

**LUCILLE AVEVA****CEO & Founder – Eselle Group Company Limited**www.esellegroup.com*Over 20 years successful experience providing fiscal, strategic and operations leadership in uniquely challenging situations*

A Dynamic, results-oriented leader with a strong track record of performance in start-up, turnaround and high-paced organizations. A solid background in Telecommunication, Hospitality & Service and Finance industries including overseas & regional assignments in Brussels, Abu Dhabi, Dubai U.A.E, Kenya & across Africa.

Entrepreneurial leadership style with highly effective planning, organizational and communication skills as well as a solutions-oriented approach to problem-solving. Strong management and leadership skills, with demonstrated ability to instil a common vision and develop a dynamic team based on trust and mutual respect. Managing virtual teams across various locations with group/regional office experience. Excellent communicator, with emphasis on building strong client relationships. Lead Consultant and facilitator of Business Transformation, People & Organisation Development programs.

Board Member in the following KEPSA Sector Boards (Kenya Private Sector Alliance) since 2017, Trade & Industry; EAC; Devolution; Transport & Infrastructure; Gender & Youth; Sports, Art & Culture.

KEPSA's Strategic Focus

1. Conducting high-level advocacy on cross-cutting law and policy-related issues, and ensuring Kenya is globally competitive in doing business
2. Coordinating the private sector in Kenya through various mechanisms and to engage in advocacy that promotes economic growth;
3. Developing and capacity building of business membership organizations (BMOs) to strengthen, grow and represent their sectors adequately.

KEPSA's Mandate As The Voice Of Private Sector In Kenya Is Fulfilled through the various Sector Boards by:

1. Providing a platform for its members to engage in high-level public policy dialogue;
2. Representing the private sector in policy and law formulation together with the government; done through Ministerial Stakeholder forums and Presidential Round Tables.
3. Providing leadership and a single voice of the private sector on issues of national importance;
4. Collating and harmonizing private sector priorities and input to the development of the National Budget;
5. Acting as the entry and National Focal Point on Regional integration through the East Africa business Council.

Additional areas of expertise include:

- Strategy, Vision & Mission Planning
- Sales & Marketing and Brand Leadership
- Profitability & Cost Analysis
- Programs, Services & Product development
- Billing, Collections & Cash Management
- Contract Negotiations & Strategic Alliances
- Finance, Budgeting & Cost Management
- Policy & Procedure Development
- Transformational Change management
- Leading, Training and developing teams
- Team Building & Performance Improvement
- Governance, Due diligence & Business Continuity

KEY ACCOMPLISHMENTS

- **Ministerial Stakeholder Engagements:** As a member of KEPSA sector Boards, engaged with the CS's of Trade & Industry, Sports & Heritage, Public Service, Youth & Gender to present Private sector challenges and prepare for the Presidential Round Table.
- **PPD (Public-Private-Dialogue):** Engaged through KEPSA in various PPD including inputs into Bills, strategic intervention, Policy review and Development (EAC – Gender Policy), Bi-lateral Talks between Tanzania and Kenya
- **KEPSA Strategy Committee:** Member of the team that prepared KEPSA's SIMBA ERA strategy 2018-2033 aligned to Vision 2030 as well as NBAIII (National Business Agenda 3 – KEPSA's focus over the next 5 years aligned to the Big 4)
- **Business Turnaround:** Successful turn-around strategies for Eselle Group Clients – Gross Profit Margins from 5% to 54% and doubling of Revenue in 4 months. Business recovery, customer retention and growth in Zain 2009 -2011.
- **Board Participation:** Board participation as a Functional Head Executive since 2001 for – Barclays Tanzania 2001-04, 2006-08 Celtel Tanzania, 2010-13 Zain and Airtel Kenya. Includes strategy presentation and engagements with Group Boards during country visits (Barclays Africa and Barclays PLC, Standard Chartered Group, Zain and Airtel Africa)
- **People Development & Management:** Developing high performance, customer focused leaders & teams. Curriculum, Program development and facilitation. Training, Coaching and mentoring whilst blending in cultural sensitivity.
- **Strategy & Vision** –Developed Africa Alliances strategy for SCB, partner value propositions & negotiations. Launched Till2Bank services on Lipa na Mpesa with Safaricom July '15 and partnership with Airtel Premier Nigeria HVC & Channel Partners among many others. Expansion and Brand development of Regus in EA & supported Southern Africa. Developed turn around strategies to defend Market Share amidst intensified competition within the Kenya Telecommunication Industry as part of Airtel Kenya management team.
- **Customer Experience Excellence:** Established Market leadership in Customer Service across the Telecommunication industry in Kenya and outperformed the Airtel African Operations.
- **Project Management** - Provided leadership for Airtel Kenya's implementation of Mobile Number Portability. Best practice shared with Africa operations launching the same (2011). Established customer registration process & systems, executed mobile subscriber KYC project mandated by CCK (2010) & introduced queue management systems in Retail centers (2009).
- **Product Innovation:** Introduced & developed Platinum products and established a premium sub brand for high value customers (Airtel Platinum in Kenya 2010). This was adopted and rolled out across Africa as Airtel Premier. Introduced and implemented 1st electronic customer feedback system in Kenya and led project for Banking Call Center implementation "project Semaphore" (Barclays Bank 2006)
- **Setting Benchmarks:** Created and drove a Service Revolution within the Kenyan Financial industry – setting service benchmarks evidenced by turnaround in the East African Barclays service performance. Implementation and embedding of modern management practices (World Class Management as Regional World Class Coach) driving an entire organization culture change to a customer centric organization.
- **Start ups:** Managed two start-up businesses into sustainable profitability and setting industry benchmark standards – Sheraton Hotel Dar es salaam and Barclays Bank Tanzania as part of senior management team.

BUSINESS EXPERIENCE

Business Transformation, Coaching and Consulting:

March 2016 to date: **Eselle Group Company Limited** - Founder and CEO

- Eselle Group offers Business Management Consulting and Coaching specialising in Strategy Development & Execution, Organisation design & Governance, Performance management, Project Management, Capacity and Talent building.
- Working with Businesses at Start up, growth, expansion or turn-around phases using a Balanced score card approach.
- Empowering and building capacity for women owned/led organisations and SME's to spur economic growth.
- Accredited by ITC (**International Trade Center**) to conduct Export & Investment Potential Assessment
- Regional Partners for: **Exus (UK Based)** – Financial Suite: Collection & Recovery software; **ActualSales (Portugal HQ)** – Online Leads generation; **Cashway Technology Co (China Based)** – Smart financial electronic products and solutions

Financial Industry

March 2015 to January 2016: **Standard Chartered Africa Regional Office** – Head Alliances, Africa

- Developing, building and evaluating Strategic Alliances to support the acquisition, Customer Value Proposition (CVP) enhancement & growth of target customer segments across Africa
- Business case development and financial evaluation to determine viability of partnership.

Real Estate & Service Industry

Regus (Global workspace provider): 2014

Sales & Marketing Director: East Africa and supporting Southern Africa region (Kenya, Rwanda, Tanzania & Uganda, Botswana, Namibia, Zambia, Zimbabwe, Mozambique)

- Responsible for identifying and growing commercial opportunities within the region
- Full ownership of all country marketing programs and the development/pitching of channels including new companies, partnerships and brokers.
- Maximizing revenue through increased demand and conversion by building and creating awareness of Regus brand and growing the number of companies and members trading with Regus.
- Overseeing development and execution of the country sales & marketing (commercial) plan.
- Focus on attaining maximum ROI through managing an effective and efficient sales and marketing structure.

Telecommunications industry

Oct' 2010 to Sept '13: **Airtel Kenya** - Director, Enterprise & Platinum (HVC, Corporate, SME & SoHo)

- Successful set up of the Platinum division (HVC) & refocused the Airtel Enterprise Business (Corporate, SME & SoHos) building channel partners & fixed data, infrastructure products
- Product and value proposition development + P&L accountability
- Key & Global Account contract bid preparation, Partner/Supplier sourcing for E1 infrastructure & services
- Sourcing and development of new revenue streams to drive penetration, revenue and market share growth. Developed Channel partner distribution model to achieve a scalable & sustainable growth.

- Customer engagement to establish trends, gaps and new product & service requirements.
- Development of teams for Relationship management accreditation working with L&D partner - Centum. Delivered Revenue contribution of >\$32m annually with maintaining ARPUs >\$150 building towards \$48m
- Reduced debt book and increased collection rate of current debt (30 days) from 60% to 79% in 2 months, achieving monthly average collection of 85%.
- Project managed and led execution of Mobile number portability an extremely complex project in record 45 days

July 2008 to September 2010: [Zain Kenya](#) - Director, Customer Services;

- Successful transition of customer and staff experience from Zain values to Bharti Airtel following acquisition.
- Business planning and strategy development – Selection of BPO & Transition of staff into the same.
- Participation in business due diligence exercises prior to acquisition by Zain and Airtel as well as BPO partners.
- Business simulation and testing for all product development, training and briefing trade.
- Business case development for systems and Outlet opening. Designed, implemented and rolled out Queue management system in key outlets. Introduced priority based routing in call center.
- Implemented CVD strategies & churn management activities to reduce customer churn.
- Ownership and custodian of Customer satisfaction surveys and Brand Health studies
- Head count reduction from 300 – 150 against growing customer base with increased productivity.
- P&L accountability and Sales management of the Airtel Retail Outlets & Customer Care Function.

October 2006 – June 2008: [Celtel Tanzania](#) - Director, Customer Services;

- Evaluated customer churn drivers and worked with McKinsey and Delta Partners to develop and implement Life cycle management activities.
- Redirected Customer care activities from operations to commercial contribution with Revenue and cost targets.
- Achieved Service Levels of 92:10 for high value and 85:20 for other customers
- Business simulation and testing for all product development.
- P&L accountability for Customer Care Function and sales management of Zain Centers.
- Business planning and strategy development as member of Executive team
- Acting Managing Director Celtel Tanzania for 1 month July 2007

Banking Industry

Mar 2006 – Sept 2006: Head of Customer Service – [Barclays Bank of Kenya](#)

- Engaged entire Bank workforce to embedding a 5point plan strategy per department to deliver a customer service revolution with daily huddles for frontline staff and weekly for all support function leading to a more customer focused organisation. Effectiveness evidenced by a sharp increase in NPS & satisfaction scores.
- Reengineered key work processes to increase turnaround time in account opening, Cheque book processing, loan approval & disbursement leading to increased deposits, loan book and reduced provisions.
- Developed, roll out and embedding of Customer Service Toolkit Modules used to deliver weekly training across the bank, managed by Executive Service Coaches.
- Streamlined branch operations focusing on queue management/reduction, customer experience & feedback.
- Business case development & Project management of the delivery of a contact centre in Kenya to efficiently manage customer queries and complaints (Project Semaphore).

July 2005 - Feb 2006: Head of Customer and Colleague Franchise. Barclays Bank Kenya

- P&L accountability for Retail staff cost and headcount, ownership of the people agenda in consumer banking.
- Executed restructuring to achieve a flatter, more productive organisation and rationalising of branch profitability.
- Designed, implemented and embedded customer service Metrics (Retail, Corporate, Card Center & Service delivery). The same rolled out pan African.
- Introduced weighting on key performance areas to drive the right focus on the value creating areas. Embedded Performance management and ranking system with key weighting in customer satisfaction metrics.
- Achieving best performance in Customer metrics in 2005 – outperforming the group, international benchmarks and the competition. Evidenced by research results conducted by Research international.

Apr 2004 - June 2005: World Class Coach - East Africa, Barclays Bank

- Embedding Service as a culture and Key focus area – building into Performance management across the East African units. Implemented country & functional service charters owned by country MD's & functional Directors.
- Increased average ATM uptime levels to 92% from 80% in 3 months by outsourcing cash management from Branches to G4S and structuring maintenance and access windows. Achieved 96.4% by July 2006.
- Implemented and embedded "Showtime", a monthly exercise in branches where all EXCO members served customers, picked up, owned and resolved 2 key issues requiring executive approval.
- Leading and managing virtual teams spread across 3 countries (Kenya, Tanzania and Uganda).
- Delivered a £60,000 quarterly saving by introducing the use of ATM's for BTL communication and cutting down on generic direct mail and some ATL communication. Championed the removal of hard coded encryption to facilitate

Aug 2001 – Mar 2004 Head of Retail Performance, Barclays Bank Tanzania

- Executive accountability for P& L, strategic planning, staffing and sales development for the Consumer Business.
- Providing business direction and driving achievement of goals through various management committees; Country Management committee (CMC), Governance & Control Committee (G&CC), Assets & Liability Committee (ALCO), Audit Committee, Retail Pricing Committee.
- Maintaining good relationships, Governance and compliance with Central bank, regulators, internal and external auditors. Achieved Green audits throughout.
- Launch of personal lending following application and approval by central bank. Structured insurance scheme for both secured and unsecured lending.
- Planned and rolled out Branches & ATMs increasing presence across key towns in Tanzania.

Hospitality Industry

July 1995 - Aug 2001 Deputy Food & Beverage Manager, Sheraton Dar es Salaam Hotel (later named Royal Palm, Movenpick Hotel and currently Serena Dar es salaam)

- Start-up operation and set up the Food & Beverage department from scratch setting industry benchmark standards. (1st international Hotel in Tanzania)
- Created a very profitable Banqueting function specializing in State, Corporate & High society functions.
- Pricing of menus to maintain 30% food cost and 20% Beverage cost. Banquet average room occupancy of 85%
- Supplier engagement for sourcing various products and services.
- Created a loyal customer base through service excellence, driving revenues and referrals.

1996 (May – July) Deputy Food & Beverage Manager, Sheraton Abu Dhabi & Dubai U.A.E

- Restructuring departmental operating procedures and sharing of best practise from a start-up.

- Creation and pricing of very popular summer promotions & theme dining experiences.

1994 Banquet Manager, [Sarova Whitesands Hotel, Mombasa, Kenya](#)

- Maintained Client loyalty through consistency & customer service excellence in a highly competitive area.
- Captured a large market share through diversifying product and package offer – Conferences & conventions. Increased revenues by 200%
- Created exclusive Beach Wedding packages and positioned the hotel as a premium wedding destination

1993 Management Trainee, [Sarova Hotels, Head Office \(7 units\). Nairobi, Kenya](#)

- Early career development with Sarova Hotels. Attachments throughout their 7 properties in the different regions
- Assisted in the various project planning that led to the renovations of The Stanley and Pan Afric Hotels.

Education

2008 London Business School – Executive Leadership Program
Informa Telcoms Academy - Mini MBA in Telcoms

1988 -1992 Kenya Utalii College Nairobi, Kenya

- Graduate in Hospitality and Hotel Management, with attachments at the Sarova & Serena Hotels
- Received scholarship to Brussels Belgium as a reward for Academic excellence attached at the President Hotel – World Trade centre for 6 months.

Accreditation:

- Conducting Hay grading for senior and executive management by Hay group
- Extraordinary Leader Facilitator & Coach (Zenger/Folkman) Bahrain
- World Class Management Coach
- Managing at Zain Facilitator & Coach

Courses:

- Great Leaders, Great Teams, Great Results – facilitated by Steve Covey; Bahrain 2008
- Strategic Africa Call Center Forum – Nairobi, Kenya 2007
- ICMI (International Customer Management Institute) Member
- From Effectiveness to Greatness the 8th habit – facilitated by Dr. Steve Covey. 2006
- The 7 habits of highly effective people; Nairobi, Kenya 2005
- Office Systems – Softech consultants Dar es Salaam 1998

Referees:

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