



Job Title:	Director Retail Products	Reports to:	Group Director Retail Banking
Unit:	Retail Banking Products	Department:	Retail Banking
Grade:	Band 10	Date:	
Job holder:		Supervisor:	

Job Purpose Statement

The Director – Products is responsible for defining and executing the strategic vision, development, and lifecycle management of the bank's retail products across both digital and non-digital channels. The role ensures that products are innovative, customer-centric, commercially viable, and aligned with the bank's overall retail banking strategy. By translating market insights and customer needs into compelling value propositions, the Director – Products drives product market fit, profitability, and sustainable growth while collaborating with cross-functional teams to deliver high-quality solutions that enhance customer experience and deliver measurable business impact.

Key Accountabilities (Duties and Responsibilities)		
Perspective	% Weighting <i>(to add up to 100%)</i>	Output
Financial Performance	60%	<ul style="list-style-type: none"> ● Develop and execute the retail products strategy to drive balance sheet growth, revenue growth, profitability, and market share for both digital and non-digital product portfolios. ● Build and maintain robust business cases for new products and enhancements, ensuring strong return on investment (ROI). ● Drive product pricing strategies and value propositions that optimize customer lifetime value (CLTV) while remaining competitive in the market. ● Monitor and manage product performance using key financial metrics such as revenue contribution, cost of sales (COS), customer acquisition cost (CAC), and profitability. ● Identify opportunities for product innovation and diversification to increase revenue streams and enhance the bank's retail offering. ● Manage the product portfolio lifecycle to ensure optimal allocation of resources and maximum financial performance
Customer Experience	20%	<ul style="list-style-type: none"> ● Define and champion a compelling product vision that addresses real customer needs and solves meaningful problems.

		<ul style="list-style-type: none"> ● Ensure products deliver superior customer experience across both digital and physical channels. ● Drive product market fit by understanding target customer segments through segmentation, targeting, and positioning (STP) analysis. ● Monitor product adoption and engagement using metrics such as daily active users (DAU), monthly active users (MAU), customer satisfaction, and Net Promoter Score (NPS). ● Continuously gather customer insights and market intelligence to refine product features, usability, and value propositions. ● Ensure that product design and delivery support seamless, intuitive, and accessible customer journeys.
Internal business processes	10%	<ul style="list-style-type: none"> ● Lead the end-to-end product lifecycle from concept development, testing, launch, scaling, and continuous improvement. ● Ensure product development aligns with the bank's strategic objectives, regulatory requirements, and risk management frameworks. ● Collaborate closely with technology, operations, risk, compliance, marketing, and other stakeholders to deliver high-quality products. ● Establish and track product performance metrics and dashboards to support data-driven decision making. ● Oversee product testing, market validation, and feasibility analysis to ensure viability before launch. ● Ensure strong governance, transparency, and communication with stakeholders regarding product performance, priorities, and delivery timelines. ● Drive continuous improvement of product development frameworks, methodologies, and processes.
People & Culture	10%	<ul style="list-style-type: none"> ● Provide strategic leadership and direction to the product management team, fostering a culture of innovation, accountability, and collaboration. ● Build and develop high-performing product teams capable of delivering impactful solutions. ● Promote cross-functional collaboration between product managers, ICT, marketing, risk and operations teams. ● Encourage transparency and open communication across teams and stakeholders. ● Coach and mentor product managers and other team members to strengthen product management capabilities within the organization. ● Foster a collaborative working environment that encourages experimentation, learning, and continuous improvement.

		<ul style="list-style-type: none"> ● Drive a high-performance culture by setting clear performance expectations, recognizing excellence, and proactively managing under performance in line with the Bank's performance management framework. Identify and Implement development programs to optimize competence, productivity and achievement of objectives. ● Proactively manage own learning and development ● Adhere to all HR policies including training and e-learning hours for self and team
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Job Dimensions

Reporting Relationships: jobs that report to this position directly and indirectly	
Direct Reports	<ul style="list-style-type: none"> -Head Retail Banking Products -Head Retail Digital Solutions -Head of Data and Market insights
Indirect Reports	<ul style="list-style-type: none"> -Product Managers -Digital Managers - Data & Research Managers - Compliance Lead

Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.	
Internal All internal departments and subsidiaries	External Commercial customers, financial institutions, industry players, national and county governments, regulators, etc.

Decision Making Authority /Mandates/Constraints: the decisions the position holder is empowered to make <i>(Indicate if it is Operational, Managerial or Strategic). Please also highlight any budgetary control responsibility if applicable for the role.</i>
<ul style="list-style-type: none"> ▪ Managerial ▪ Appropriateness of the cluster team's structure. ▪ Credit recommendations for consideration ▪ Approval of expenditure within discretionary powers delegated provided that such expenditure is within the approved strategy and annual budget for the Bank.

Work cycle and impact: time horizon and nature of impact (Planning) <i>(e.g. Less than 1 week, 2 weeks, 2 weeks – 1 month, 1month – 3 months, 3-6 months, 6-12 months, above 1 year)</i>
3 – 6 months

Ideal Job Specifications

Academic- Minimum qualifications:

Academic:

- Bachelor's degree from a recognized accredited university.
- Master's degree in strategic management or business administration, or other similar relevant qualification.
- Professional certifications in Product Management, Agile, Scrum (e.g., Certified Scrum Product Owner – CSPO) or Design Thinking are desirable.

Desired work experience:

- Over 12 years' relevant experience in the banking industry financial technology (Fin-tech), 5 of which must have been in Product Management at a senior level
- In-depth knowledge of Retail products CSME, Consumer and Digital banking
- Track record of successful implementation of product variants and innovative customer offerings.
- Experience aligning product portfolios with **business growth, revenue targets, and customer value propositions**
- Data Analytics & Insight-Driven Decision Making: Strong capability to use data, KPIs, and customer insights to guide product decisions, measure performance, and continuously optimize outcomes.
- Digital Product Lifecycle Management: Demonstrated experience managing the full product lifecycle from ideation and development through launch, scaling, and retirement across digital platforms.
- Agile Delivery & Product Development Practices: Extensive experience leading Agile/Scrum-based product development with cross-functional teams to deliver iterative and high-impact solutions.
- Technology & Systems Knowledge: Solid understanding of digital platforms, APIs, system integration, and modern technologies such as cloud and AI to effectively collaborate with technology teams.

NCBA Bank Core Value Behaviours (Performance Drivers)

DRIVEN: - We are **passionate**, make **bold decisions** and learn from our failures. We **seek new challenges** and appreciate different views constantly raising the bar. We **explore our full potential**.

OPEN: - Our interactions are **candid, honest and transparent**. We listen to each other and our clients. We are inclusive and always **respect each other**.

RESPONSIVE: - We are **proactive**, act quickly and resolutely to **deliver results**. We put our **customer's interests at the heart** of all that we do. We keep it simple and seek **new ways to improve**.

TRUSTED: - As a trusted partner we do what is **morally right** always. We **keep our word**. We are **accountable** and **believe in each other**.

Ideal Job competencies

Technical Competencies	
Product Strategy & Roadmap Development	Ability to define long-term product vision, prioritize initiatives, and align product road maps with business strategy and revenue goals.
Data Analytics & Insight Generation	Strong capability to interpret product, customer, and market data to guide decision-making, optimize features, and improve customer experience.
Digital Product Lifecycle Management	Expertise in managing end-to-end product lifecycle—from ideation, design, development, launch, scaling, to retirement.
Agile & Lean Product Development	Deep understanding of Agile methodologies (Scrum/Kanban), MVP development, and iterative delivery to accelerate product innovation.
Technology & Architecture Awareness	Working knowledge of digital platforms, APIs, system integration, and emerging technologies (e.g., AI, cloud, fintech ecosystems) to effectively partner with engineering teams.
Commercial Banking Industry Knowledge	Seasoned industry player through breadth and depth of exposure to diverse players, across multiple channels and platforms. Shares insights on industry trends; identifies opportunities that can be exploited and highlights concerns to be avoided / mitigated against. Reference point and mentor for customers, colleagues, partners, government, etc.

Behavioural Competencies
<ol style="list-style-type: none"> 1. Strategic Thinking & Visioning Ability to think long-term, anticipate market shifts, and translate organizational goals into actionable product strategies. 2. Stakeholder Management & Influence Skilled in managing diverse stakeholders (business, tech, compliance, marketing) and influencing decisions without direct authority. 3. Customer-Centric Mindset Strong focus on understanding customer needs, pain points, and behaviour to drive meaningful product experiences. 4. Leadership & Team Development Ability to build, inspire, and grow high-performing product teams while fostering accountability and innovation. 5. Decision-Making & Problem Solving Confident in making complex trade-off decisions under uncertainty, balancing speed, risk, cost, and value delivery.