

Chris Bebb

Senior Digital Product & Transformation Leader

Product Strategy | Digital Platforms | Customer Lifecycle | Data & Insight | Commercial Optimisation

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PROFILE

I'm a senior product leader with more than 10 years' experience shaping customer, digital and operational products across complex organisations. I combine strategic vision with hands-on product leadership, translating customer, colleague and commercial needs into prioritised roadmaps and measurable outcomes. My experience covers customer acquisition, CRM-enabled self-service, digital adoption, retention, payments and commercial growth. I use customer insight, analytics and testing to improve experiences and deliver better results for the business, and customers. At Virgin Media O2 I'm currently leading a £10m+ transformation of the MyO2 platform, partnering across Product, Engineering, UX, Architecture, Data and Commercial to migrate and optimise 22 core capabilities, c.100 pages and c.60 APIs. The programme has realised c.£20m in benefits against a £40m target, alongside conversion uplifts of up to 100%.

KEY HIGHLIGHTS

- **£10m+** digital transformation investment led at VMO2
- **£40m** targeted return; **c.£20m** already realised
- **80%** eCare platform migration completed
- **100%** conversion uplift from journey redesign
- **40%** increase in velocity after Scrum-to-Kanban shift
- **80,000** fewer customer calls per month
- **£3.3m** annual call savings from mobile app capabilities
- **£7m** ROI from Virgin Mobile self-service transformation
- **£2.3m+** billing/self-service savings delivered
- **15% → 65%** TalkTalk online self-service increase
- **30% → c.90%** TalkTalk new-customer digital activation
- **85%** Barclaycard collections self-service increase

CAREER EXPERIENCE

Virgin Media O2

Head of Product - Transformation – July 2023 to Present

I lead the product vision, roadmap and transformation of MyO2 and its wider digital self-service proposition. Working across Product, Engineering, UX, Architecture, Data and Commercial, I use customer insight, analytics and testing to prioritise the right problems and improve adoption, conversion and cost-to-serve. I also coach Product Owners to take ownership of their journeys, make confident evidence-led decisions and continually improve live performance.

- Own the **£10m+ MyO2 product and platform roadmap**, aligning customer outcomes, commercial value, investment, dependencies and delivery priorities to a **£40m target return**.
- Lead the migration and optimisation of the full MyO2 platform, with **c.80% delivered across 22 core capabilities, c.100 pages and c.60 redesigned APIs**.
- Realised **c.£20m in benefits** through digital adoption, journey optimisation and lower outsourced costs.
- Delivered **conversion uplifts of up to 100%** by combining customer insight, analytics, user testing and iterative journey redesign.
- Moved delivery squads from Scrum to Kanban, improving flow, surfacing constraints earlier and increasing delivery velocity by **40%**.
- Partner with Engineering and Architecture to develop resilient, reusable platform capabilities across **Next.js, Storyblok and Apigee APIs**.
- Lead product discovery and prioritisation, turning ambiguous customer and business problems into clear propositions, success measures and actionable backlogs.
- Use A/B testing and product-performance data to make evidence-led decisions to **launch, refine, scale or stop** propositions.
- Lead a regular **Programme Review Board**, bringing together senior leaders—including the CIO and COO when required—to resolve trade-offs across investment, capacity, risk, dependencies and value.
- Built and led multidisciplinary teams across **Product, Engineering, Commercial, UX and Architecture**, creating clear accountability and coaching **five product owners**.
- Shape the self-service strategy for conversational AI and IVR, reducing avoidable contact and creating more intuitive customer interactions.
- Won a **Silver eCommerce Award** for the eCare re-platform.

Head of Digital Product: Virgin Mobile - Oct 2021 to July 2023

- Accountable for Virgin Mobile's digital self-serve optimisation. **Delivered £7m in three-year ROI** through digital self-service optimisation across Virgin Mobile.
- Set the strategic direction and secured senior stakeholder alignment for **£2.1m funding**.
- Rebuilt and redesigned the native app experience for mobile customers by integrating these journeys into a combined app for Virgin Media and Mobile customers. Achieved an **18% increase in add-on sales in app, and containment improved to 93%**.
- Journey optimisation within the ID process **uplifted log-in success by 10%**
- **Reduced monthly customer calls by 80,000**, materially improving cost-to-serve.
- Generated **664,000 additional digital interactions**, accelerating customer adoption of self-service.
- **Improved Net Promoter Score by 11 points** through customer-centred transformation.
- Built and introduced an integrated mobile app, web optimisation and digital help & support strategy by embedding content directly within core self-service journeys. As a result, overall **digital channel share increased by 7%**

Virgin Media

Senior Digital Product Manager - August 2018 to September 2021

Led digital product strategy and delivery for Virgin Mobile and My Virgin Media billing and payments, creating consistent self-service experiences across channels for more than **6 million** customers. Delivered tactical and large-scale change and optimisation to simplify customer journeys, accelerate digital adoption and reduce operating costs.

- Managed a journey-factory agile model, using insight-led discovery, prioritised backlogs and iterative delivery to speed up customer-focused change.
- Improved billing for **6 million customers** by introducing predicted bills and better support, **doubling online help traffic** and delivering savings of **more than £2.3m**.
- Added key Mobile journeys and secure MFA authentication to the My Virgin Media App, unlocking core capabilities for Mobile customers and delivering call savings of **approximately £3.3m annually**.
- Digitised service disconnections and package management, enabling self-resolution and saving **£1.2m annually** through **15,000 fewer calls per month**.
- Delivered Virgin Mobile number switching, data capping and eSIM journeys, improving customer control and driving operational efficiencies of **up to £1.3m over three years**.
- Secured and launched the LucidCX interactive handset-support partnership, helping customers resolve device issues digitally and cutting calls by **5,000 per month**.

TalkTalk Business

Online & Self-Serve Manager - July 2014 to August 2018

Reporting to the Transformation Director, owned the strategy, roadmap and delivery of TalkTalk Business's online and self-service transformation, spanning customer experience, digital marketing, platform change, commercial partners and senior governance.

- Led the end-to-end transformation of TalkTalk Business's digital channels, owning customer experience, product strategy and agile delivery across desktop, mobile and tablet.
- Re-platformed MyAccount onto Salesforce CRM, increasing online self-service from **3% to 35%** and **improving online service CSAT by 25%**.
- **Raised new-customer digital activation from 30% to c.90%** through UX, process, communications and point-of-sale auto registration improvements, as well as building and introducing a new digital Welcome Centre experience.
- Established an integrated digital adoption strategy across web, CRM, email, SMS, voice, IVR and webchat, using performance insight to optimise journeys, increase participation and improve channel efficiency.
- Represented Digital at **Exco and SteerCo**, introducing management information to strengthen senior decision-making; recognised by **CEO Dido Harding** for leadership following the October 2015 cyberattack.

Barclaycard

Digital Strategy Manager: UK & Western Europe - February 2012 to July 2014

- Owned the digital strategy, roadmap, budget and risk-and-reward performance for customer contact and payment channels across Barclaycard's UK and Western European collections business.
- Increased UK collections self-service by **85%**, delivering operational savings equivalent to **c.50 FTE**.
- Led the design and implementation of a new digital collections payment experience, replicating core call-centre repayment options through self-service.
- Introduced a digital-by-default communications strategy across email, SMS and direct mail, driving a **10-fold increase in website utilisation**.

Homeserve PLC

Strategic Partnerships Manager. - February 2010 to January 2012

- Reported to the Director of Financial Services and managed strategic and operational relationships with financial services and insurance partners, leading post-contract mobilisation, commercial development and profitable growth.

Lloyds Banking Group

Senior Product Manager - November 2006 to January 2010

- Owned the Sainsbury's Bank unsecured personal loan product and managed the HBOS joint venture, delivering approximately **£700m** in annual gross lending across multiple acquisition channels, with **90%** completed online.

KEY SKILLS & STRENGTHS

Product Leadership

Product Vision & Strategy • Product Discovery • Portfolio Prioritisation • Roadmap Development • Product Operating Models • Product Coaching

Technology & Data

Digital Platforms • API-Led Architecture • Headless Technology • Web & Mobile • CRM • Conversational AI • Product Analytics • A/B Testing

Customer & Commercial

Human-Centred Design • Customer Research • Digital Self-Service • Customer Journey Optimisation • Commercial Strategy • Business Cases • Benefits Realisation

Leadership & Execution

Cross-Functional Leadership • Engineering Partnership • Executive Influence • Trade-Off Decisions • Regulated Financial Services • Agile Delivery • Risk & Governance

EDUCATION AND QUALIFICATIONS

1989 - 1996

St Richard Gwyn High School, Flint
10 GCSE's & 3 A-Levels

1997 – 1998

University of North-East Wales
BA Hons Business Management

2001

HBOS - Capital Bank
GNVQ Level 3 - Processing information using telecommunications.

2015

The Academy of Digital Business Leaders
ADBL Certified Member – Digital Marketing