



Pheladi Makgeru

Head of Marketing and Communications / Stakeholder Engagement, Executive Support

CharteredMarketerCM(SA) / PGDip MP, HenleyBusiness School

- Johannesburg, South Africa
pheladimakgeru@gmail.com
- 064 855 9507
- [linkedin.com/in/pheladi-makgeru-cm-sa-11a13b164](https://www.linkedin.com/in/pheladi-makgeru-cm-sa-11a13b164)
- [pheladimakgeru.online](#) (portfolio)

The most creative outcomes tend to rest on the most disciplined foundations. Most of my work has been the business of building the systems, governance and cultural infrastructure that let an organisation deliver well over time, on the conviction that how an organisation looks on the outside depends a great deal on how aligned it is on the inside. I am drawn to new frontiers and to the discomfort of building something that has not been built before. Building from the ground up has become the defining theme of my career, and I work comfortably inside ambiguity, up to the point where the ambiguity starts limiting how we define sustainable success, which is where I want a number, an owner and a date. I have also learnt real respect for the legacy systems and the people who built them, since they usually have more to teach than they are given credit for. When the underlying structure is sound and the past is honoured properly, the growth tends to look after itself.

AREAS OF SPECIALISATION

- **Stakeholder Engagement and Executive Support:** Senior stakeholder management across executive committees, subsidiary leadership, channel partners and government counterparts, executive committee and management committee reporting, board-ready performance reporting, executive positioning and engagement preparation, facilitation of cross-functional forums, decision support in the language of the business
- **Strategic Management and Commercial Translation:** Strategic management programme operations, planning cadence and initiative tracking against gates, translating functional and technical work into commercial terms, external environment and risk briefing, four-quarter and annual planning, commercialisation, ROI frameworks and attribution
- **Governance, Risk and Crisis Management:** Operational framework design and deployment, crisis and issues policy, crisis committee structures with named roles and decision rights, escalation routes and readiness testing, prepared statements and question and answer packs, risk registers and policy cycles, regulator-conscious content protocols, communications governance in audited environments
- **Brand and Commercial Strategy:** Brand strategy and positioning for B2B and B2B2C businesses, go-to-market development, product and service line positioning, account mapping and ideal customer profile definition, budget ownership against actuals, profit and loss accountability
- **Performance Marketing, Demand and Analytics:** Paid search, paid social and programmatic media, SEO, SEM and AEO, marketing automation and lifecycle campaigns, lead capture and qualification through to a sales-ready opportunity, cost per lead and cost per acquisition management, CRM architecture, Power BI dashboards and KPI reporting
- **Function Building and Team Leadership:** Building functions from a standing start, operating models and ways of working, team leadership, coaching and performance management, workload and capacity planning, agency selection, direction and in- housing

PROFESSIONAL EXPERIENCE

Head of Marketing and Communications

February 2024 to Present | 2 years 6 months

Sourceworx | ManagedIT, Cybersecurity, Network Infrastructure and Software Development |

Johannesburg

- *Reporting to the Managing Director. MANCO member. Three direct reports across brand communications and creative, CRM and marketing operations, internal engagement.*
- Built the function from a standing start. There was no team, no strategy, no CRM and no reporting infrastructure when I arrived, so the first months went to the governance the function would need to stand on, covering risk management, the policy cycle, MANCO membership and budget controls, before any marketing and communications was layered on. The function now answers to the same operational and financial standard as any other commercial unit.
- Act as a facilitator inside the MANCO forum, where a good deal of my contribution is helping each function translate its own work into commercial terms the executive can act on, so that a technical delivery problem arrives as a revenue, retention or risk conversation instead of an operational update.
- The same translation runs in the other direction, taking executive intent back into language each team can plan against. I also brief the committee on the external environment, covering regulatory movement, competitor activity, market conditions and the reputational exposure attached to each, drawn from a standing listening and research discipline in Brandwatch and GWI, which is the input that has changed strategic decisions most often.

- Support the executive committee on the operations of the strategic management programme, covering the planning cadence, the tracking of strategic initiatives against their gates, the reporting pack that goes into each session and the follow-through between them, so that the strategy stays a live instrument between planning cycles.
- Established the crisis and issues management framework and took it from policy into practical deployment, covering the policy itself, a crisis committee with named roles and decision rights, escalation routes agreed while things are calm, prepared statements and question and answer packs, and the readiness testing behind them.
- Built the marketing ROI framework with the executive committee, since the generic version measures nothing this business actually earns from. It reports on four things: media value (earned coverage and platform representation valued against equivalent paid rates), customer lifecycle value (contract value over the expected term instead of first invoice), retention and repeat business, and cost per qualified opportunity. Marketing-attributable pipeline and blended return are reported to ExCo each quarter.
- Helped structure the commercial operations alongside the executive team, working through account mapping across the existing base, ideal customer profile definition by service line, the mapping of service lines to target verticals and the tiering of partners by commercial priority. That work tells the sales and bid teams which accounts to pursue, which to protect and where the repeat revenue actually is.
- Run performance marketing hands-on across paid search, paid social and content-led search, with campaigns held to cost per lead and conversion through to a qualified opportunity and spend reallocated quarterly on what the numbers support. Approximately 20% of inbound enquiries now come through the executive and content engine. The events and conferencing programme runs to the same standard, treating each client, partner and industry moment as one body of work from keynote through stand experience and delegate engagement to a prioritised follow-up, with direct engagement contributing roughly 32% of the pipeline coverage required against the sales target for the period.
- Architected the CRM infrastructure from first principles in HubSpot, covering the data model, lead capture, lifecycle stages and campaign attribution, with the performance reporting the executive committee reads each quarter in Power BI.
- Directed the agencies and reduced reliance on them as capability grew, moving creative, research and content production in-house through a deliberate programme of AI and automation adoption.
- Built the Managing Director's public standing from a standing start into national broadcast, G20 platform representation, industry panels and consistent trade media coverage, with a brief prepared for every engagement. Lead a team of three, and built the internal communications and culture practice covering the Horizon 26 internal campaign, the Kudo's peer recognition programme that staff adopted on their own initiative and a standing employee listening and wellness survey.

Digital Brand and Communications Manager

Sumer Group | Financial Services | 13 Subsidiaries

February 2023 to January 2024 |

United Kingdom

Brought in for external communications. The bigger problem was internal, where thirteen subsidiaries each had a different sense of who they were, so I took it to leadership and asked to widen the remit.

- Carried the stakeholder relationship across thirteen subsidiary leadership teams, each with its own client base, margin pressure and brand history, alongside the group Managing Director and the central functions. I learned there how to carry an unpopular position respectfully when the strategic case asked for it, and how much faster the work moves once each leader can see their own concern reflected in it.
- Built the brand and communications architecture the group still works from today, setting out how the parent and its subsidiaries relate in voice, message and identity, with the message hierarchy separating what was fixed at group level from what adapted locally, which is what allowed a colleague in another entity to answer quickly and correctly without waiting for permission.
- Established the issues and crisis protocol across the subsidiary portfolio, covering the escalation routes, the committee that owned a live issue, the review chain through legal and compliance and the content protocols applying to any commentary touching a regulated financial service.
- Established the listening and reputation discipline the group had never had, tracking sentiment, share of voice and emerging issues across the portfolio in Brandwatch and using GWI research to test how far each audience really differed, which is what the architecture was eventually built on.
- Managed the group communications budget and consolidated the agencies the thirteen subsidiaries had inherited into a single roster, which took duplicated retainers out of the cost base. Led internal communications through back-to-back acquisitions, covering the town halls, the narrative around each acquisition and the storytelling that carried people from different pre-acquisition cultures into a shared group identity.

Operations Director

Traffic Hub | Anchor accounts: Telkom, Standard Bank | SMB portfolio

January 2022 to December 2024

Johannesburg | Part-time

A near-executive role in a growing agency, carrying the profit and loss with the founders and leading a team of twenty across enterprise and small business accounts.

- Grew managed advertising spend across the anchor accounts from approximately R200,000 in the first year to approximately R3.5 million by the third, with most of that growth coming from performance results on scopes we already had, since each increase had to be justified against the return the previous quarter had delivered.
- Held the client relationship at senior level on the enterprise accounts, including the commercial conversations about scope, rate and renewal, and carried full profit and loss accountability with the financial forecasting behind it and account profitability reviewed against resourcing.
- Ran two very different client types at once. On the Telkom side the work was broad consumer and customer-base marketing, covering conversation, culture and community, and the full-funnel retention methodology I designed for the annuity base. On the small business side it was performance advertising for owner-managed clients where the budget was personal money and every rand had to be accounted for within the month, which is where I learned how differently an SME owner reads a marketing invoice.
- Took a different approach to reputation by going into complaint groups and hostile online spaces as people with names and faces attached, several of which became the most reliable listening posts the agency had.

GTM and Product Marketing Manager

DNI Group | ICT and Telco Distribution

January 2020 to January 2023

Johannesburg and SADC

Four direct reports. A distribution base of approximately 10,000 trade agents across seven markets, with an annual marketing budget of approximately R3 million and return targets set by product line.

- Worked with the executive committee to set return targets by product economics instead of by channel, at approximately 4x on data as the higher-yield line and approximately 2x on SMS and voice bundles, which decided what each product could afford in channel cost and blended out at roughly 3.2x across the budget. The same framework separated media value, lifecycle value and repeat purchase.
- Worked with the technical product teams, the commercial officials and the executive committee to define the product roadmaps and the go-to-market strategy underneath them, then led the change work in both directions, through internal enablement and out through the distribution network, the channel partners and the trade press.
- Answered to acquisition and monthly active users as the primary measures, and built the go-to-market by cluster, since rural, peri-urban and urban clusters each needed a different channel mix and a different argument. Above-the-line, through-the-line and below-the-line each carried a defined job depending on the cluster and the product variant, and I managed the digital and event budgets across all of it.
- Built and ran the dormant agent reactivation programme across the base, segmenting by recency and by purchase pattern before the lapse, sequencing SMS triggers into in-app and web retargeting with the field team carrying the resistant tail. Roughly 30% of the dormant segment returned inside the window, with about 62% of those still trading at thirty days.
- Led the migration of demand onto owned platforms, since a customer reached only through somebody else's channel cannot be kept, and ran the Vuka Rewards loyalty programme with distributor incentive mechanics built around regional usage patterns. Led a team of four and directed the creative, media and activation agencies across all seven markets.

Campaign Strategist

Nfinity Media

January 2019 to December 2019

Johannesburg

- Built the media plans and audience segments and ran programmatic display, video and paid social buys end to end, held to cost per acquisition and completion targets set with the client at the point of brief.
- Tracked performance daily, adjusted creative weighting, audience segments and pacing in flight, and produced the post-campaign analysis clients were billed against, which meant the numbers had to survive being read closely by somebody paying for them.
- Worked across government-funded public health campaigns alongside commercial brand accounts, each carrying different reporting standards and approval chains, which is where the analytical half of how I work was laid down.

- Ran the day-to-day digital activity across four retail and lifestyle accounts, covering content calendars, community management and response, campaign and promotional copy, and paid social setup and reporting.
- Built and maintained client websites on WordPress, Shopify and Wix, including the promotional pages tied to retail trading periods, where the deadline was the trading date and moved for nobody.
- Carried four separate approval chains at once across a retail landlord, an automotive distributor and two international retail brands, which is where the operational discipline came from and where I learned how differently each category treats its brand.

CONCURRENT APPOINTMENTS

Communications and Fundraising Coordinator (Volunteer), MicroLoan Foundation: April 2024 to September 2026

A financial inclusion NPO lending working capital to women running micro-enterprises across Malawi, Zambia, Zimbabwe and South Africa, on a group guarantee model with training attached to the loan. The role has taken me through the funding side properly: how a loan book is described to the people funding it, and how differently a corporate sponsor, a philanthropic funder and a diaspora giver each decide. I built the Ripples of Possibility campaign for the South Africa expansion, with tiered engagement across those three audiences, and the partnership proposals behind it.

Subject Matter Expert (Contract), Google Hustle Academy for SMEs and Upskill Universe: August 2023 to December 2026.

Google's skilling programme for small and medium business owners, delivered across Nigeria, Kenya and South Africa, where I teach digital analytics and advertising to people running their own businesses. The value of it is the room itself: owner-managers who carry marketing alongside operations and collections, who spend their own money on advertising and who abandon anything that cannot show a return quickly. Teaching that audience has sharpened how I write for it.

EDUCATION AND PROFESSIONAL CREDENTIALS

- **Postgraduate Diploma in Management Practice, Henley Business School Africa (AACSB, EQUIS, AMBA):** NQF Level 8, built around strategy and innovation, with external environment analysis, systems thinking, strategic foresight and financial modelling alongside. Coursework completed and final results pending.
- **Chartered Marketer CM(SA), Marketing Association of South Africa, CM25008:** The highest professional marketing designation in South Africa, with strategic-level competency verified against SAQA standards and a continuing professional development requirement.

SECTORS AND MARKETS

- Sectors: Financial services, SME and micro-enterprise, technology and ICT, telecommunications, professional services, FMCG and beverage, premium retail and automotive, NPO and financial inclusion
- Markets: South Africa, United Kingdom, Botswana, Nigeria, Kenya, Malawi, Zambia, Zimbabwe, SADC Region

REFERENCES

- **Charmaine Nzama:** Head of Sales and Proposals, Sourceworx, +27 69 555 1129
- **Daluxolo Ma-awu:** Data Security Engineer, Sourceworx, +27 72 043 4006
- **Dudu Loate:** Head of People, Sourceworx, +27 27787537361

Further references, including at executive level, available on request.