

SHEILA C. MAVIALA

Tel: +254 (0)796-362-555; | Email: sheila.maviala@gmail.com

MARKETING, CUSTOMER EXPERIENCE & GROWTH LEADER

I help organizations strengthen growth, customer engagement, brand performance and strategic execution, across African markets.

Professional Summary

Senior marketing, customer experience and growth leader with 20+ years of experience strengthening commercial performance, customer engagement and brand value across African markets.

Led multi-country initiatives spanning financial services, telecommunications, broadcasting, NGO and advisory environments, translating strategy into measurable business outcomes through customer-centric growth, go-to-market execution and cross-functional leadership.

Experienced in driving acquisition, retention, customer experience transformation, organizational alignment and market expansion across diverse operating environments, combining deep understanding of African consumers with disciplined execution and data-informed decision-making.

Executive Strengths

- Growth Strategy and Commercial Performance
- Customer Experience and Engagement
- Brand Management
- Marketing Leadership
- Go-to-Market Execution
- Customer Acquisition and Retention
- Multi-Country Leadership Across Africa
- Strategic Partnerships and Ecosystem Development
- Cross-Functional Team Leadership

Multi-Country Experience & Exposure | Balancing centralized strategy with local market realities

East Africa: Kenya, Uganda, Tanzania, Rwanda, Ethiopia

Southern Africa: Malawi, Botswana, Mozambique, Namibia, Lesotho, eSwatini, Zambia, Zimbabwe

West Africa: Ghana, Nigeria; **Asia:** Japan & India

Key Relevant Experience Highlights

- Delivered scalable growth and customer engagement strategies across 10+ African markets, balancing regional alignment with local execution.
- Increased loan disbursements by 58%, supported 17% growth in net advances and contributed to more than \$50M in revenue-linked outcomes.
- Improved customer experience and brand consistency, contributing to an 11% increase in customer acquisition across regional banking operations.
- Drove subscriber growth to nearly 3 million customers while increasing ARPU from \$1.25 to \$3.50 and improving EBITDA performance.
- Reduced marketing overspend and operational costs through disciplined performance management and strategic resource allocation.

EXPERIENCE & CAREER EVOLUTION

Strategic Growth, Marketing & Customer Experience Consultant | Fractional Executive

Feb 2023 – to date

Supporting organizations as a strategic advisor and fractional executive, helping strengthen growth, customer engagement, brand performance and organizational execution across emerging and African markets.

- Advise organizations on growth strategy, brand positioning, customer engagement and go-to-market execution across African markets.
- Led a regional brand transformation across six Southern African subsidiaries, contributing to a 29% increase in profit after tax.
- Improved brand consistency and customer experience, supporting an 11% increase in new customer acquisition.
- Aligned marketing, product and executive communications to drive growth in loans, deposits and stakeholder trust.
- Supported SMEs and emerging businesses on market entry, product launches and content-led engagement strategies.

Head of Group Customer Experience | Letshego Holdings Limited

Oct 2016 – Jan 2023

Led customer experience and engagement initiatives across 11 African markets, aligning marketing, product, sales and operations.

- Delivered acquisition campaigns that increased loan disbursements by 58% and supported more than \$50M in revenue-linked outcomes.
- Launched key products and digital platforms, including the LetsGo Account, acquiring 52,000 customers and generating \$5M in deposits.
- Introduced data-driven customer insights and performance measures to strengthen retention, engagement and non-funded income growth.
- Managed multi-country teams and improved delivery efficiency while reducing marketing overspend by 15%.

Head of Marketing & Research | Population Services International, Malawi

Aug 2015 – April 2016

Led marketing, communications, research and sales support for national health programmes covering HIV, malaria, nutrition and reproductive health.

- Directed the launch and distribution of 150,000 HIV self-testing kits through the STAR Project.
- Delivered behaviour-change initiatives and donor outcomes while generating operational savings and strengthening evidence-based decision-making.

Regional Marketing Manager - East Africa | MIH East Africa

Dec 2013 – July 2015

Managed regional marketing activities across five East African markets for Multichoice Africa's pay-TV brands.

- Supported subscriber growth of more than 150% through market insight, consumer research and targeted campaigns.
- Increased retention and generated cost efficiencies through integrated partnerships and regional collaboration.
- Contributed over \$400,000 in incremental sales through strategic commercial alliances.

Head of Brand | Essar Telecom (K) Ltd.

Dec 2008 – Dec 2013

Led brand strategy and communications for the yuMobile brand during a period of rapid market growth.

- Drove repositioning initiatives that expanded the subscriber base to nearly three million customers and strengthened EBITDA performance.
- Increased ARPU from \$1.25 to \$3.50 through customer insight, product innovation and value-added services.
- Delivered marketing efficiencies that reduced operating expenditure by \$350,000.

Brand & Marketing Manager | Population Services International Kenya

Nov 2004 – Nov 2008

Managed major donor-funded health brands and campaigns supporting HIV and reproductive health programmes.

- Led integrated communication initiatives that increased product uptake and strengthened behaviour-change outcomes.
- Co-designed the launch of 131 Tunza family health franchise clinics across seven districts.
- Secured donor funding for strategic initiatives, including national edutainment and post-election support programmes.

Account Manager | Ayton Young & Rubicam

Aug 2001 – Oct 2004

Managed integrated marketing communications for leading Kenyan brands including Kencell, CBA, Colgate-Palmolive, Cadbury and KBC.

- Oversaw campaigns, product launches and rebranding initiatives across multiple sectors and audiences.
- Strengthened client decision-making through consumer insight and competitor analysis.
- Coordinated more than 50 major marketing and communication projects.

Early Experience

- Marketing & Sales Support – Authentica Limited, Japan (2000–2001)
- Sales Administrator – Group 4 Security, Kenya (1998–2000)
- Marketing Coordinator – Avenue Healthcare Limited, Kenya (1998)

EDUCATION, TRAINING & PROFESSIONAL DEVELOPMENT

- Master of Business Administration (MBA)
United States International University–Africa | 2014
- Bachelor of Arts, International Relations
United States International University–Africa | 1997

Selected Executive Development:

- Senior Leadership Development Programme – Gordon Institute of Business Science (2021–2022)
- Enterprise Business Agility & Management 3.0 Fundamentals – IQ Business (2020)
- Certified Professional Coach – Coach Development Institute of Africa (2018)
- Financial Acumen – Columbia Business School (2016)
- Marketing Strategy for Business Leaders – Cornell University (2012)
- Executive Strategic Leadership – Cornell University (2009)

PROFESSIONAL AFFILIATIONS & ACCREDITATIONS

Marketing & Business

- Top Marketers Club | Curated the TMC Mentorship Programme to support emerging marketers in developing leadership and professional capability.
- Marketing Society of Kenya (MSK)
- Certified Professional – International Consortium for Agile (ICP)
- Enterprise Business Agility Strategist (EBAS)

Coaching & Leadership

- Associated Certified Coach – International Coach Federation (ICF)
- Certified Health Coach (DSWI)

Technical Skills

Microsoft Office Suite (Word, Excel, PowerPoint, Outlook), Adobe, MailChimp, Survey Monkey, WordPress, DropBox, Salesforce, Hootsuite, Sprinklr, CRM Tools.