

A woman with long, dark braids is seated on a wooden chair. She is wearing a dark grey, long-sleeved blazer with a buttoned front. The background is a light, textured wall. The word 'FELICIA' is overlaid in a large, white, serif font across the center of the image.

FELICIA

BRAND DIRECTOR
PORTFOLIO



I'm a multidisciplinary strategist and marketing leader with a sharp instinct for storytelling. My work bridges brand and marketing, defining who a brand is and ensuring that truth is expressed consistently across strategy, creative, and communication.

I shape brand positioning, messaging, and design principles that make a brand distinctive and ownable, then partner closely with creative and marketing directors to bring that strategy to life through campaigns, products, and culture.

I combine strategic precision with creative empathy, building systems where brand, marketing, and business move as one.

ABOUT ME





You hire me for three things:

ONE - To build a brand from the ground up. Defining who you are, what you stand for, and how you show up.

TWO - To refresh a brand that's lost relevance. Clarifying the story, tightening the strategy, and reconnecting it to culture.

THREE - To fix a brand in crisis. Rebuilding trust, refocusing purpose, and finding a way forward that's real and sustainable.



CRAFTMANSHIP



Because I'm culturally fluent, I help brands that speak to large, complex audiences see what they can't. I spot the gaps, tensions, and opportunities that determine whether a brand grows or gets left behind and I turn those insights into creative, commercial, and cultural advantage.



MY APPROACH

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How I think, lead, and bring strategy to life. Turning clarity, culture, and truth into work that actually moves people.

CLARITY FIRST



CULTURE AS CONTEXT



STRATEGY THAT MOVES



TRUTH OVER PERFORMANCE



CREATIVE STRENGTH

I connect logic and emotion, building brand identities that are as strategic as they are expressive, rooted in real insight, not trend.

I use language to shape voice and meaning, the words that define how a brand thinks and speaks.

And I use visuals to shape emotion, how a brand looks, feels, and moves in the world.

Every creative decision I make, from positioning to palette, is driven by understanding people: what they value, how they feel, and what will move them. That's how brands become both clear and unforgettable.



Visuals

*DISPLAYS WHO A BRAND IS AND
HOW IT MOVES THROUGH THE
WORLD.*

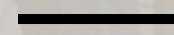
Language

*CARRIES TRUTH, EMOTION, AND
INTENT. I USE IT TO TRANSLATE
STRATEGY INTO WORDS PEOPLE
ACTUALLY FEEL.*



CASE STUDIES

I have lead teams and projects across marketing, brand and product.



seliciarichardsturney.com



BRAND STRATEGY

+ NARRATIVE REFRESH

Challenge: After a series of public scandals, Oxfam's reputation and supporter trust had fallen sharply. The brand needed a renewed story that reconnected with people's values and reasserted its role as a feminist, anti-racist, and safe organisation.

Approach: I led the brand strategy and narrative refresh, defining a bold new positioning and brand story that unified internal stakeholders and reignited external trust. The work spanned a new brand narrative, tone of voice, manifesto, tagline, and research with 1,000 supporters.

Impact: Audiences were 5x more likely to follow Oxfam into new categories and 3x more likely to donate or purchase after exposure to the new brand story. The new manifesto language is now used by senior leaders and featured in UK Tier 1 press.



BRAND STRATEGY

+ CRISIS MANAGEMENT

Challenge: Uber's brand love was low despite near-total awareness. Public concern over safety and working culture had damaged trust.

Approach: As Senior Brand & Campaigns Manager, I designed and led a multi-channel safety campaign to rebuild credibility and demonstrate tangible change. Alongside large-scale media, I introduced in-car safety cards, an overlooked but high-impact behavioural design touchpoint.

Impact: Over seven months, safety perception rose by 10 points. Riders who received the card showed a 36 % increase in trust versus control groups, proof that small, human-centred design can outperform multimillion-dollar media in changing sentiment. The work became a global benchmark for product-integrated brand strategy



BRAND & GROWTH STRATEGY

Challenge: GetYourGuide dominated mainland Europe but lacked a foothold in the UK travel market. Seeing a gap with no clear category leader, I proposed and led a full UK market launch.

Approach: Oversaw audience research, positioning, creative direction, agency selection and a €12 million media rollout across eight months. The global strategy focused on emotional connection—“Make Memories”—linking experiences to human stories rather than price or product.

Impact: Brand awareness increased from 11 % to 15 % four months ahead of target. The success established the UK as a key growth region and informed the brand’s expansion playbook for the US and France.

Homes that reflect Euston's spirit.

We're creating places to live that honour the past, meet today's needs, and welcome the generations to come.



BRAND STRATEGY

DESIGN + COMMS PLANNING

Challenge: A politically sensitive, £24bn regeneration with competing interests across residents, government and developers. EHDG needed clarity on who they are, how they speak, and how they show up as a recommendations body, not a delivery vehicle. I was hired for my ability to navigate sensitive, multi-stakeholder environments and create clear strategy under scrutiny.

Approach: I led the brand strategy that informs everything else. Defined positioning, purpose and principles. Set the communication architecture, audience priorities and design criteria the identity must serve. Partnered with designers to translate strategy into visual language, narrative and a complete brand playbook.

Impact: The new brand system and playbook have unified EHDG's partners under a shared language and visual framework, enabling consistent communication across government and community audiences. It has improved public transparency, strengthened local trust, and positioned EHDG as the credible voice guiding one of London's most significant urban regeneration projects.



GROWTH & PRODUCT STRATEGY

Challenge: Grey Finance, a fintech start-up in cross-border payments, needed a strategy to scale sustainably and identify priority markets for 2025–2027. The challenge was that customer segmentation was too surface-level, missing behavioural and cultural nuance between user groups across Africa, Latin America, Asia and the diaspora.

Approach: I led the development of a new strategic model called Customer Modes, a behavioural framework mapping emotional drivers, lifestyle context, and financial intent. Instead of seeing “users,” we defined customer modes like The Connector, The Saver, and The Builder to guide product design, marketing, and market expansion.

Impact: The framework unlocked new growth territories and informed a multi-year product roadmap, revealing three key markets for 2025–2027 expansion and pinpointing which features to localise first. It also reshaped how the leadership team viewed customer empathy, shifting Grey from a transaction-led business to a relationship-driven brand strategy built on cultural understanding.



PRODUCT & BRAND STRATEGY

Challenge:

Uber Pool had lost traction in London — riders found it slow and confusing, drivers found it inefficient. I led a full diagnostic to uncover why, combining product data, pricing analysis, and behavioural insight.

Approach: We found that the product logic itself created friction: inefficient routes, unclear savings, and weak value perception. I worked with product and ops teams to redesign routing, fares, and messaging, then led a multi-channel relaunch campaign.

Impact: Usage increased by 72 % among target segments, and driver satisfaction rose notably. The project became a benchmark for how local market insight and behavioural strategy can drive global product improvement.



CREATIVE STRATEGY

Netflix needed a UK campaign that balanced sensitivity and intrigue. The global creative felt too American and risked sensationalising the narrative, making it unrelatable for a UK based audience.

I led the UK creative strategy, adapting tone, copy, and placements to local culture. The campaign trended #1 on social media, and the documentary became Netflix's top global show within 24 hours of release.



INCLUSIVE BRAND STRATEGY

As Taxfix began its plan to on expand across Europe, the brand needed clarity on how inclusion should shape its growth. I advised leadership on translating inclusion from internal value to external identity, defining what it looks, sounds, and feels like across markets.

The resulting framework guided design, tone, and messaging, helping teams connect purpose with brand expression. It became the foundation for Taxfix's inclusion narrative as the company entered new regions.



CREATIVE STRATEGY

Working alongside the creative director at the chillcreate agency and West Port Architects to shape the visual identity for the V&A's Africa Fashion exhibition. My focus was aligning design, typography, and narrative to reflect craftsmanship, pride, and heritage.

The bold bronze serif typography became the exhibition's hallmark, praised by Time Out, The Telegraph, and others. It achieved 5-star reviews and later transferred to the Brooklyn Museum.



INCLUSIVE BRAND STRATEGY

Zalando sought to embed inclusion consistently across six European markets. I led cultural insight research, mapping regional nuances and tensions around diversity, equity, and belonging.

The resulting inclusive marketing principles became a practical guide for creative and media teams, ensuring authenticity and cultural relevance. They helped Zalando reduce brand risk and deliver campaigns that resonated across local contexts.

Uber

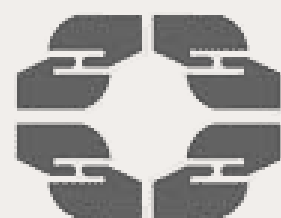
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GET
YOUR
GUIDE

taxfix

NETFLIX

me



Camden



MISTER SPEX

BBC



OXFAM

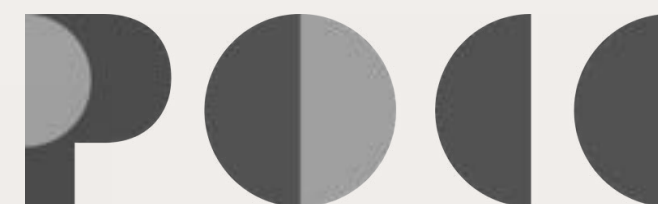
Disney

shutterstock™


WARNER BROS.
DISCOVERY

 Grey

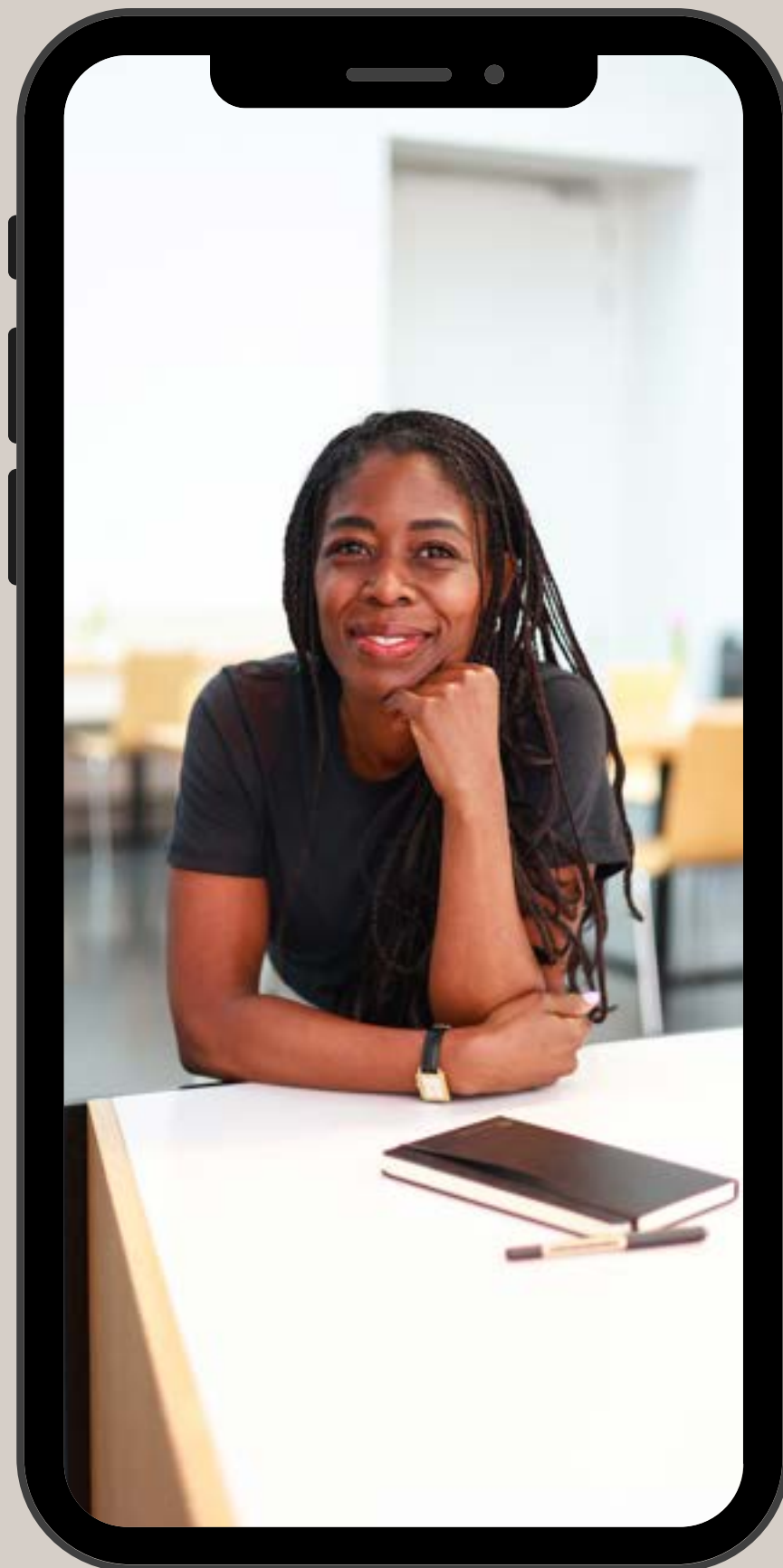
CRYSTAL
— SKI HOLIDAYS —



V&A



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