

Fareed Ashraf Dhariwal

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Retail banking professional with 15+ years' experience in developing innovative retailing models for greater customer engagement. Demonstrated strengths in microfinance, payments and DFS, covering end-to-end digital customer experience, self-serve and staff assisted channels. Prior to joining FMFB-A, Chaudhry was member of the Retail Committee at Pakistan's largest microfinance bank where he steered business initiatives that transformed Khushhalibank from a monoline bank to an MSME bank. At FMFB-A, Chaudhry has the product management responsibility for the full-suite of assets (ENR \$85mm) and the deposit book (\$91mm). He was also responsible for drafting the application for *European Microfinance Award 2017* for 'Incremental Housing' where FMFB-A finished runner-up out of 37 global entries.

Experience

The First Microfinance Bank (Aga Khan Agency for Microfinance) Feb 2015-Present
Head of Business Strategy and Marketing (Reporting to the CEO) Kabul

- Managed the bank's products, marketing, ADCs, and SQ functions; managed a portfolio of 153,000 clients with loan tickets in the range of \$200 - \$250,000
- Spearheaded the Digital Transformation strategy; introduced switching solution for ATM/debit cards by CSCBank SAL Lebanon
- Drove the bank's new initiatives as per the 5-year strategic plan including digital banking, credit scoring, international remittances, and value chain financing
- Provided oversight to the credit policy and operations manual to simplify processes while improving controls
- Drove FMFB's external communication strategy; established 5 'Model' branches including Afghanistan's first 'Women-only' branch
- Established the Values-based Banking function; developed a comprehensive strategy for introducing social performance management (SPM) best practices
- Developed successful donor funding/credit guarantee proposals in excess of \$15MM (World Bank, USAID, Agriculture Development Fund, Agriculture Credit Enhancement Program, ILO and IFAD)

Khushhali Microfinance Bank 2010-2015
Senior Manager, Marketing and Product Development Islamabad

- Responsible for product innovation, and process improvements of the entire suite (deposits, loans, ADCs)
- Rolled-out branchless banking at OMNI agents nationwide; launched KBL's ATM/Debit card
- Launched cash-flow based MSME loans of up to Rs.500k; offered multiple collateral options to the 'missing middle' to enable maximum uptake
- Drove numerous value chain financing initiatives for green energy, and vegetable/fruit farming
- Developed multiple loans including loan against gold/pass book, livestock loan and running finance
- Developed and launched the first ever 'savings suite' for the bank under '*Gates Initiative for South Asia*'
- Launched health insurance for low-income clients in collaboration with *MicroEnsure* and *Jubilee Life*
- Managed deposit mix through GIR optimization; curtailed portfolio WACC by 250 bps

Standard Chartered Bank, Pakistan 2007-2010
Product Head, Debit Cards (Consumer Transaction Banking) Karachi

- Strategically led the most profitable debit portfolio in Pakistan (Rs.300 mm revenue stream)
- Strengthened the 'Loyalty Program' initiative to enhance POS usage by 12% in 4 months; pushed retail sales volume up by 30%; achieved 53% market share in spending
- Devised an optimal pricing strategy that resulted in Rs.19.6 mm incremental non-funded income
- Attained 'best in class' penetration, activation and usage month on month in 2009 (>75% penetration)
- Launched 'XtraMile' card; Pakistan's first Debit Card linked with fuel benefits

United Bank Limited 2006-2007
Product Manager, Credit Cards (Issuing) Karachi

- Drove the acquisition strategy for a portfolio of 200,000+ cards (Sales force of 430 feet on street)
- Led issuance of over 60,000 accounts in 12 months; supervised a 4-person team
- Launched Pakistan's one and only Picture Card 'Galleria' and drove its issuing strategy
- Drove 50%+ growth in forwarding through multiple ATL/BTL acquisition promotions
- Achieved 400% increase in retention of renewal accounts in Q2-07

Allied Bank Limited 2004-2006
Product Manager, Alternative Delivery Channels Karachi

- Managed the entire ADC suite of the bank and strategized for increasing uptake/usage
- Led a cross functional team for the launch of *Allied Cash+* Visa Debit Card project
- Effectuated Inter-Bank Funds Transfer Facility over ATMs
- Implemented call center staffing optimization model realizing annual savings of Rs.0.5M

Microtech Industries Limited 2003-2004
Asst. Manager, Strategy and Planning Lahore

- Evaluated risks and proposed distribution channels to successfully enter specific market segments
- Championed the product development and launch of MTL-2000 Indoor Payphone
- Authored the 'Export Policy' for penetration into the MEA region

KSB Pumps Company 2001-2002
Sales Engineer Rawalpindi

- Achieved 12% sales growth in the north region including a 30% increase in public sector sales
- Commissioned over 50 large-scale pumps across the North region; achieved single-handedly 10% of company's overall target sales volume for 2001

Memberships/Trainings

- Boulder Microfinance Training, ITCILO, Concentration in Management and Leadership, Turin, Italy (2018)
- Certificate in *Operationalizing Mobile Money* and *Digital Money*, Fletcher School of Law and Diplomacy, Tufts University, Massachusetts, USA (2016, 2017)
- Team Lead for FMFB-A at European Microfinance Award ceremony, Luxembourg (2017)
- Member, 'Advisory Committee on Digital Business'- Global Alliance for Banking on Values (2017-present)
- Vice Chairman, Agriculture Credit Technical Working Group (USAID), Afghanistan (2017-present)
- AKAM Digital Delivery Workshop, Geneva, Switzerland (2017)
- AKDN's 'Senior Management Leadership Program', Dubai, UAE (2015)
- 7-day MSME lending exposure visit to IMON, Tajikistan (2013)
- 'Finance for Non-Financial Managers' at LUMS *Rausing Executive Development Center*, Lahore (2011)
- Certified 'in-house trainer' for Stan Chart; attended 'The Great Manager' Program, SCB, Karachi (2008)

Education

National University of Sciences and Technology, NUST Business School, Islamabad, Pakistan
Master of Business Administration, Sep 2002

University of Engineering and Technology, Lahore, Pakistan
BS, Mechanical Engineering, Jan 2000