

MKTG 8604

New Frontiers in Retailing: Magic and Logic

Winning Gen Z in the Era of Private Labels: Strategic Responses from Food & Beverage National Brands towards Private Labels

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May 2025

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Advised by: Prof. Oliver Chen and Prof. Kinshuk Jerath¹

¹ We would like to thank Brian Kelly for his mentorship and insightful discussions

Executive Summary

Gen Z's rapid embrace of private-label F&B products, driven by perceptions of quality parity, lower prices, and alignment with values like transparency, sustainability, and wellness, has shifted market power toward retailers, who now control shelf space, point-of-sale data, and promotional channels. With private-label growth nearly doubling national brand growth since 2021, national brands face two critical challenges: redefining "value" to encompass health, ethics, and authenticity, and countering a brand–retailer power imbalance that limits visibility and consumer insight.

Our analysis yields three strategic imperatives for national F&B brands.

1. Reinvigorate brand identity through transparent product superiority, culturally fluent storytelling, and mission-driven sub-brands
2. Accelerate trend-led innovation by owning emerging health and functional territories, leveraging instant-commerce for rapid testing, and integrating R&D into the brand narrative
3. Reinvent channel strategy by meeting Gen Z where they shop—online and off—scaling DTC as a learning platform, fusing physical sampling with digital engagement, and building first-party data ecosystems that rival retailer networks.

Together, these actions will enable national brands to reclaim loyalty, justify their premium positioning, and restore control over consumer relationships.

Introduction and Problem Statement

Gen Z's growing appetite for private labels is reshaping the F&B landscape: two thirds believe private-label options are as good as national brands², and half of 18- to 34-year-olds report they purchase them more frequently than a year ago³. Private-label acceptance varies by category - Gen Z is much more likely to shop store-brands for fresh produce than carbonated soft drinks⁴ - yet overall, retailers now own the point of sale and shopper data, while brands retain higher margins. One in three Gen Z shoppers choose brands based on transparency and cause alignment⁵ - double the rate of older generations - creating an opening for private labels that promise clear sourcing, sustainability, and lower prices. With private-label sales up 23.6% since 2021⁶ - nearly double national-brand growth - and private-label focused retailers like Trader Joe's and Aldi growing rapidly, national brands must respond by sharpening their differentiation and accelerating innovation. Two pressing hurdles emerge:

1. Redefining Value in a Gen Z World

Gen Z's definition of "value" extends beyond price to include health, sustainability, ingredient transparency, and brand ethics. Private labels have capitalized on this by offering high-quality, "good-enough" or premium-feeling products at lower prices, without the cost of large marketing budgets. This has resonated with Gen Z: two thirds believe store brands offer the same quality as name brands⁷. As a result, categories once dominated by big brands—such as snacks, beverages, and frozen meals—are seeing significant private-label penetration. This is driven not only by price sensitivity but also by Gen Z's openness to discovery, a sharp contrast to Boomers' more brand-loyal behaviors. In fact, NielsenIQ data shows that over half of dollar growth in snack categories now comes from emerging brands and private labels⁸, underscoring the erosion of traditional brand dominance.

2. Navigating the Brand–Retailer Power Shift

Retailers now control the most valuable real estate in F&B: shelf space, point-of-sale systems, and first-party consumer data. Their retail-media networks (e.g., Kroger Precision Marketing, Walmart Connect) promote private labels with front-row positioning and targeted campaigns, making national brands harder to find: 45 percent of consumers say their favorite name brands are less visible⁹. Meanwhile, Gen Z tunes out

² [Nielsen Spend Z](#)

³ Kantar Profiles/Mintel, February 2025

⁴ Mintel Private Label Food and Drink – US 2025 - Kantar Profiles/Mintel (February 2025)

⁵ Kantar Profiles/Mintel, February 2025

⁶ [PLMA 2025 Private Label Report](#)

⁷ Mintel Private Label Food and Drink – US 2025 - Kantar Profiles/Mintel (February 2025)

⁸ [Nielsen Spend Z](#)

⁹ [Nielsen IQ Finding Harmony on the Shelf \(2025\)](#)

traditional ads¹⁰, instead relying on peer reviews, creator content, and authentic experiences¹¹. Although brands still hold stronger margins and broader reach, their ability to shape in-store demand is diminishing. Retailers have become better at copying high-performing SKUs and undercutting prices, backed by preferential shelf placement. This asymmetry - brands holding the money but retailers controlling the where, how, and who of purchase - threatens long-term loyalty.

Goal of the Paper:

This paper examines how national food & beverage brands can counter private-label gains by redefining value for Gen Z and rebalancing the brand–retailer power dynamic through enhanced differentiation, data capabilities, and innovation.

Methodology

We selected the topic based on our colloquial understanding and discussions in class, and followed it with statistical research from sources including *Nielsen*, *Kantar*, *McKinsey*, *EY*, *Mintel* and other such sources to determine the validity of our topic. We had two rounds of discussions with our mentor Brian Kelly (*Chairman of PearlRock Partners, ex-CEO of Keurig Green Mountain, ex-President of North America for the Coca Cola Company*), which were highly insightful. Brian helped us refine our thoughts and provided us with relevant corporate examples where our theses were being seen. We also shared our work with Prof. Oliver Chen and Prof. Kinshuk Jerath, who have guided us throughout this course. Our fellow classmates also provided feedback on this subject.

¹⁰ [SuperAwesome. 2023 - Gen Z's Digital Discovery: Strategies for Brands to Connect](#)

¹¹ [Statista - Share of Generation Z doing specific activities while online shopping in the United States in 2024](#)

Conclusions

Thesis I: Reinvigorate Brand Identity & Differentiation

Gen Z finds it most difficult to tell name brands from store brands¹². To win back Gen Z recognition and loyalty, national brands must re-earn the right to charge more - not through legacy or emotion alone, but by delivering a full-stack value proposition: clear product superiority, culturally fluent storytelling, and community-based relevance.

Deliver on both specs and story - Gen Z expects receipts

While private labels often win on price, they don't always lead in quality. But Gen Z won't take a brand's word for it - they demand transparency and performance. National brands must back up storytelling with verifiable product advantages: clean labels, proven functionality and sustainable sourcing. Call out certifications, third-party testing, and clear trade-offs. "Why this costs more" should be obvious, not implied.

Launch sub-brands that move like startups, scale like giants

Legacy brand architecture is often slow or diluted for today's pace. Instead, national players should use sub-brands - like *PepsiCo's Driftwell* or *General Mills' Good Measure* - as launchpads for mission-driven innovation. However, sub-brands must be clearly differentiated from parent brands to avoid consumer confusion and brand dilution.

Make great digital ads, not just more of them

The best ads today are content first: they tell a mini-story, have an authentic tone, use native camera styles (handheld, casual), and invite participation. Top performers often feature founders, creators, or real consumers - not actors - and balance entertainment with substance. A good test: would someone *share* this ad without being paid?

An example is the *Duolingo* TikTok campaign, which features its mascot, the green owl, in humorous, chaotic office scenarios that mimic the tone and style of viral user content. Instead of focusing on app features, the campaign builds brand awareness through humor and relatability, often jumping on trending audio and challenges.

Turn launches into cultural events

Capsule drops, creator collabs, and timed exclusives are tactics that spark conversation. For example, Poppi's rapid ascent was driven in part by limited-edition flavors co-created with influencers and positioned as collectible.

Leverage GLP-1 trend to rethink portion, pack, and positioning

Portion-controlled offerings (e.g., *Nestlé's Vital Pursuit*), nutrient-dense small meals, or hydration-forward snack alternatives (like electrolyte-enhanced teas) can meet consumers where their needs—and appetites—are going.

¹² Mintel Private Label Food and Drink – US 2025 - Kantar Profiles/Mintel (February 2025)

Thesis II: Accelerate Trend-Led Product Innovation

Gen Z is most likely to believe that name brands are more innovative than store brands¹³. Brands need to deliver on this expectation with scientific credibility, consumer insight, and bold format innovation that builds category authority before copycats arrive.

Create consumption occasions - differentiate via form factors

Brands that innovate with their form factor are driving differentiation and creating new consumption occasions. For example, *Mush overnight oats* was amongst the first to add a foldable spoon on their product, helping “on the go” consumption by removing friction.

Own emerging health & function territories before they commoditize

Rather than chasing crowded wellness trends, national brands should shape the next wave. These products feel essential—not indulgent—and should weather economic slowdowns well. White spaces exist in high-growth, daily-use categories like:

- Yogurt & gut-friendly breakfast (e.g. *Chobani*’s zero-sugar, high protein pack)
- Hydration and functional beverages (electrolytes, sleep support, adaptogens)
- Mini-meals and fortified basics (e.g., plant-based milks with prebiotics, “power toast” spreads)

Use instant-commerce as a test lab, not just a sales channel

Platforms like Gopuff allow brands to geo-target launches (e.g., a hydration drink drop before Coachella) and gather feedback in real time.

Collaborate with experts, not just influencers

To truly differentiate, partner with subject matter experts (sleep scientists, dietitians), not just social influencers. This lends substance to functional claims and builds trust. *Serenity Kids*, a baby food brand that emphasizes nutrient-dense, low-mercury ingredients, collaborated with Dr. Andrew Huberman (Stanford neuroscientist) to ensure their formulations align with latest research in early childhood brain development and toxin avoidance. This expert-driven validation goes beyond endorsements and helps shape the product.

Make R&D part of the brand story

Don’t just release the product - release the process. Whether through “prototype diaries” on Instagram or live Q&As with product developers, bringing consumers into the innovation journey builds emotional buy-in and crowdsourced insight.

Poppi is a classic example of a brand that led new category creation in the decades old sodas category by adding functional benefits (gut health) and transparency to win Gen Z. This winning proposition is what pushed Pepsi to acquire it for \$1.7bn.

¹³ Mintel Private Label Food and Drink – US 2025 - Kantar Profiles/Mintel (February 2025)

Thesis III: Reinvent Channel Strategy & Own Consumer Insight

To stay relevant, brands must meet consumers across emerging platforms and moments, while building data ecosystems that rival retail media networks.

Show up where Gen Z shops—not just where they stock up

Private labels dominate large retail, but Gen Z impulse-buys at Foxtrot, UberEats, and from vending machines between classes. Winning “share of moment” means placing the right product in the right physical or digital context - often outside the grocery aisles.

Scale DTC beyond selling: use it to learn

DTC cannot remain a transactional channel. The challenge for national brands is cultural, not technical. Traditional brand teams still favor broadcasts over participation, while digital natives intuitively engage communities. Platforms like TikTok Shop offer whitespace for shelf-stable brands to run creator-led drops and gather real-time feedback. Whoever cracks this will gain more than sales - they'll win insight and loyalty.

Fuse physical trial with digital conversion

Sampling is still powerful, but it has to tie back to engagement. QR codes on packaging or POS can drive consumers to TikTok challenges, feedback loops, or loyalty rewards. Activations on campuses, at festivals, or in high-traffic city zones offer prime opportunities to build first-party data capture and brand visibility.

Own the data across touchpoints

Ultimately, national brands must move from anonymous demand to known users. Integrating loyalty programs, email capture, content engagement, and DTC purchase behavior creates a feedback-rich ecosystem - one that private labels, constrained by retailer interfaces, struggle to replicate.

Online data ownership alone has its limits. *Ryze Coffee*, a mushroom-based wellness coffee brand that initially thrived on DTC, eventually was forced to go physical against their wishes. For many products and companies, an omnichannel strategy is no longer optional, but an essential component of expansion.

Boar's Head is a deli meat brand that has leveraged omnichannel distribution in a commoditized category. Its success is attributed to premium quality, exclusive retailer distribution agreements, and a strong brand reputation built over a century. With no DTC website of its own, the brand is available on grocery chains' digital platforms such as Instacart and retailer apps (e.g., Publix, Kroger, Whole Foods), making it accessible for digital-first shoppers. It maintains strong in-store visibility through branded deli counters and point-of-sale storytelling. Instead of a flashy online presence, Boar's Head leans into selective availability and controlled branding.

Key Assumptions

1. Gen Z values endure and drive purchase decisions

We assume that health, sustainability, transparency, and ethics will remain primary drivers of Gen Z shopping behavior, not revert to a price-only focus.

2. Private-label quality parity is sustainable

Our conclusions rest on the belief that private labels can continue to match or come close to national-brand quality at lower cost, keeping pressure on branded players.

3. Retailers will maintain control over shelf space and data

We presume that retailers' ownership of point-of-sale systems, shelf placement and first-party shopper data will persist or grow, rather than shift back toward brands.

4. Brands can build or acquire new capabilities quickly enough

The strategy depends on national brands having the resources and agility to stand up sub-brands, accelerate R&D, and deploy instant-commerce tests before competitors.

5. Channel expansion yields meaningful consumer insights

We assume that investment in DTC, QR-enabled sampling, and omnichannel loyalty will reliably generate first-party data and actionable feedback that brands can use to tailor offers.

Appendix: Research and Statistics

Redefining Value in a Gen Z World: 39 percent seek products that support healthier eating; and nearly one-in-four prioritize sustainably sourced goods¹⁴. Health and wellness remain long-term trends - 82 percent of U.S. consumers say wellness is a top priority¹⁵ - yet many legacy brands struggle against perceptions of artificiality, bloat or marketing excess¹⁶.

Gen Z's Top Motivators for Choosing National Brands Over Private Labels¹⁷:

When asked what would motivate them to purchase name brand food/drinks instead of store brands, Gen Z was more likely than average to select *Packaging that adds convenience* (34%), *Information on ingredient sources* (33%) and *Support of causes important to me* (32%)

Brand Transparency: Study conducted by YouGov on behalf of Whole Foods Market found that 68% of Gen Z consumers feel they would benefit from more information from retailers about the sustainability of various food products. This indicates a strong desire for brands to provide clear, accessible information about product quality and sustainability

Risk of sub-brands: The case of Coca-Cola discontinuing *Honest Tea* in 2022 underscores this risk: despite its strong niche appeal, the brand lacked strategic alignment and resource priority within Coca-Cola's broader portfolio - illustrating how sub-brands that don't scale or fit can be quickly phased out.

¹⁴ Mintel Private Label Food and Drink – US 2025 - Kantar Profiles/Mintel (February 2025)

¹⁵ [McKinsey & Company 2024. The trends defining the \\$1.8 trillion global wellness market in 2024](#)

¹⁶ [Gen Z marketing strategies can benefit from new technology](#)

¹⁷ Mintel Private Label Food and Drink – US 2025 - Kantar Profiles/Mintel (February 2025)

Appendix: Additional Examples

Simply (Coca-Cola): Coca-Cola repositioned its juice portfolio by creating Simply as a standalone, clean-label sub-brand - featuring transparent, additive-free messaging and minimalist clear-bottle packaging - that spoke directly to Gen Z's demand for authenticity and sustainability (brand identity & differentiation). By emphasizing 100 percent Florida-orange juice and clean ingredients, Simply introduced a premium, health-forward offering in a crowded juice category (trend-led innovation). The brand then spread across digital grocery platforms - Instacart, retailer apps - and used QR-enabled on-pack storytelling to capture first-party insights and foster direct consumer engagement (channel strategy).

Red Bull White Peach Edition: In 2025, Red Bull launched White Peach as a limited-edition flavor, leveraging scarcity and novel taste profiles to spark excitement among trend-seeking Gen Z consumers (trend-led innovation). The campaign underscored Red Bull's premium positioning by pairing high-quality ingredients with sustainable can design and by rooting its narrative in cultural moments and flavor authenticity (brand identity & differentiation). Instead of relying on mass media, Red Bull enlisted influencers for launch events and seeded user-generated videos on TikTok and Instagram, generating shareable, peer-driven content and gathering direct engagement data outside retailer channels (channel strategy).

Appendix: Class Presentation

Winning Gen Z in the Era of Private Labels: Brand view

Problem Statement

Gen Z consumers have a growing appetite for private-label products, reshaping the competitive landscape for grocery retailers F&B industry

- **Redefining Value:** Gen Z's seek health & wellness, shop more savvily, and care about the environment, community, and transparency – traditional brand identity is no longer enough to command loyalty
- **Retailer Power:** Powerful retailers are the gatekeepers - own shelf space, point-of-sale systems, and critical shopper data, but brands traditionally command higher margins – however some retailers have capitalized on private label trends to strengthen their position and increase margins

Executive Summary

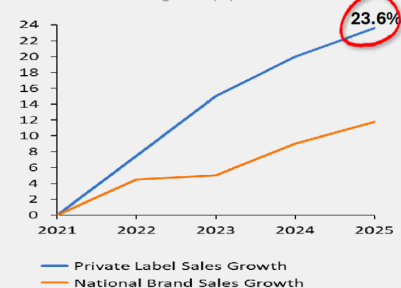
- Despite these challenges, national brands can reclaim relevance and loyalty by evolving their strategies
- Younger cohorts (including GenZ) have **lower disposable income** compared to national averages¹ and are price conscious² – however, they are also **brand conscious** and have an affinity to **switch back to brands** when the economic situation improves
- **Brands must rethink how they build emotional value, accelerate product innovation aligned with emerging consumer needs**, and regain control over consumer relationships through advanced data capabilities and distribution strategies
- Winning Gen Z will require authenticity, agility, and bold reinvention—not legacy alone

Frontiers in Retailing Group: Evie Roebroek, Luiza Teixeira, Paula Gonzalez, Raissa Coan, Vinit Bhat, Xavier Sempere

Source: 1. Bureau of Labor Statistics; 2. EY Future Consumer Index; 3. [PLMA 2025 Private Label Report](#); 4. [Nielsen Spend Z](#); 5. [Nielsen IQ Finding Harmony on the Shelf \(2025\)](#)

Private label vs. National brand sales growth³

US Cumulative sales growth (%), 2021-2025



What consumers are saying:

- 67% Gen Z believe private-label options are **just as good as national brands**⁴
- 45% Say their favorite name brands are **harder to find** (shelf space visibility)⁵

Key takeaways

Takeaway

- 1 Partner retailers that have high private label %

- 2 Reinvigorate Brand Identity & Differentiation³

- 3 Accelerate Trend-Led Product Innovation

- 4 Reinvent Channel Strategy & Own Consumer Insight

Support

- For large private label-oriented retailers like Costco (33%¹) and Trader Joe's (80%⁺²) where there is no/limited shelf space, popular brands could **white label** their hero SKUs. Agile companies view this as incremental business at modest margins with no downside on product IP / recipe / competition
- Build brand attributes around **health, transparency, and purpose**, not just heritage
- Develop storytelling that is **authentic, verifiable and resonates digitally**
- Remain culturally relevant by **engaging with micro-influencers** in the right media
- Move fast and **innovate new products**. Private labels are often copy-cat products
- **Prioritize form factors** to solve for specific **consumption occasions**
- **Compress development cycles** by integrating AI, expert collabs, and DTC pilots
- Expand beyond traditional aisles into **emerging platforms and contexts** where Gen Z shops: delivery apps, Tiktok shops, vending machines, pop-ups, etc.
- Treat **DTC** not just as a sales channel, but as a **critical source of consumer loyalty**
- Build **first-party data ecosystems** to personalize experiences, drive loyalty, and reduce dependence on retailer-owned shopper insights

Source: [W/SI: How Costco's Kirkland Signature Brand Became a Powerhouse](#); 2. [Trader Joe's official podcasts](#) - episode 4; 3. [NielsenIQ](#)

Appendix: Team resumes

VINIT BHAT

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EDUCATION

COLUMBIA BUSINESS SCHOOL

New York, USA

MBA, May 2025, Dean's List (Spring 2024, Summer 2024, Fall 2024)

2024 – Present

In-semester PE internship, Tortuga Growth Partners: Closed 2 transactions (\$32mn investment) for a mid-market IT platform and a South African IT roll-up. Sole VP on the deal, helping with founder negotiations, deal structuring, model and financial diligence
Member: PE Club, Investment Management Club, Retail & Luxury Club, Outdoors Club, etc.

BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE (BITS)

Pilani, India

B.E., Electrical & Electronics Engineering; GPA: 8.27/10

2012 - 2016

Leadership & Activities: Part of 8 membered executive committee organizing BOSM, one of India's largest college sports festivals, by managing 1,000+ student volunteers; Guided a team of 25 students to correspond with 6000+ participants

EXPERIENCE

ARPWOOD PARTNERS - PRIVATE EQUITY FUND

Mumbai, India

Employee no. 3 at India's only domestic mid-market buyout PE fund; Founded by ex-TPG and Carlyle leadership; Investing from maiden fund of US\$400mn; Promoted twice from Analyst to Senior Associate to Vice President by 2022

Vice President

2018 - 2023

- Directed 4 Analysts & Senior Associates for all aspects of deal execution including business underwriting, IC meetings, debt & equity raising, founder discussions and diligence processes; Thoroughly evaluated 30+ opportunities
 - Led transactions in financial services and consumer goods post 2022 –deal sourcing, investment theses and deal execution
US\$500mn buyout of India's 3rd largest ice cream brand (roller-coaster of a transaction lasting 5+ years)
 - Formulated investment hypotheses on operational improvements and change of ownership, projecting a potential 50% increase in EBITDA margins; Led a team of 30+ external advisors across financial, tax, forensic and legal diligence
 - Built financial model, fundraising material and IC notes, operational metric dashboards; Designed complex deal structure involving three entities and helped prepare for SEBI (SEC equivalent) guidance note for deal
 - Played integral role in negotiations resolving conflict between 3 owners; Mediated legal and tax warranties; Communicated with CFO and CSO for business updates; Helped in fundraising by decoding deal complexity to LPs
 - Directed extensive primary research, including Nielson surveys in 3 cities (8K responses); Visited 5 factories, 100+ retailers in India and USA to strengthen investment hypotheses; Oversaw audits on food quality, safety & compliances
US\$120mn primary infusion in a listed Indian Bank to become largest shareholders (Owner backed out in Aug'23)
 - Interacted with 15+ CXO and conducted multiple field visits across geographies to develop a strong data-driven investment hypothesis on **microfinance industry**, a sector viewed with extreme pessimism within the IC
 - Orchestrated intricate due diligences while navigating highly regulated business environment with limited data access
 - Received special praise from 3 co-investors on depth of hypothesis & market understanding while leading discussions
Portfolio management: SBFC, a non-banking lender to small businesses; AUM of ~US\$600mn; Exit: ~5x MOIC
 - Orchestrated project management for its ~US\$150mn IPO; Guided internal strategy discussions on branch & product expansion
 - Helped CXOs in monthly business reviews / competition best practices
- Other experiences include CV lending, wealth, natural ingredients, beverages, packaged snacks, mattress, packaging material, etc.

ROTHSCHILD & CO, - INVESTMENT BANKING

Mumbai, India

Worked on M&A and IPO transactions in deal teams of 3/4 across financial services, aviation, energy, industrials, and auto sectors

Junior Associate

2017 - 2018

- Sell-side advisory on sale of Orange Renewable to Greenko** (US\$1bn transaction of wind energy assets)
Managed entire transaction processes - building financial model, preparation of marketing documents, diligence co-ordination, etc.
- Sell-side advisory for divestment of Air India, national carrier of India (~US\$7bn, lapsed)**
Prepared entire RFP in a competitive Government bid & won; Complications in fee negotiations led to mandate rejection

JP MORGAN, - INVESTMENT BANKING

Mumbai, India

Part of 4-member team supporting Head of Metals & Mining in Hong Kong; Built financial models and M&A pitchbooks

Junior Analyst

2016 - 2017

- Presented 3 strategies to China's SWF to monetize stake in a Canadian mining firm during a commodity bust

ADDITIONAL INFORMATION

CFA: Cleared Level II Examination in 2019

Interests: Fitness, travel, food, football, strategy board games, participate in investor hobby groups for 8+ years

New Frontiers in Retailing: Magic and Logic 2025
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Education

2024-2025	COLUMBIA BUSINESS SCHOOL MBA CANDIDATE Vice President Retail and Luxury Club (RGL); CBS Climate Knowledge Initiative Summer Internship; Global Immersion Brazil Teaching Assistant; Vice President Brazil Club	NEW YORK, NY
2010-2015	UNIVERSIDADE FEDERAL DE SANTA CATARINA (UFSC) International Relations B.A.; Grade 9.1/10 (top 5% of all classes). Leader of the Academy Affairs Committee and Organizer of the Annual National Students Meeting (ENERI); managed a ~0.5M USD budget for 1500 attendees and international politicians and academic speakers (2011-2012). INCT-INEU research scholarship (2010-2011).	FLORIANOPOLIS, BRAZIL
2012-2013	TECHNISCHE UNIVERSITÄT BERLIN – Exchange student (Feb.-Jul., 2013) UNIVERSITÉ TOULOUSE CAPITOLE – Exchange student (Sep.-Jan., 2012)	BERLIN, GERMANY TOULOUSE, FRANCE
2019-2020	UNIVERSITY OF CALIFORNIA SAN DIEGO (UCSD) Big Data Specialization; Grade 10/10 (100 hours, online)	ONLINE

Experience

2021-2023	THE BOSTON CONSULTING GROUP Consultant (2022-2023) <ul style="list-style-type: none">Mapped all renewable energy solutions available that fit the entire Brazilian energy matrix in order to recommend green investment opportunities for a Japanese conglomerate with a 10Bn USD budgetPart of Private Equity Practice (2022-YTD): work on due diligence, investment thesis, and market/competition/portfolio analyses (i.e. fashion and beauty markets, renewed fuels, <i>in vitro</i> fertilization for Global leading funds)Identified 40M USD potential savings and revenue opportunities for the Brazilian subsidiary of a global German auto parts company addressing full P&L (topline, corporate, procurement, operations) during a due diligence Senior Associate (2021-2022) <ul style="list-style-type: none">Led the setup of an Advanced Analytics Node to deliver 50M USD productivity by 2025 in a global steel playerRan a market study and ESG strategy for a PE-backed natural gas compressor US company (5Bn USD market)Led MVP framing and value proof in Advanced Analytics transformation program for a leading global steelmaker (three initiatives framed with potential savings ranging from 8-14M USD)	SAO PAULO, BRAZIL
2016-2021	THE DOW CHEMICAL COMPANY Latin America Improvement Leader (2018-2021) <ul style="list-style-type: none">Led initiatives to maximize business growth and decrease supply chain costs (23% total supply chain reduction and +12M USD savings). Co-led and coached project managers (~15 people), led multi-functional teams with 10-15 people (~5 large-scale projects over 3 years, ranging from 2-3M USD/each), coordinated change management activities, and controlled supply chain cost metrics across Latin America Training Facilitator (2017-2020) <ul style="list-style-type: none">Developed content and facilitated project management/lean/Six Sigma trainings, as well as mentoring and coaching projects (+200 hours of dedication over 3 years; 120+ people impacted and 50M USD saving forecast) Green Belt Lean Six Sigma Project Manager (2016-2018) <ul style="list-style-type: none">One of 10 admitted to a "Future Leaders" program with 30k applicants. Became a certified Six Sigma Project Manager, identifying and implementing enterprise-wide process improvement in corporate areas (~2M USD savings in Third-Party Litigation, Fleet Management, and Real Estate tax classification projects)	SAO PAULO, BRAZIL
2014-2015	MARTIN BAUER GMBH & CO. International Sales and Marketing for Latin American Markets <ul style="list-style-type: none">Developed and commercialized new mate tea variants (still present in major Brazilian supermarkets). Food security and quality control: conducted studies on Brazilian regulations in teas, infusions, extracts, and flavoring	VESTENBERGSGREUTH, GERMANY
2012-2015	INTERNSHIPS AND ADDITIONAL WORK EXPERIENCE <ul style="list-style-type: none">Organizer/promoter of fairs, congresses, and events such as Brazil-Germany Economic Meeting (Joinville, 2015)International Procurement and Supply Chain intern at SCMBrazil (Florianópolis, Mar. 2014 – Aug. 2014)International Purchasing intern at COMEX10 do Brasil/Uniflex Germany (Florianópolis, Oct. 2013 – Mar. 2014)Children's Monitor and English Teacher at Darss Kitesurfing School (Darss-Prerow, Jul. 2013, and Aug. 2014)International Sales and Marketing intern at WEG Electric Motors (Jaraguá, Jan. 2012 – Mar. 2012)	BRAZIL / GERMANY
Community	At BCG: Responsible for diversity recruiting in the south of the country & volunteer at Woman@BCG (2021-present). At Dow Chemical: co-founder of the Employee Experience Committee (2018-21); volunteer at Gender Committee (coordinated 3 waves of networking and personal development program) impacting +40 women (2017-21); English teacher for underprivileged children (2018-19); founder of Storytelling Group for public speaking training (2017-18). At AEBAS Florianopolis: weekly volunteer teacher to underprivileged children (2012-14).	
Personal	Native Portuguese; fluent English/Spanish; proficient German/French. Competitive swimmer (2-16yo), top 2 in Brazil (2005); passions: scuba diving (wreck certified diver), wellness, beauty and designing own clothes.	

Paula Gonzalez Adiego

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Professional Experience

Apr '21 – Present	ROLAND BERGER <i>Senior Consultant</i> <ul style="list-style-type: none">Received two fast-track promotions, from BA to Consultant in just two yearsInvolved in +10 due diligences for Private Equity across different sectors (i.e., agribusiness, healthcare)Engaged in strategic projects in the Financial Services and Consumer Goods environments Key Projects <ul style="list-style-type: none">Ecosystem strategy for leading insurance company in Spain (400 M€ profit) – Devised new ecosystem-style business model around a SuperApp and guaranteed its launch to the marketInception and set up of a Digital Product Factory as transformational unit to support the Ecosystem– Identified the need of this new unit during the Ecosystem project, helped convince the Board andMobility marketplace for leading bank in Spain – Defined strategic positioning within the mobility ecosystem to leverage the trend towards embedded financing and fulfill the ambition to multiply revenues x2.5EntrepinaresGrowth strategy for a vertically integrated field-grown vegetable company – Defined the route-to-market strategy, client prioritization model for product shortage scenarios, and brand managementValorization project for Spanish orange producer – Explored alternatives to increase the by-product profitability and maximize the “tree utilization”	Madrid, ES
Jun '19 – Aug '19	MORGAN STANLEY <i>Investment Banking Summer Analyst</i> <ul style="list-style-type: none">Involved in both live M&A executions and business development as part of the Real Estate Team	London, UK

Education

Jan '24 – Present	COLUMBIA BUSINESS SCHOOL <i>MBA, Master of Business Administration</i>	New York, USA
Sep '15 – May '20	ICADE UNIVERSITY <i>Double Degree in Law and Business Management</i> <ul style="list-style-type: none">Exchange program at University of San Diego (Sep-Dec '17, GPA 9.8/10)Exchange program at LUISS Guido Carli (Italy, Sep-Dec '18, GPA 9/10)	Madrid, ES
Jun '15 – Jul '15	BACCALAUREATE EXCELLENCE AWARD <i>Top 25 students in Madrid, graduating with a GPA of 10/10</i>	Madrid, ES

Additional

Jun '20 – Dec '23	COMMUNITY WORK <ul style="list-style-type: none">Volunteer at Dádoris Foundation, focus on sourcing and institutional fundraising as part of the Promotion and Development Committee (Madrid, ES)	
Jul '16 – Aug '16	<ul style="list-style-type: none">English teacher at Watchangkian School (Chiangmai, TH)	
Jun '16 – Jul '16 Jun '14 – Jul '14 Jun '13 – Jul '13	INTERNATIONAL RELATIONS <ul style="list-style-type: none">International Human Rights course at London School of Economics (London, UK)International Relations course at Georgetown University (Washington, USA)Public Speaking Course and Model United Nations at Yale University (New Haven, USA)	
	PASSION FOR NATURE Sailing program in the British Virgin Islands (2012); backpacked through Indonesia, including camping in Borneo and climbing the Bromo and Ijen volcanoes (2017); 10-days camouflaged in the Namibian wilderness (2023); roadtrip through Botswana, Zimbabwe and Mozambique (2024)	

EVIE ROEBROEK

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EDUCATION

COLUMBIA BUSINESS SCHOOL

New York, USA

MBA, May 2025

2024-2025

Leadership: LEO Investment Associate, AgriBusiness Club, Cluster board - Internal Community

Member: Social enterprise club, Gourmet club, Wine club, Outdoors Club, Arts Society, European Club, Dutch club

UTRECHT UNIVERSITY

Utrecht, Netherlands

MSc Mathematical Sciences, May 2021

2014-2021

Honors: 4.0 GPA

Leadership: Assistant to the education director on DE&I related topics, which included a seat in the hiring committee for new professors, a review of the curriculum and teaching methods and an extensive study of international best practices in the STEM community to make educational and extracurricular programs more inclusive

Double BSc Mathematics and Physics, July 2018

Honors: Cum Laude (4.0 GPA)

Study abroad: Minor in macro- and monetary economics at the University of Queensland (UQ) in Brisbane, Australia

Leadership: Member of multiple committees of the study association, most notably the career committee (2016-2018)

EXPERIENCE

COEFFICIENT CAPITAL

New York, USA

MBA Internship - Consumer insights (2025)

2025

- Supported design, execution and analysis of two proprietary Consumer Trends reports
- Leveraged existing data to help portfolio companies understand trends and brand equity

BOSTON CONSULTING GROUP

Amsterdam, Netherlands

Consultant (July 2023 – December 2023)

2021-2023

- Supported an impact investment fund in the healthcare sector with the design of their 5-year strategy, where key challenge was to strike a good balance between financial and societal gains
- Designed and supported implementation of DE&I strategy for a major European tech player
- Day-to-day lead of internal DE&I team in Amsterdam (~20 members)

Associate (June 2021 – June 2023)

- Leveraged advanced consumer insights and analytics to determine repositioning of anchor and secondary brands of a major European financial institution
- Re-shaped customer segmentation for a global Food & Beverage player and accelerated product innovation by in-depth insights into emotional and functional needs of consumers in each segment
- Supported global Fashion & Luxury player in design and roll-out of improved loyalty program

ADDITIONAL INFORMATION

Volunteer Work: Extensive experience with tutoring high & university school students from underprivileged backgrounds

Languages: Dutch (native), English (fluent), Spanish (intermediate), German (intermediate), French (beginner)

Interests: Food & wine, traveling, yoga, psychology, sailing

XAVIER SEMPERE CANO

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EDUCATION

COLUMBIA BUSINESS SCHOOL

MBA, May 2025

New York, NY

2024-2025

ITESM – CAMPUS MONTERREY

BA, Economics, December 2017

Monterrey, Mexico

2013-2017

- Semester Abroad: Nuremberg Institute of Technology Georg Simon Ohm, Germany Feb 2017 – Jul 2017.
- Excellence in national CENEVAL EGEL Economics exam, top 1% and recipient of recognition medal.
- Student Development Diploma awarded to the graduates who participated the most in student life activities.
- Leadership: Finance Director at the student government, Logistics Director at the Economics Symposium, GCIMUN -NYC 2014 - 2015, APEC 2013 Voices of the Future Delegate, Indonesia.
- Internships/TA: Arca Continental, Sigma Alimentos, Teacher Assistant of Introduction to Economics Field course.

EXPERIENCE

SIGMA ALIMENTOS

9B USD multinational company of branded food products

Monterrey, Mexico

2017-2023

Manager, Business Controller of Sigma Mexico (2022-2023)

- Facilitated the flow of information and analysis for the CEO with its team and stakeholders optimizing decision-making.
- Managed the CapEx budget with +300 projects aligning areas to maximize ROI while reducing the execution time by 20%.
- Prepared and analyzed monthly results to support the Executive Committee's decision-making and ensure the business course.
- Coordinated the budget process for EBITDA, NWC & CapEx among +11 areas; improved financial planning.
- Oversaw the CEO's objectives consolidation process, ensuring timely reporting and clear evidence of performance.
- Created presentations to Board, CEO, and C-level management resulting in a better understanding of the business results.
- Supervised 2 direct & 1 dotted line reports

Head, Business Controller of Sigma Mexico (2019-2022)

- Evaluated and authorized +\$200M in projects ensuring their profitability and matching them with the company's strategy.
- Established a new framework to achieve in 2021 & 2022 the highest CapEx in ~10 years exceeding the objective.
- Led the CapEx budgeting process filtering projects, negotiating with teams, and lobbied for 24% more budget vs. 2021.
- Briefed monthly the company's leadership team on projects' execution and conclusions on CapEx performance.
- Synthesized and generated monthly information to the CEO & CFO of Mexico to make the decision process more effective.
- Developed a new process to control +\$700M in expenses by creating a new role in all Sigma Mexico areas saving ~\$2M.
- Structured the Efficiency Team's project management process contributing to ~\$70M in savings annually.
- Supervised 1 dotted line report.

Analyst, Revenue Management (Pricing) (2019-2019)

- Reinforced company's pricing process using multi-factor decision making models, reducing volume impact by \$1.6M.
- Introduced a new regression model to calculate price elasticities that increased its accuracy by ~9%.
- Implemented a price pack process to evaluate price positioning and identify +20 white spaces.
- Engineered a supply model using big data to reduce spoilage in retailers; pilot saved \$1M and expanded full scale by a team.
- Undertook cross-fertilization with U.S. and Europe teams to share best practices; learnings still in use.

Analyst, Revenue Management (Portfolio Optimization & Mix Management) (2017-2018)

- Optimized 15% of a +500 SKUs portfolio by evaluating and negotiating with stakeholders; saved ~\$8M annually.
- Automatized portfolio optimization process using Alteryx reducing analysis time by ~30%; still in use.
- Maximized mix management. by driving brand/packs/channels mix towards profit and growth; reverted impact of \$1.6M.

ADDITIONAL INFORMATION

Volunteer Work: Councilmember in the local government's youth institute 2019-2021; Prepanet online high school tutor 2015-2016

Languages: Native speaker of Spanish, fluent in English, basic in French

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EDUCATION

COLUMBIA BUSINESS SCHOOL

MBA, Management and Strategy

New York, USA

2024 - 2026

Co-President: Brazil Club | Marketing Head: MBA Brazil Conference | LEF - Luxury Education Foundation: Ambassador

Member: Beauty Club, Retail and Luxury Goods Club, Arts Society, Marketing Association and Women in Business Club

Beauty project: Chosen by the LEF to develop an omnichannel strategy in class for Clarins Executives - Jan 2025

Luxury Goods project: Chosen by the LEF to devise a communication strategy on post purchase for Tiffany & Co Executives - Feb 2025

ESCOLA SUPERIOR DE PROPAGANDA E MARKETING

Postgraduate, Marketing and Business

Sao Paulo, Brazil

2019 - 2020

PONTIFICIA UNIVERSIDADE CATOLICA DE MINAS GERAIS

BA, Advertising and Social Communication

Belo Horizonte, Brazil

2015 - 2018

Study Abroad: 2017 | London College of Communication | University of the Arts in London, UK

Honor: UAL Award for Study Abroad for writing in English

EXPERIENCE

DOJO ADVERTISING AGENCY

A full-service agency for the hyper-connected age. Top 40 largest agencies in BR

Sao Paulo, Brazil

Strategy Coordinator (2023 - 2024)

2021 - 2024

- Led advertising initiatives for key clients: Lindt, ASICS, and CAMIL managed \$3MM+ annual media investment
- Spearheaded cross functional strategies with creation, insight, media, client service and content areas with creativity and storytelling supporting brand objectives, building strong campaigns, resulting in all renewed contracts for 3 years
- Constructed three strategies for CAMIL's initial brand book, mastering the market analysis and strategic brand survey for learning and communication. All was synthesized to design goals and positioning for individual brands
- Designed strategy, tagline, advertising actions and media plan around a hero product for Lindt's Easter campaign. Implemented multi-point consumer contact, capturing peak annual chocolate sales in Brazil contributing to 35% up annual sales
- Devised strategy campaign, tagline, events and media for launch of ASICS Nimbus 25. Oversaw a special project of OOH, event, cinema, contextual media and digital creative content managing a budget of \$240k

Brand Planning Executive (2022 - 2023)

- Led advertising initiatives for: L'Oreal, DCA (e.g., Vichy, La Roche Posay), DL (e.g., Lâncome, Prada, YSL) | \$6MM+ annual media
- Established a brand guide for differentiation strategies within the self-care market for brands within the L'Oreal Active Cosmetic Division. Was selected by the client to oversee a similar exercise for Luxury Division, brands of fragrance
- Won a competition of 5 other agencies for Creators L'Oreal, growing DOJO's influence marketing and earning ~\$5MM in paid media, resulted in an early promotion and granted a 50% increase in salary and L'Oreal renewed contract for 3 years
- Orchestrated the development of over 20 strategies for Brazilian marketing campaigns, adapting global concepts. Drove L'Oreal campaigns to achieve 36Bn impressions, 110MM clicks, and 20Bn views
- Selected by leadership to conduct consumer journey research, uncovering trends and opportunities to built trust with menopausal women and shaped the Neovadiol campaign, achieving ~\$240k digital investment and 146MM impressions

Brand Planning Assistant (2021 - 2022)

- Orchestrated advertising initiatives for key clients: Amazon Prime Video, Amazon Sell on, Havaianas and TCL
- Collaborated in an 8-agency competition for Sell on Amazon (SOA), a creative proposal went live in 2022. The objective was to increase the attractiveness of SOA across sellers, to migrate product selection and launch a store on Amazon
- Researched audiences in GWI and developed message mapping for an Amazon Prime Video series' launch (DOM), inspired by a true story. Conducted interviews and culminated in a campaign; invited to launch Season 2

YUNUS SOCIAL BUSINESS

Investment in social enterprises

Sao Paulo, Brazil

Pro bono - Marketing Analyst

2019 - 2020

- Improved communications for investment companies with small budgets and little access to professionals
- Advised a recycling startup teaching environmental education. Completed qualitative research, storytelling and benchmarking projects. Generated ~\$400k of extra income for partner cooperatives and reached 600+ condos

ADDITIONAL INFORMATION

Work Authorization: STEM MBA, three-year OPT eligible post graduation (2029)

Languages: Portuguese (native), English (proficiency level, certifications FCE and CAE), Spanish (intermediate), French (basic)

Volunteer, Women from Brazil: directed a Christmas campaign for 150+ families, coordinating 2K+ donors and securing sponsorships

Interests: Singer/ Instagram Content Creator during COVID / Yoga - meditates daily; Hatha yoga 2x week / Visited 30 countries, lived in 3