MSR

MIRZA SHAHAB RIZWAN

Mirza *Shahab Rizwan*

EXECUTIVE CAREER PORTFOLIO

Designing businesses that scale.

Identifying problems in how businesses operate. Automating processes with technology. Redesigning businesses to be faster, scalable, asset-light and more profitable.



30+
Years of Business Transformation

Multiple
Industries

Businesses
Transformed

Impact at
Scale

1998 - 2004

Shoppers Stop

Where it all began.

A hands-on start in modern retail, learning the business from the customer up - merchandising, category growth and creating experiences that made people come back.



110%+	~2X	110+	Pan-India
Annual sales target achieved in ~11 months	Category growth in cosmetics	Shopfloor team members led & trained	Merchandising responsibility

ROLE & TIMELINE

1998 - 2004 | Officer, Retail Sales & Merchandiser

Progressed across categories and later handled Pan-India merchandising.

KEY CONTRIBUTIONS



Assisted-Selling Cosmetics

Introduced an assisted open-shelf approach, moving away from traditional over-the-counter. Increased product interaction and contributed to ~2X category growth.



Experiential Toy Retail

Introduced scale models and electronic ride-on formats. Conceptualised and executed a ~500m Hot Wheels track, creating a participative retail experience.



Fragrance Festival

Connected store ambience, fragrance and customer dwell time. Conceptualised and executed the Fragrance Festival to create category-led experiential visibility.



Team Leadership & Capability Building

Led, trained and managed 110+ shopfloor team members, building capability around assisted selling, category engagement and performance-led execution.

THE IMPACT

Built a strong foundation in customer insight, merchandising, people leadership and experiential retail - delivering measurable business results and unforgettable customer experiences.

Customer Insight | Merchandising | People Leadership | Experiential Retail | Category Growth | Commercial Execution

> *"Retail taught me that every great business is built one customer at a time." – MSR*

2004-2006

Wills Lifestyle, ITC

A turnaround in action.

Joined at a critical phase to strengthen commercial performance, improve operational efficiency and reposition the business for profitable growth.



14%	24%	2×	High-performing
Above target growth	Cost savings achieved	Best Business Manager (Twice)	Teams built and mentored

ROLE & TIMELINE

2004 - 2005 | Manager - Retail Operations

Drove store performance, operational discipline and team productivity.

2005-2006 | Manager - Business Development

Focused on growth, profitability and strengthening the retail network.

KEY CONTRIBUTIONS



Operational Turnaround

Reworked store operations, strengthened merchandise discipline and improved execution standards across locations, driving higher productivity and consistent performance.



Commercial Growth

Delivered 14% growth over target through better category planning, assortment strategy and on-ground execution.



Cost Optimisation

Achieved 24% cost savings by streamlining processes, improving vendor management and driving greater operational efficiency.



People & Capability Building

Built and mentored high-performing teams, instilling a culture of discipline, customer focus and commercial accountability.

THE IMPACT

Best Business Manager (Twice)

Retail Operations | Commercial Discipline | Team Leadership | Cost Optimisation | Category Planning | Profitable Growth

> *"A brand succeeds when operations, people and product work together - discipline turns ideas into lasting growth." – MSR*

2006-2008 INDIA EXPANSION

Mothercare

Building a world-class brand for a new generation of Indian parents.



Took Mothercare from a niche international brand to a scaled, profitable retail business in India - creating a trusted destination for

18+	100+	World record	Profitable
Stores opened across India	People built and led	Store performance (sales per sq. ft.)	Scaled a niche brand to a commercially sustainable business

ROLE & TIMELINE

2006 - 2007 | Business Manager

Set up and expanded the India business. Led store rollouts, team building, localisation and commercial performance.

2007-2008 | Business Manager (Expanded Scope)

Scaled operations, strengthened brand presence, improved profitability and delivered a world-record store performance (sales per sq. ft.).

KEY CONTRIBUTIONS



India Launch & Store Rollout

Built and scaled the India business from a niche presence to 18+ stores across key cities.



Brand Localisation

Adapted global brand positioning to the Indian market, tailoring assortment, pricing and store experience for local parents.



World-Record Store Performance

Delivered a world-record performance (sales per sq. ft.), driven by the right category mix, strong visual merchandising and excellent execution.



Team Building & Leadership

Built and led a team of 100+ people, creating a high-performance culture focused on customer care, operational excellence and business growth.

THE IMPACT

Established Mothercare as a leading destination for parents and children in India, combining brand trust, operational excellence and commercial success.

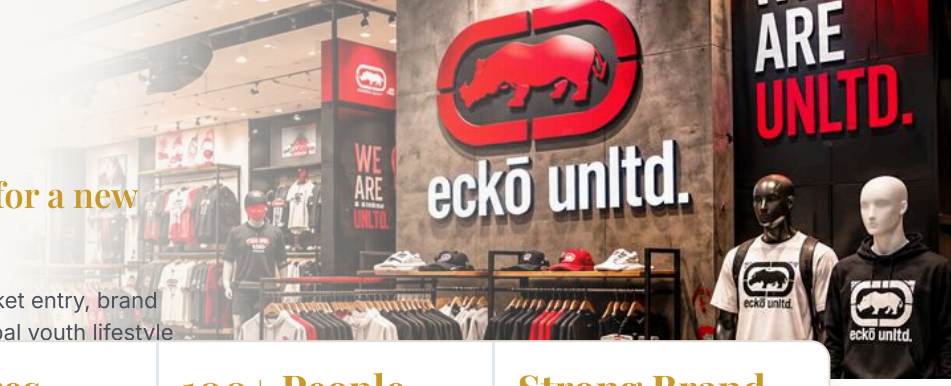
Store Expansion | Brand Localisation | Team Building | Operational Excellence | Category Growth | Profitable Business

> *"Creating a space where every parent feels supported makes the business truly meaningful."* – MSR

2007-2011 | INDIA

ECKO Unlimited

Building a global lifestyle brand for a new generation in India.



Established ECKO Unlimited in India, leading market entry, brand positioning, retail rollout and operations for a global youth lifestyle

India	30+ Stores	100+ People	Strong Brand Presence
Market entry & brand establishment	Launched across key cities	Built and led	Positioned ECKO as a leading youth lifestyle brand in India

ROLE & TIMELINE

2007 - 2008 | Country Head - India (Market Entry)

Led the India market entry, brand positioning, retail strategy and initial store rollout.

2008-2011 | Business Lead - India

Scaled the business, expanded store network, strengthened brand visibility and built high-performing teams.

KEY CONTRIBUTIONS



Market Entry & Brand Launch

Successfully established ECKO Unlimited in India, adapting the global brand to the Indian market, including go-to-market strategy, retail format and brand localisation.



Retail Expansion

Rolled out 30+ standalone stores across key metros, building a strong retail presence and consistent customer experience.



Brand Positioning

Positioned ECKO as a differentiated global youth lifestyle brand, blending streetwear, music, sport and urban culture, resonating with Indian consumers.



Team Building & Operations

Built and led a cross-functional team of 100+people, driving retail operations, visual merchandising, store performance and brand growth.

THE IMPACT

Created a strong foundation for ECKO Unlimited in India, establishing it as a recognised youth lifestyle brand with a scalable retail network, high brand recall and a loyal customer base.

Market Entry | Retail Expansion | Brand Localisation | Operational Excellence | Youth Culture | Team Leadership

> *"Streetwear is not just fashion, it's a mindset. We brought that mindset to India." – MSR*

1996-1998 | INDIA

Ladybird (Woolworths)

(Woolworths)

Introduced and scaled Ladybird in India under Woolworths,



India Entry	3	Team Built	Brand Presence
Set up the India business	Standalone stores launched	Built and led store teams	Established a global children's wear brand in India

ROLE & TIMELINE

1996 - 1997 | Set up & Launch

Led the India market entry, store setup, merchandising and initial team building.

1997 - 1998 | Store Operations & Growth

Managed operations across 3 standalone stores, strengthened brand presence and customer engagement.

KEY CONTRIBUTIONS



India Market Entry

Established Ladybird (Woolworths) in India, including market assessment, store selection, format planning and brand launch execution.



Standalone Stores

Launched and managed 3 standalone stores, creating a distinctive shopping environment, for children's fashion.



Merchandise & Assortment

Curated international children's wear assortments with a focus on quality, safety and age-appropriate designs, aligned to Indian customer preferences.



Team Building & Customer Experience

Built and trained store teams, instilling a culture of customer service, visual merchandising and operational discipline.

THE IMPACT

Successfully introduced a global children's wear brand in India, laying the foundation for modern, specialised kids' retail. Built strong store operations, curated relevant assortments and created a memorable in-store experience for young families.

Market Entry | Store Operations | Merchandising | Team Building | Oustomer Experience | Brand Establishment

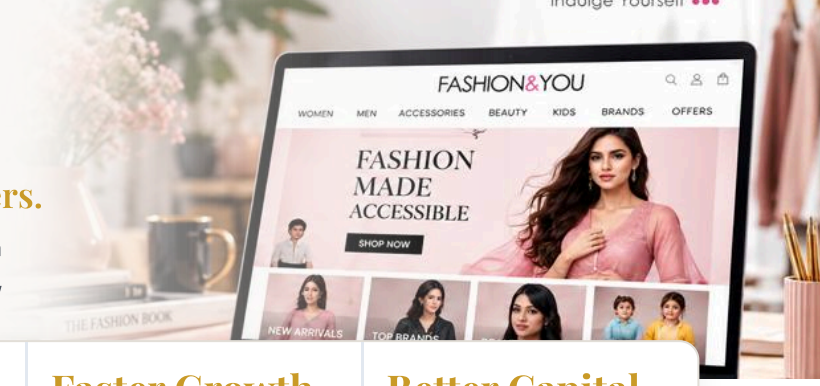
> *"Children's retail is about trust - parents choose with the heart, and return with confidence."* – MSR

2011-2013 | ONLINE FASHION RETAIL

Fashion And You

Taking fashion to India's digital consumers.

Helped pivot FashionAndYou from an inventory-led model to a scalable online marketplace approach, enabling faster growth, broader brand partnerships and better capital efficiency.



Scaled Business Model
From inventory-led to marketplace approach

Multiple Brand Partnerships
Onboarded leading fashion & lifestyle brands

Faster Growth
Expanded category range and customer base

Better Capital Efficiency
Through asset-light digital model

ROLE & TIMELINE

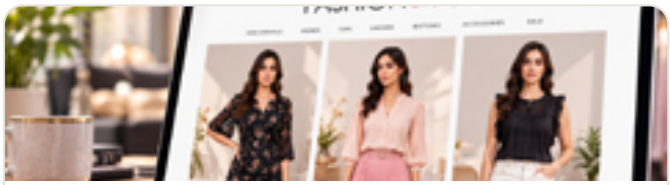
2011 - 2012 | Manager - Business Development & Brand Partnerships

Built brand partnerships, expanded category offerings and strengthened the supplier network.

2012 - 2013 | Manager - E-commerce Operations & Growth

Worked on business model evolution, marketplace strategy, process improvements and scaling operations for higher efficiency and growth.

KEY CONTRIBUTIONS



Business Model Pivot
Helped transition from a traditional inventory-led model to a marketplace approach, enabling broader assortment, faster growth and improved capital efficiency.



Brand Partnerships
Onboarded multiple leading fashion and lifestyle brands, expanding the platform's category depth and brand variety for a wider customer base.



Category Expansion
Strengthened the product mix across apparel, accessories, beauty and lifestyle, improving relevance and customer engagement.



Operational Efficiency
Improved internal processes, supplier coordination and platform operations to support faster turnaround and a better customer experience.

THE IMPACT

Helped establish FashionAndYou as a credible online fashion destination, combining a scalable business model with strong brand partnerships, broader category offerings and improved operational efficiency.

Business Model Innovation | Brand Partnerships | Category Expansion | Operational Efficiency | Customer Experience | Scalable Growth

> *"E-commerce opens access. The real work is building trust, relevance and a business that can scale."* – MSR

OCT 2017 - MAY 2019 | HEAD OF BUSINESS & OPERATIONS

Urban Studios

Turning a production studio into a scalable visual-content business.



Led Urban Studios as a profit centre, transforming it from a

~30%
Studio productivity improvement Higher output, better utilisation

Lower cost per shoot
Improved planning, resource allocation and profitability

End-to-end Visual Production
Catalogue, CGI, 3D, videography and campaign shoots

Retainer Model
Built recurring revenue through retainer and minimum-billing arrangements

ROLE & TIMELINE

Oct 2017 - May 2019 | Head of Business & Operations

Managed the profit centre, optimised studio operations, expanded service capabilities and built a scalable, commercially stronger visual-content business.

KEY CONTRIBUTIONS



Operational Transformation

Improved studio productivity by ~30% through better pre-shoot planning, scheduling, utilisation and resource allocation, while reducing cost per shoot and increasing throughput.



Expanded Service Capabilities

Scaled the offering beyond basic catalogue shoots to include CGI, 3D rendering, catalogue photography videography and campaign shoots.



Brand Partnerships

Executed high-quality visual content for leading brands including Carlton London, Liberty and Monte Carlo, helping strengthen their e-commerce and campaign presence.



Commercial Model & Growth

Developed retainer and minimum-billing relationships creating a more predictable revenue model and positioning Urban Studios as a trusted, long-term creative partner for e-commerce and brand clients.

THE IMPACT

Transformed Urban Studios into a higher-productivity, higher-value creative-services business, with stronger commercial discipline, marquee brand partnerships and a scalable operating model.

Studio Productivity | Cost Optimisation | Visual Innovation | Brand Partnerships | Recurring Revenue | Scalable Operations

> *"Powerful visuals create more than awareness they create demand." – MSR*

JUN 2019 - FEB 2020 | BUSINESS HEAD

KarvyNext

From operational disorder to disciplined execution.

Led KarvyNext through a critical phase, stabilising operations, strengthening financial discipline and successfully executing a



60 Specialists Mobilised
Sourced and trained in ~15 days

15 Days Team Build
Set up high-performing execution team

79 Million Flipkart BBD Project
Executed at ~45% margin

Stronger Operations
Improved financial discipline, AIs and profitability

ROLE & TIMELINE

Jun 2019 | Business Head

Joined at a critical phase to realign business operations, strengthen financial discipline and expand the company's portfolio across visual content and outdoor campaigns.

Jun 2019 - Feb 2020 | Business Head

Won and executed the Flipkart Big Billion Days mandate, built and trained a large execution team, improved operational processes and drove stronger commercial performance.

KEY CONTRIBUTIONS



Flipkart Big Billion Days Execution
Won and executed a 79 million project for Flipkart, with ~60 specialised resources sourced and trained in ~15 days, delivering the project at ~45% margin.



Operational Restructuring
Reworked studio operations, improved planning, TATs, payment cycles and SLA scorecards, driving higher efficiency and profitability.



Expanded Service Portfolio
Extended the offering beyond studio shoots to include outdoor campaigns, catalogue photography, videography, CGI and 3D rendering, making KarvyNext a more comprehensive visual-content partner.



Financial & Commercial Discipline
Strengthened receivables and debt recovery processes, introduced structured billing/retainer models and built a more sustainable revenue base with repeat clients.

THE IMPACT

Transformed KarvyNext into a disciplined, scalable visual-content business with strong execution capability, improved financial health and the ability to deliver large, high-margin e-commerce campaigns.

Execution at Scale | Operational Discipline | Cost Efficiency | Service Diversification | Repeat Business | Stronger Profitability

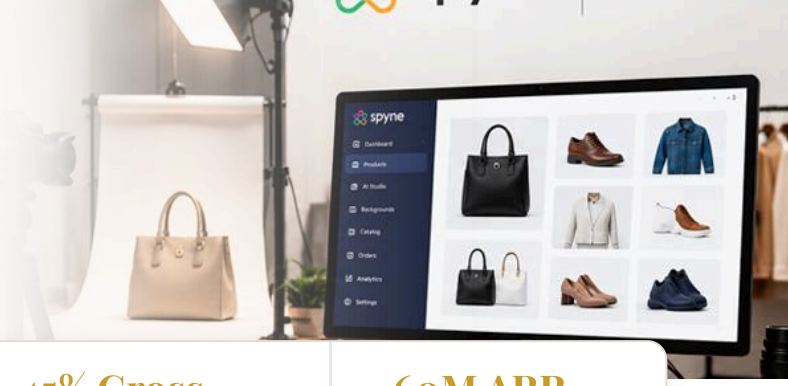
> *"When process, people and creativity align, execution turns opportunity into real growth."* – MSR

2020- 2023 | COO & HEAD OF E-COMMERCE

Spyne AI

From wedding photography to an AI-powered visual commerce platform.

Helped reinvent Spyne's business model, pivoting from wedding photography to AI-led e-commerce imaging, and built a



4,800+ Photographers & Studio Partners
Built a distributed production network

90+ Locations
Across India for nationwide execution

45% Gross Margin
Through asset-light operating model

~·60M ARR
Achieved within the first year (2020-21)

ROLE & TIMELINE

Feb 2020 - Jun 2023 | COO & Head of E-commerce, Spyne AI
Pivoted the business model, built the asset-light production network, led enterprise partnerships and scaled operations for e-commerce imaging across India.

| Key Focus Areas
Business model reinvention, partner network scale, AI-enabled workflows, enterprise acquisition, process automation and team building.

KEY CONTRIBUTIONS



Reinvented the Business Model
Moved Spyne from wedding photography and digital space-renting to AI-led e-commerce imaging opening a new, scalable growth market.



Built a Nationwide Production Network
Onboarded 4,800+ photographers and studio partners across 90+ locations, creating an asset-light, revenue-linked operating model.



Enterprise & Marketplace Partnerships
Enabled large-scale imaging mandates for Amazon, Myntra, Flipkart (including Big Billion Days), Amazon Saheli, Flipkart Karigar and other leading brands.



High-Volume Execution with AI
Executed ~2,000 product videos in ~20 days for Flipkart Big Billion Days, using the distributed network and AI-assisted workflows for speed and consistency.



Democratised Catalogue Production
Reworked the mobile application and workflows to make professional content accessible to smaller sellers (e.g., food catalogue shoots from ~12,500 to ~7250).

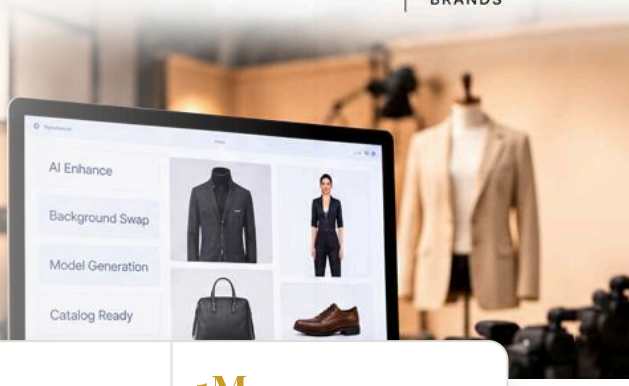
THE IMPACT

JUL 2023 - SEP 2024 | COO & HEAD OF STRATEGY

AlphaBake.io

AI-powered fashion catalogues for e-commerce growth.

Built and scaled AlphaBake.io from early stage, creating AI-driven image enhancement and catalogue optimisation solutions that help



Key brands onboarded	0 → 30K+	40-70%	1M
in first 2 months	catalogue options per month	uplift in add-to-carts	monthly sales (12M ARR)

ROLE & TIMELINE

Jul 2023 - Sep 2024 | COO & Head of Strategy

Led business strategy, enterprise partnerships and commercial scale for an AI-powered fashion catalogue platform, driving product adoption and revenue growth.

KEY CONTRIBUTIONS



Enterprise Brand Onboarding

Onboarded leading fashion brands including AJIO, Puma, Indian Terrain, Rare Rabbit and Mensa Brands in the first 2 months, building early commercial traction.



AI Catalogue Scale Engine

Built operational capability from zero to 30K+ catalogue options per month using AI-driven image enhancement, background transformatian and model generation



Commercial Impact for Slow-Moving Inventory

Enabled partner brands to accelerate liquidation of slow-moving inventory, delivering 40-70% uplift in add-to-carts through high-quality, on-brand product visuals.



Market Credibility & Investor Engagement

Represented the company at industry events and strategic forums, led investor presentations and helped build a strong market position for the next phase of growth.

THE IMPACT

Created a scalable, AI-powered catalogue platform that helped fashion brands improve product presentation, increase conversions and unlock new growth across marketplaces - establishing AlphaBake.io as a trusted partner in e-commerce enablement.

Brand Onboarding | AI Image Enhancement | Scalable Operations | Inventory Liquidation | Customer Success | Investor Engagement

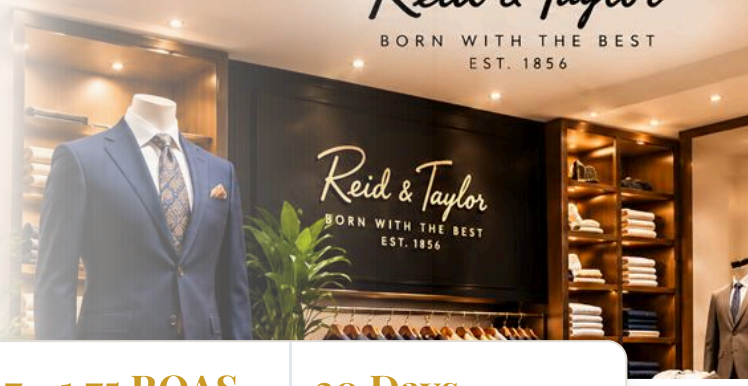
> *"Great product visuals don't just make products look better - they help brands sell faster and reach further." – MSR*

2024 - 2025 | HEAD OF E-COMMERCE

Reid & Taylor

From heritage to digital brand.

Led the rapid launch and scale-up of Reid & Taylor's D2C business, creating a modern, omni-channel growth engine for one of India's most iconic menswear brands.



45 Days D2C Platform Live
Set up and launched the D2C business

90+ Google Lighthouse Score
High-performing, SEO-ready platform, from day one

1.7 - 1.75 ROAS
Achieved in first 45 days

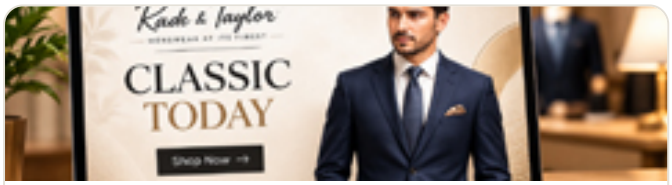
30 Days Marketplaces Live
Launched on leading marketplaces

ROLE & TIMELINE

2024 | Head of E-commerce - D2C Setup & Launch
Built and launched Reid & Taylor's D2C business in 45 days, including platform setup, merchandising, content, catalogue and go-to-market execution.

2024 - 2025 | Head of E-commerce - Omni-channel Expansion
Scaled the business across the own website and leading marketplaces, taking marketplaces live within 30 days, expanding the assortment and driving early digital growth.

KEY CONTRIBUTIONS



D2C Launch in 45 Days
Set up and launched the D2C business end-to-end in record time, including platform setup, merchandising, content, catalogue and campaign execution.



Assortment & Merchandising
Built 90+ curated SKUs with a balanced mix of formals, occasion wear and essentials, aligned to brand heritage and modern customer needs.

Marketplaces in 30 Days
Onboarded major marketplaces within 30 days, creating a strong omni-channel presence and wider customer reach.



Strong Early Performance
Achieved 1.7 - 1.75 ROAS in the first 45 days, with strong customer response and a scalable growth foundation.

THE IMPACT

Re-energised a legacy menswear brand for the digital age, combining heritage, quality and modern e-commerce execution to create a scalable, profitable growth model.

D2C Launch | Omni-channel Growth | Brand Relevance | Assortment Strategy | Strong ROAS | Scalable Model

> *"A heritage brand still wins when you give it the right platform, the right products and the right speed." – MSR*

JUL 2025 - PRESENT | GM - HEAD OF CATALOGUE

Tata CLiQ

Scaling product availability for India's premium e-commerce lifestyle platform.

Leading the catalogue function at Tata CLIQ to accelerate time-to-market, improve product depth and availability, and drive



15 → 7 Days Time to Market (TAT)

Reduced catalogue TAT from ~15 days to ~7 days

1-2 Days With Automation

Further reduced TAT to 1-2 days through automation

100K + Options / Month

Scaled throughput to 100,000+ catalogue options per month

~70% Cost Optimisation

Significantly optimised catalogue costs through process and tech improvements

ROLE & TIMELINE

Jul 2025 - Present | GM - Head of Catalogue, Tata CLiQ

Leading the end-to-end catalogue function, driving faster time-to-market, higher product availability and cost-efficient operations across fashion, beauty, home and lifestyle categories.

| Key Focus Areas

Process automation, vendor and content operations, quality and governance, category expansion and improved customer experience through accurate and richer product catalogue.

KEY CONTRIBUTIONS



Faster Time-to-Market

Reduced catalogue TAT from ~15 days to ~7 days, and later to 1-2 days through automation and process improvements.



Scaled Catalogue Throughput

Handled 100,000+ catalogue options per month, enabling wider brand assortment and better availability for customers.



Cost Efficiency at Scale

Achieved ~70% cost optimisation through process redesign, automation and better vendor coordination.



Improved Quality & Customer Experience

Strengthened catalogue quality, consistency and data governance, supporting a richer and more reliable shopping experience across categories.

THE IMPACT

Strengthened Tata CLIQ's product catalogue engine, enabling a faster, more cost-efficient and scalable operating model that supports a wider range of brands and a better customer experience.

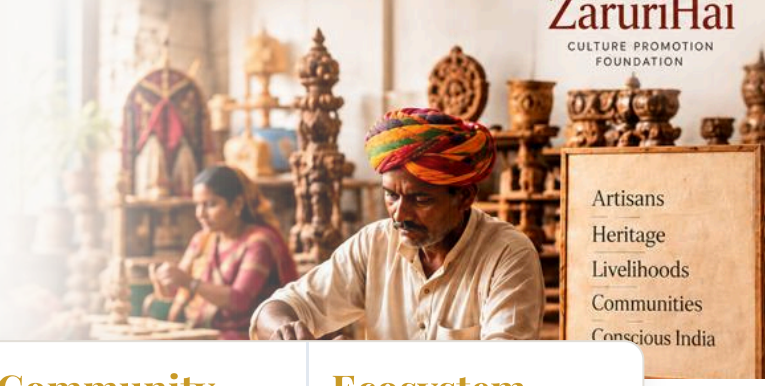
Faster Time-to-Market | Scalable Catalogue | Cost Optimisation | Process Automation | Category Expansion | Customer Experience

> *"A great catalogue is the backbone of a great retail experience - faster, wider and more reliable for every customer." – MSR*

OCT 2022 - PRESENT | STRATEGIC SUPPORT & OPERATIONS

ZaruriHai Cultural Promotion Foundation

Culture Promotion Foundation



Artisan Livelihoods
Supporting traditional skills and rural artisans

Cultural Preservation
Promoting India's heritage, art and traditional knowledge

Community Participation
Enabling volunteers, changemakers and local organisations

Ecosystem Building
Laying the foundation for an integrated technology-enabled platform (upcoming)

ROLE & TIMELINE

Oct 2022 - Present | Strategic Support & Operations, ZaruriHai Culture Promotion Foundation

Supporting the foundation's programmes, partnerships and operating model to promote cultural heritage, strengthen artisan livelihoods and prepare for an integrated digital platform.

KEY CONTRIBUTIONS



Ground Programmes & Community Engagement
Supporting initiatives with artisans, local communities and partner organisations to promote traditional crafts and create sustainable livelihood opportunities.

Partnerships & Ecosystem Development
Facilitating collaborations with NGOs, CSR partners changemaker organisations and like-minded institutions to scale impact and create market linkages for artisans and heritage products



Volunteers, Youth & Awareness
Supporting volunteer engagement, youth participation and awareness activities to build a broader movement around conscious consumption and cultural value.

Platform Planning & Systems
Contributing to the strategy, structure and initial build of an integrated digital platform to connect conscious customers, heritage sellers, volunteers, CSR partners and support services.

THE IMPACT

Contributing to a stronger ecosystem for India's cultural heritage and artisan communities, with a focus on sustainable livelihoods, community participation and long-term, scalable impact through an integrated platform (upcoming).

Artisan Livelihoods | Cultural Heritage | Community Engagement | CSR Partnerships | Conscious Consumption | Scalable Impact

> *"When we support our artisans and our cultural roots, we create stronger communities and a more resilient India." – MSR*