational restructure.

Delivered 545% growth in revenue over 5 years and 193% increase in profit over 3 years for a life planning business through organic growth, new channel development and new propositions.

Initiated and delivered a full re-brand programme to modernise a travel brand with digital and offline assets aligned across all sales & marketing channels.

Defined customer vision, customer goals, target customer experience (rational & emotional) and action plan for a legal services business. Delivered operational model changes to drive the change. Increased customer satisfaction from 88% to 91% in 9 months.

Created a new multi-channel customer experience (telephony, digital and face to face) in consumer law with associated operating model changes, through design of future customer journeys, 27 business initiatives to deliver the organisational change, a business model with 6000 inputs, a visionary digital "proof of concept" and a business case that was approved by Group Board stakeholders.

Established partnerships with large financial institutions to successfully launch new consumer propositions and new sales channels driving revenue, profit growth and market leadership. Developed and launched 5 new partner channels in 12 months.

Tackled declining areas in a travel brand to grow travel agent sales +4% year on year in a shrinking market and reverse a -32% year on year decline in London sales into growth

Directed an initiative in a financial and legal regulated environment that generated incremental revenue of £1m in year 1, through rollout of a Wills proposition to 3,000 colleagues in Bank branches across the UK.

Restructured a Contact Centre including on-shoring overseas work, driving £1.4M pa cost saving, whilst retaining Gold Feefo status and improving customer satisfaction.

Delivered Organisational Design programme including the structure, role profiles, processes behavioural competencies and a management development programme for an IT department of 70 people. Outsourced IT development to a third party, including managing TUPE implications. Reduced attrition rate from 38% over 9 months to 4% over 5 months and increased internal customer loyalty index from 2 to 40 in three months.

CAREER SUMMARY

RIGBY POLLITT ASSOCIATES

Oct 2020 - present

Supporting leadership teams to drive commercial, customer and people outcomes through uncertain times. Current projects include: brand & marketing strategy and aligned marketing plan with a recruitment company; strategy and planning with a marketing organisation; marketing with a not-for-profit global alliance; product and marketing with a fintech business.

APPRECIATE GROUP (formerly Park Group)

Sept 2018 - Apr 2020

Chief Marketing Officer & Product Director (Interim)

Re-directed the business strategy and led digital product innovation. Directed agile development of a digital personalised gifting product with unique features, designed with the target millennial consumer audience. Launched MVP eight months from day zero workshop, under a newly created brand. Launched the UK's first fully digital gift card for the mobile wallet. Led the strategy to develop an Appreciate Group App to engage customers across the 3 pillars (rewarding, gifting and saving) to increase customer numbers, usage and lifetime value.

Implemented cross functional product teams and agile working. Created a foundation of assets and people skills to support digital transformation.

Adapted the business retailer strategy that is the core business revenue stream: created a new 'currency' brand, changed the card payment rails to respond to consumer demands and attracted millennial retail brands to the pre-paid card.

Overhauled the branding, proposition, creative and media for Park Christmas Savings, a £200m revenue business. Created the first new TV ad in 10 years and extended marketing into digital and social channels for acquisition and retention, including an influencer programme. Launched a social listening tool to inform strategy and tactics.

Directed a Park Christmas Savings website optimisation programme, with first quarter new account registration conversion rate improving by 12%; first payment rate by 25% and new direct debit set up by 40%.

Sponsored re-brand from Park Group to Appreciate Group.

MALVERN GROUP LTD

Sep 2016 - July 2018

Chief Operating Officer

April 2017 - July 2018

Directed Marketing, Change, Supply, Operations & Trade sales across LateRooms and Super Break travel businesses. Developed a new e-commerce travel brand from scratch, as proof of concept for the Malvern Technology B2B Platform. Directed a Working Group for Malvern Technology Platform and both the Partner Pitch and Partner Implementation Forums. Reversed decline to grow Super Break travel agent channel and London sales. Innovated with a highly successful charter programme to North Iceland. Restructured the Contact Centre delivering £1.4M pa saving, retaining Gold Feefo status and improving customer satisfaction from 90% to 92%.

General Manager (Interim) Super Break

Sept 2016 - March 2017

Directed Super Break for the second half of the financial year, delivering above EBITDA forecast. Initiated and delivered a re-brand programme to modernise Super Break brand. Drove the integration of the Super Break and LateRooms businesses strategically, structurally & culturally.

CIGNA INSURANCE SERVICES (EUROPE) LIMITED

Nov 2015 - Sept 2016

Commercial Director (Interim)

Directed travel, life, personal accident and legal insurance partnerships worth in excess of £130M pa, including with Barclays, AA, RAC, Saga, Coutts. Led renewal of two contracts. Initiated and sponsored operational process re-engineering programme to transform the customer experience and cost to serve. Developed and implemented a business change governance framework and ways of working, delivering clear prioritisation, engagement and focus on key business outcomes.

RIGBY POLLITT ASSOCIATES (interim/consultancy)**Oct 2014 - Oct 2015**

Designing and delivering strategic, operational and organisational change. Clients across global insurance, retail and consumer legal sectors.

CO-OPERATIVE GROUP**Aug 2001 - July 2014****Strategic Change Director, Co-op Legal, Executive & Board****Sept 2011 - July 2014**

Member of Executive and Board of Co-operative Legal Services, defining strategy and translating the strategy into a £50M programme of change across the total operating model putting the customer at the heart of the organisation. Authorised person through the SRA regulator.

Acting CIO for Group Specialist Businesses, IT Executive**April 2013 - Sept 2013**

Additional responsibility. Member of Group IT Leadership team with responsibility to lead an IT team of over 100 people across Funerals, Pharmacy, Electrical and Legal Services business units.

**Head of Strategic Development & Head of Sales & Marketing,
Co-operative Life Planning, Executive****May 2006 - July 2011**

Member of the Executive leading the revival of the Co-operative Life Planning business, from a market share position of third to first within 18 months, delivering 545% revenue growth over 5 years and a 193% increase in profit over 3 years. Selected to lead a cross-Group team to define propositions that met the needs of customers and provided growth opportunities.

**Head of Business Management, Executive & Business Relationship Manager
Co-operative Commercial IT****Aug 2001 - April 2006**

Member of the Funeralcare Executive and IT Senior Management teams, defining business strategy and delivering business transformation programmes including Oracle CRM.

Earlier Career

GlaxoSmithKline, Sales & Marketing Head of Programme Management, Senior BA, Market Researcher

OTHER INFORMATION

Nationality: British