

MKTG 8604

New Frontiers in Retailing: Magic and Logic

**Getting more out of existing customers through analytics
given rising cost of acquisition**

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April 2023

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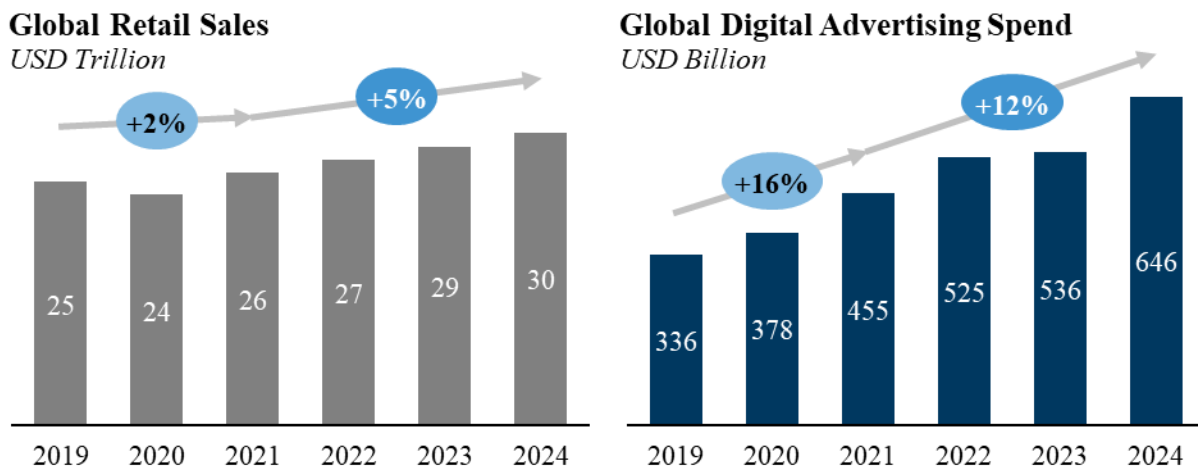
Executive Summary

Given the rising costs of customer acquisition, it is essential for companies to be strategic about how they gather and leverage data to get more out of existing customers.

1. To gather data, companies must focus on building trust with their active customers, so that they are happy to share their data, rather than mining data without the customer's understanding or consent. Companies can create valuable services for customers that require them to share data, which is data shared via a contract of trust and understanding.
2. Companies must also better understand their inactive customers to minimize the churn rate. Analytics of dropped of customers' past shopping behavior can help inform possible personalized offers companies can provide to re-engage and bring them back to being active customers again.
3. Customer segmentation is a powerful tool that companies should leverage to build loyalty amongst consumers. By analyzing the shopping behavior of new customers and how they compare with the patterns of existing segments of loyal customers, companies can create personalized journeys with the new customers to extend the customer's lifetime and promote loyalty.

Introduction and Problem Statement

Retail is undergoing significant headwinds due to increasing competition. More brands are competing for the same customers across more touchpoints. Digitalization has lowered the barriers to entry to start a brand by removing the need for significant overhead costs. In addition, consumers are demanding seamless online-to-offline experiences, forcing retailers to invest in omnichannel approaches. Marketing spend is not only increasing due to the influx of competition, but also since venture capital firms are infusing large amounts of capital (\$31B in the US in 2021) into retail startups to identify “the next big retailer”. Digital advertising spend has increased by 16% CAGR from 2021, and is set to grow at 12% until 2025, exceeding the retail industry’s 2% growth and 5% growth forecast. Costs for digital advertising solutions can rise indefinitely since prices are based on bidding but demand will continue to exist and drive prices up since reaching a customer digitally is essential to attract a customer today.



Source: eMarketer

Since it is becoming increasingly difficult and expensive to attract new customers, businesses need to focus on getting more out of their existing customers. Analytics can be a powerful tool for businesses to achieve this goal. By analyzing customer data, businesses can gain insights into their behavior, preferences, and needs. There are three main opportunity areas in which companies can successfully leverage data analytics to maximize value from Customers.

First, companies shift their analytics objectives from capturing value to providing value to improve trust and access to customer data and thus more meaningful personalization. Secondly, data analytics can be leveraged to identify and understand customer churn, and thus effectively execute appropriate retention strategies, such as personalized incentives, retargeting strategies feedback loops. Finally, successful customer segmentation is essential to personalize offerings and messaging in order to increase customer loyalty, improve ROI of marketing campaigns, increase meaningful engagement, and identify untapped customer segments.

These three opportunity areas not only provide an opportunity to increase revenue per customer, but also build and expand a loyal base at lower costs.

Thesis I: From capturing value to giving value to consumers.

Data is the oil that should fuel retail. By gaining access to data, retailers can offer a more personalized experience and provide more value for consumers and thereby lower acquisition cost, increase retention, and develop clients.

According to a recent study by McKinsey, only 18% of clients trust retailers with personal data. Therefore, to gain access to data, retailers will have to earn trust from consumers and view the exchange of consumer data as a contract of trust. Retailers focus needs to shift from capturing value through data towards providing value for consumers in return for the consumer giving up their personal data. Retailers need to clearly demonstrate the value provided in return for receiving customer data. The focus should be on improving the life of consumers, not manipulating them into spending more or influencing their basket structure. Moreover, maintaining trust over time by safeguarding consumer data and only using it to the benefit of the consumer will be important.

One example of a retailer that breached the contract of trust and focused more on short-term commercial gains than benefiting the client in the long run is Target. In 2012, Target launched a personalized marketing campaign, targeting clients who based on segmentation were likely to be pregnant. Target had pooled historical data of similar clients and based on the customers' consumption patterns; Target concluded that they were pregnant. Target sent these customers promotions for goods related to pregnancy, often alerting parents or partners about the pregnancy before the woman was ready to share the news. This is a typical example of a retailer that breached the contract of trust and provided personalization to the benefit of the retailer over the customer.

Retailers should instead focus on using data to provide value for clients rather than maximize the value captured in the short run. By doing so, retailers will earn the trust of customers and be able to co-create personalized offerings with consumers. Retailers will also have to learn what different customer segments are willing to share by explaining value propositions and seeking transparent opt-ins and consent before using personal data. Ultimately, consumers will be more willing to give their data when understanding the better experience and personalization that the retailer can provide.

Part of the strategic change towards focusing on providing customer value could also be to shift KPI's. Walmart is already seeking to replace LTV as a measure of customer profitability by a means to measure how they improve the lives of their customers. They are seeking to implement a metric that would allow them to measure how customers rates Walmart rather than how Walmart rates customers. One possibility would be to rely more on NPS or frequency and recency scores, that might better reflect how a retailer is improving a client's shopping experience.

Moreover, Walmart is a good example of a retailer who is striking the balance of customer trust and providing value for the customer. One initiative showcasing how Walmart is trying to help consumers is their focus on helping clients that spend time in different parts of the United States with their access to medications. A retired person in Chicago that spends the winters in Florida should be proposed to have the client's preferred pharmacy changed from Chicago to Florida

during the winter months. Walmart brings value to the client by saving them time by not having to phone doctors and pharmacies to change their prescriptions and Walmart can leverage their national presence as a value to the consumer. By asking for the consumer's consent upfront to use their location and personal information to optimize optimized way of delivering medications, Walmart is not breaching any trust. Walmart provides value to the client using data, while gaining retention with the client.

In conclusion, by focusing on providing value for the customer rather than looking to extract as much value as possible from a client, retailers will be able to earn customers' trust and receive more personal data. By providing a meaningful personalization to the client, retailers can reduce acquisition costs, increase retention and development of clients.

Thesis II: Identifying and analyzing customer churn

Analysis of Personalized Incentives

One of the proactive measures that businesses can take to address customer churn is offering personalized incentives or rewards to customers who have been inactive for a certain period. The analysis of personalized incentives involved segmenting customers based on their activity levels and designing customized offers to entice them to continue using the products or services. The effectiveness of personalized incentives was evaluated based on the response rate and retention rate of customers who received the incentives.

The results of the analysis revealed that personalized incentives were effective in reducing customer churn. Customers who received personalized incentives showed a higher response rate compared to those who did not receive any incentives. The retention rate of customers who received personalized incentives was also higher, indicating that the incentives were successful in retaining customers who were at risk of churn. The analysis also revealed that the type and value of the incentives played a crucial role in their effectiveness. Higher value incentives and offers that were relevant to customers' preferences and needs were more successful in retaining customers.

Analysis of Retargeting Strategies

Retargeting is another proactive approach that businesses can use to address customer churn. By focusing on customers who have abandoned their cart or have a history of browsing but not purchasing, businesses can retarget them with relevant offers or reminders to encourage them to complete the purchase. The analysis of retargeting strategies involved identifying customers who had abandoned their cart or showed browsing behavior, designing retargeting campaigns, and evaluating their effectiveness in reducing customer churn.

The results of the analysis showed that retargeting strategies were effective in reducing customer churn. Customers who were retargeted with relevant offers or reminders showed a higher likelihood of completing the purchase compared to those who were not retargeted. The analysis also revealed that the timing and frequency of retargeting campaigns were critical factors in their success. Customers who were retargeted within a short period of time after abandoning their cart or showing browsing behavior were more likely to convert, while excessive retargeting or delays in retargeting were less effective.

Analysis of Feedback Loops

Feedback loops based on churn data can provide valuable insights into why customers churn and help businesses make necessary adjustments to their products, product messaging, or brand. The analysis of feedback loops involved collecting customer feedback data and analyzing it to identify common reasons for customer churn, and then using this information to make improvements in products or brand messaging.

The results of the analysis indicated that feedback loops based on churn data were effective in identifying the reasons for customer churn and providing insights for improvement. Common reasons for customer churn included issues with product quality, customer service, pricing, or lack of value proposition. By addressing these issues and making necessary improvements, businesses were able to reduce customer churn and improve customer retention rates. The analysis also revealed that timely and systematic collection of customer feedback, as well as the

implementation of actions based on the feedback, were crucial for the success of feedback loops in reducing customer churn.

Overall, businesses can effectively reduce customer churn by proactively implementing personalized incentives, retargeting strategies, and feedback loops. Personalized incentives were found to be effective in retaining customers who were inactive, while retargeting strategies were successful in converting customers who had abandoned their cart or showed browsing behavior. Feedback loops based on churn data provided valuable insights for improving products and services.

Thesis III: Successful customer segmentation can deliver significant value

Customer segmentation is a process of dividing a customer base into smaller groups of individuals who share similar characteristics such as demographics, purchasing behavior, and preferences. In e-commerce, customer segmentation plays a crucial role in increasing customer value and lowering the cost of acquisition. According to a study conducted by McKinsey, companies that successfully use customer segmentation to personalize their marketing efforts see a 10-30% increase in customer value. This is because personalized messaging and offers increase customer engagement and loyalty, resulting in higher customer retention and lifetime value.

One way customer segmentation increases customer value is by enabling retailers to offer tailored products and services to specific customer groups. This allows them to meet the unique needs and preferences of their customers, resulting in higher customer satisfaction and loyalty. In fact, a survey by Salesforce found that 52% of consumers are likely to switch brands if a company does not personalize their communications. By segmenting customers, retailers can ensure that they are providing the right products, services, and messaging to each customer group.

In addition to increasing customer value, customer segmentation can also lower the cost of acquisition for retailers and brands. By focusing marketing efforts on specific customer groups, businesses can avoid wasting resources on marketing to customers who are unlikely to convert. This results in more efficient marketing spend and a lower cost of acquisition. A study by Epsilon found that targeted email campaigns have an open rate that is 29% higher and a click-through rate that is 41% higher than non-targeted campaigns, demonstrating the effectiveness of customer segmentation in reducing acquisition costs.

Furthermore, customer segmentation can also help improve their customer service by providing a better understanding of customer needs and preferences. By segmenting customers based on their purchasing behavior and preferences, retailers can anticipate customer needs and provide proactive support, resulting in a better customer experience. A report by Accenture found that 75% of consumers are more likely to make a purchase from a company that recognizes them by name, recommends products based on past purchases, or knows their purchase history.

Finally, customer segmentation aids in identifying opportunities for growth by revealing untapped customer segments. By analyzing customer data and behavior, retailers can identify new customer segments that have similar characteristics and preferences to existing customer groups. This allows them to expand their customer base and drive growth by targeting these untapped segments. A study by McKinsey found that companies that use customer data to identify new customer segments and target them with personalized marketing see a 5-10% increase in sales.

In conclusion, customer segmentation is a powerful tool for retailers and brands looking to increase customer value and lower the cost of acquisition. By segmenting customers based on demographics, purchasing behavior, and preferences, businesses can tailor their products, services, and messaging to meet the unique needs of each customer group. This results in higher customer satisfaction, loyalty, and lifetime value, as well as more efficient marketing spend and better customer experience.

Key Assumptions

Key Assumption 1:

The application of our thesis is most pertinent towards companies that already have reached a critical mass of customers, rather than companies that are still growing and are able to identify growth / marketing strategies with lower customer acquisition cost. Companies with a lower volume of customers that are still in the growth phase have likely not yet experimented with the full breadth of marketing tactics, some of which can deliver on lower acquisition costs. There are also yet many more target customers who have yet to enter the customer funnel, therefore it would be more efficient for these companies to focus on reaching customers that are unaware of their brand. Without a high volume of customers, it can be extremely expensive to develop the appropriate technology needed to analyze and segment existing customers. The company must have a sufficient volume of customers to extract data that is valuable to both parties. If the volume of shoppers is low, it is not possible for the company to identify patterns in customer churn, nor create various customer segments to better personalize offers.

On the other hand, for companies who have already reached strong awareness in their target customer segments and customer acquisition costs are rising significantly, it is essential to dive into existing consumer data to generate greater value from each customer.

Key Assumption 2:

Although efforts to gather data, segment customers, and create good value propositions set out to lower customer acquisition costs, they are not always successful, and oftentimes can be costly, especially when companies make poor choices. As we've noted with the Walmart vs Target example, both companies started with good intentions, which is to deliver convenience to their customers. In Target's case, however, the way that it set out to deliver convenience actually created a deep sense of mistrust amongst its customers. This resulted in a backlash – customers were deeply unhappy with Target's access to personal data and how the company may misuse their data. Negative interactions such as these can push customers away and towards your competition.

To ensure successful gathering and use of data, it is absolutely essential for companies to have honest feedback loops when developing loyalty strategies for customers. There needs to be a view on the “creep factor” vs “value factor” - does the strategy offer sufficient value such that the customer doesn't feel creeped out?

Key Assumption 3:

It is essential to address the implementation of data, specifically how to ensure that the company truly is a data-led organization. For newer and more nimble small companies, it is possible for data fluency to be a key pillar, such that all individuals in the organization believe in and act upon data informed decisions. For large-scale legacy companies, there is a greater challenge at hand. Like with smaller companies, it's essential to establish data backed decisions as a key pillar, one that everyone in the organization must work together towards achieving. There are 3 steps to achieving this: first, guiding everyone to believe in the power of data; second, educating everyone on how to use the data; and third, creating sufficient use-cases that leveraging data for decision-making becomes second nature. The first two steps must not be skipped in favor of

rushing the process to create use-cases. Data backed decisions can sometimes contradict conventional wisdom gathered by historical observations (another type of dataset). If a company proceeds too quickly and the data-backed decision doesn't prove to be correct, there can be a backlash of trust, setting the company back further.

Key Assumption 4:

Organizations must balance not only internal data, but also external macroeconomic data to inform their decisions. Hiring a team of data scientists and strategists who have strong data fluency is important, but it's also essential for the company to look at external macroeconomic conditions to contextualize the information gathered from within the company. Working closely with external partners to understand the external context helps organizations triangulate data signals from both within and outside. For example, Walmart may have seen a strong headline revenue, with growth of 2-3%. Diving deeper into the data from within the organization, you'll see that consumer spending has shifted from general merchandising to groceries. Looking at external factors, this is due to inflationary prices in the grocery sector. As inflation ebbs, the expectation is that consumers will shift back purchasing to general merchandising to continue the headline revenue growth. The expected next step for Walmart would be to increase general merchandise inventory to meet that consumer demand. However, through working with external consultants, Walmart executives know that purchasing power across consumers is decreasing, meaning that the consumer demand shift back to general merchandise may not be possible. By combining the data gathered within the company and comparing it against external macroeconomic data, Walmart can de-risk their inventory planning.

Appendix: Slides for in-class presentation

Industry Expert Mentor: Stephanie Wissink, Senior Vice President, Walmart

Retailers are struggling to maximize value from customers due to rising costs of acquisition

Customer Acquisition Costs Are Increasing

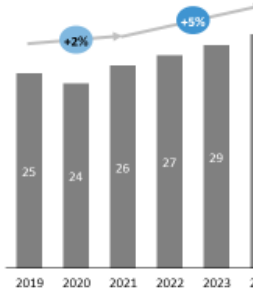
More brands are competing for the same customers across more touchpoints

- Digitalization has lowered the barriers to entry to start a brand by removing the need for significant overhead costs
- Consumers are demanding seamless online-to-offline experiences, forcing retailers to invest in omnichannel approaches

Marketing spend by retailers is increasing significantly

- VCs are infusing large amounts of capital (\$31B in the US in 2021) into retail startups in an attempt to identify “the next big retailer”
- Digital advertising spend has increased by 16% CAGR from 2021, and is set to grow at 12% until 2024, exceeding the retail industry’s 2% growth and 5% growth forecast. Costs for digital advertising solutions can rise indefinitely since prices are based on bidding, but are essential

Global Retail Sales
USD Trillion



Global Digital Advertising Spend
USD Billion



Data Analytics provides an opportunity for Retailers to combat rising CAC and maximize value from Customers

- 1 Retail analytics objectives should shift from capturing value to providing value to improve trust and access to customer data and thus more meaningful personalization
- 2 Data analytics can be leveraged to identify and understand customer churn, and thus effectively execute appropriate retention strategies, such as personalized incentives, retargeting strategies, feedback loops
- 3 Successful customer segmentation is essential to personalize offerings and messaging in order to increase customer loyalty, improve ROI of marketing campaigns, increase meaningful engagement, and identify untapped customer segments

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How retailers can leverage analytics to increase value from customers

1 From capturing value to giving value to consumers



Data is key to increase value, **only 18% trust retailers with personal data**

Retailers need to build trust in providing data driven value **increase consumer willingness to share data**, by:

- Shifting aim of data use to improving consumers’ lives vs. short-term gain
- Implementing robust data safeguards with opt-ins and consent
- Clearly demonstrating value provided in return for receiving customer data
- Rolling out customer value focused KPIs instead of financial metrics

With this, retailers can access data to create meaningful personalization that will **reduce acquisition costs, increase retention and development of clients**

2 Identify and analyze customer data to reduce customer churn

A. Personalized Incentives for inactive customers

- Personalized incentives result in a higher response and retention rates
- High value incentives, offers were more successful to retain customers

B. Retargeting Strategies to encourage completion of purchases

- Those retargeted with reminders & offers are more likely to complete purchases after abandoning their cart / only browsing
- Time and frequency is crucial: quicker retargeting results in higher conversions

C. Feedback Loops to understand reasons for churn

- Analysis of customer feedback actively identifies common reasons for churn and improves products, brand messaging
- Requires timely and systematic collection of feedback, and implementation of actions

3 Effective customer segmentation to increase engagement

Customer value can increase 10 to 30% with successful use of customer segmentation, through:

- **Increased customer loyalty** 52% of consumers are likely to switch brands if company does not personalize communications
- **Improved ROI on marketing campaigns and lower acquisition costs:** targeted email campaigns 29% higher open rate and 41% higher clickthrough rate
- **Improved engagement by anticipating customer needs and provide proactive support:** 75% of consumers are more likely to purchase from a retailer that recognizes them by name, recommends products based on past purchases, or tracks purchase histories
- **Identifying untapped customer segments** use customer data to identify new customer segments and target them with personalized marketing see a 10% increase in sales

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EDUCATION**COLUMBIA BUSINESS SCHOOL****MBA**, Marketing and Retail, May 2023*Leadership*: VP of Events, Retail & Luxury Goods Club; VP of Careers, Cluster Q (LGBTQ affinity)*Pro-bono consulting*: Advised Cartier North America on improvements to the omnichannel experience

New York, NY

2022-2023

EHL HOSPITALITY BUSINESS SCHOOL**BS**, International Hospitality Management, February 2018*Honors*: Graduated with honors, ranked in the top 5% of class (GPA 5.46/6)*Internships*: Ritz Carlton Hotel, Barcelona, Spain (2014-2015)

Lausanne, Switzerland

2014-2018

EXPERIENCE**ALTUZARRA****MBA Intern, Sales and Marketing**

New York, NY

Fall 2022

- Conducted competitive analysis, identified opportunities for e-commerce revenue growth and presented implementation plan
- Created and deployed customer surveys to identify customer demographics, competitors, and enhancements to website
- Identified and implemented reporting solutions for sales and inventory management to facilitate data-driven decision making

BREITLING**Global E-commerce Manager** (2020-2021)

Zurich, Switzerland

2018-2021

- Led cross-functional teams to deploy direct-to-consumer e-commerce in 40+ markets, (North Americas, Asia Pacific, Europe, Oceania) growing channel from 0 to 10%+ of Breitling's total revenue contribution
- Spearheaded initiatives to grow global e-commerce revenues, oversaw team of 10 regional e-commerce managers, ensuring local implementation of global strategy and achievement of commercial targets, growing revenues to \$50M in yearly sales
- Managed expansion of and oversaw a global network of 6 contact centers, generating 20% of ecommerce sales
- Established and supervised operations of an EU and Cross-border e-commerce hub serving 33 markets with local team as direct report; formulated and presented project plan to C-suite, led implementation, added 25% incremental sales in 6 months
- Oversaw implementation of omnichannel retail and SAP ERP in U.S; expedited delivery by obtaining buy-in of local team
- Forecasted revenues and quantified inventory required to ensure consistent above-target sales for global e-commerce channel
- Delivered enhanced e-commerce and contact center reporting to facilitate data-driven decision making and presented insights and recommendations to C-suite

Commercial Project Manager (2018-2020), **Commercial Project Assistant** (2018)

- Led global business development initiatives across digital, duty-free and outlets; reported to Chief Commercial Officer, C-suite
- Prepared the launch of the direct-to-consumer e-commerce channel and contact centers for the Commercial Team
- Reviewed global duty-free presence, delivered growth recommendations to CEO, monitored improvements (+21% sales YOY)
- Accelerated reduction of excess inventory by designing and implementing an international sales platform that generated \$750K in yearly sales and facilitated the development of an outlet network
- Led phase-out and change management of international warranty system for the Chief Digital Officer (\$4M savings/year)
- Trained and mentored an intern (direct report) that became full-time employee of Commercial Team

VACHERON CONSTANTIN, branch of Richemont**3-Month Summer Internship, Marketing Department**

Dubai, UAE

2017

- Led setup of regional contact center, assisted the regional Head of Marketing

6-Month Internship, Retail Department, Global Headquarters

Geneva, Switzerland

- Revised and implemented guidelines for global retail network, assisted Head of Retail Operations

2017

ADDITIONAL INFORMATION*Languages*: Swedish (native), French (advanced), Spanish (conversational)*Volunteering*: Obtained \$10K+ in gifts for prize draw to support EHLsmile, a charity providing education in developing countries*Interests*: Wine (WSET L1), Skiing, Sailing (boat license), Watchmaking, Classical Architecture*Work authorization*: Full US work authorization

EDUCATION

COLUMBIA BUSINESS SCHOOL
MBA, Business Administration, May 2023

New York, NY
2021-2023

THE GEORGE WASHINGTON UNIVERSITY
BBA, Marketing & International Business, May 2017
Honors: magna cum laude

Washington, DC
2013-2017

EXPERIENCE

AMAZON.CA

Seattle, Washington
2020-2022

Vendor Manager—Toys

- Promoted early to Vendor Manager after 9 months instead of standard 2 years and “exceeded expectations” during annual review process, granted to only 8% of employees.
- Managed P&L of \$300M across 25 toy vendors. Developed strategies for negotiating with vendors and was responsible for sales, profitability, marketing, and inventory position.
- Co-led Prime Day planning and execution for total Amazon Canada and delivered \$10B in revenue (+106% of goal). Created plan, set deadlines, presented to leadership, and worked cross-functionally alongside Finance, Marketing, and In Stock to execute.
- Spearheaded the development of Amazon.ca’s first ever physical Holiday Toy Book (80 pages with 450+ toys), aiming to increase spend and lifecycle length of existing Amazon toy shoppers, drive adoption among likely-to-convert shoppers, and increase product selection. Negotiated \$1.8M in funding (+300% of goal) across 20 Toys and Electronic vendors to sponsor the book. Delivered 20M physical copies and drove +\$3M incremental sales.

Brand Specialist—Toys

- Managed Hasbro and Mattel’s P&L and overall brand strategy on Amazon.ca; grew their sales by 75% YoY to \$84M, exceeding total Toys growth of 63%.
- Devised and executed Hasbro and Mattel’s Joint Business Plan. Crafted import strategy, forecasted unit quantity, presented to manager, negotiated with vendors, and placed \$15M in direct import orders. This new process was well received by senior leadership and became the standard operating plan for In-Stock Managers when placing import orders.
- Identified opportunity to increase sales by introducing pre-orders for collectible items. Crafted strategy, met with vendors, and added 103 pre-order collectible Toys during 2020, resulting in \$1M incremental dollars. Rolled out pre-order strategy to the Consumer Electronics team.

WALMART.COM

Hoboken, New Jersey
2018-2020

Category Specialist – Floorcare

- Managed a P&L of \$31M for Carpet Cleaner and Canister Vacuum subcategories. Developed strategy for approaching hold-out brands and was responsible for total subcategory sales, marketing initiatives, and strategy cohesion with our brick-and-mortar counterpart.
- Led the product development and market entry strategy of four new Walmart-exclusive Bissell vacuum cleaners, representing \$1M incremental dollars during the 2019 holiday season. Negotiated the addition of these items to 1,500 Walmart stores nationwide.
- On-boarded the top go-get brands of Kenmore and Eureka on to Walmart.com allowing us to have the most robust Canister Vacuum assortment of any American retailer. New brands represented \$2M incremental revenue for 2019.
- Optimized internal web page structure and item detail page content for paid and unpaid search, improving our Google search rank by four positions.

MACY’S

New York, NY
2017-2018

Executive Development Program, Men’s Fragrance Assistant Buyer

- Successfully completed the company’s selective Executive Development Program, including training on assortment, pricing, and procurement strategy.
- Analyzed assortment data in anticipation for market week, highlighting best and worst sellers according to profit margins and sell through in both stores and online.

ADDITIONAL INFORMATION

Volunteer Work: East Harlem Tutoring Program (8th grade math tutor & college mentor), Latinos @ Amazon (intern mentor)

Additional Languages: Spanish

Interests: Non-fiction books, skiing, white wine, and impressionist art.

EDUCATION**COLUMBIA BUSINESS SCHOOL**

Masters of Business Administration, May 2023

Three Cairns Climate Fellow

New York

2022 to 2023

SINGAPORE MANAGEMENT UNIVERSITY (SMU)

BA, Sociology and Finance, May 2017

- Leadership: President of SMU Wakeboarding (2015-16), Fundraising lead for SMU Reef Alert
- International Exchange Program at Corvinus University of Budapest – Faculty of Business

Singapore

2013 to 2017

PROFESSIONAL EXPERIENCE**KEARNEY PTE LTD****Singapore**

2017 to 2021

*Associate (2021), Senior Business Analyst (2020), Business Analyst (2019), PMO Analyst (Jun 2017 to Dec 2018)***Go-To-Market and Sales Strategy**

- Designed B2B sales strategy and operating model for Enterprise ICT players across SEA, including GTM approach and organization design by customer segment (Large Enterprises, SMEs), sales incentive programs, operating capabilities
- Developed business case and potential partnership structures for joint venture between three Malaysian Telco players to capture OPEX and CAPEX synergies through joint fibre infrastructure build
- Developed credit card proposition for a leading, global e-commerce company through a detailed payment market assessment
- Developed conversion and sales strategy of reduced risk products across 17 airports for global tobacco leader by optimizing travel retail footprint through advanced analytics and retail format machine-learning decision engine
- Kearney SEA lead to drive use of next generation origination tools (e.g., intent analytics) to identify new projects and clients

Operations and Process Transformation

- Developed commodities, semiconductor sourcing risk management strategies for leading US Telco, including understanding their risk exposure to metals, mapping end-to-end supplier footprints, identifying logistics bottlenecks and production risks
- Led agile squad of 10+ in fiber incident management and lead to order process optimization for leading Telco in Malaysia, piloting and implementing 10+ initiatives that led to 40-50% reduction in cycle time and ~75% reduction in follow up calls
- Identified AI-ML opportunities and evaluated deployment options for an APAC Telco's international data pricing function, to define its digital transformation roadmap to reduce time to quote and improve margins
- Developed and launched digital applications and workflows to automate internal administrative and staffing processes

Large-scale Transformation Management

- Led end-to-end program management of a \$220M+ multi-year large-scale transformation for the enterprise business of a leading APAC Telco comprising of more than 50 projects and 200 consultants spanning across geographies
 - Performed organization performance diagnostic and implemented productivity monitoring tools for SEA ICT player
 - Developed and published large-scale cost-transformation and digital transformation toolkits used firm-wide
- Winner of *Kearney Global Innovators Day* for a new approach to deliver digital customer service transformations

ADDITIONAL INFORMATION

Volunteer Work: Youth Mentor with The Advisory Mentorship Programme; Reef surveys and data analysis of Monad Shoal (The Philippines) for The Thresher Shark Research and Conservation Project to transform legislation on fishing; Longitudinal research of Singapore marine biodiversity by N-Parks

Languages: English (Fluent), Mandarin (basic)

Skills: Microsoft Office (Proficient), Microsoft Power Suite, Tableau

Interests: Aerial Fitness and Arts, Vinyasa Yoga (Currently completing Yoga Teacher Training), Cooking, Scuba Diving (120+ dives), Environmental Conversation

EDUCATION

COLUMBIA BUSINESS SCHOOL

MBA, Strategy/Management, May 2023

New York, NY
2021-2023

Leadership: CMC Fellow, VP Conference (Retail and Luxury Goods Club), Co-President (Russian Friends)

Member: Management Consulting Association, General Management Association, Small Business Consulting

DURHAM BUSINESS SCHOOL, DURHAM UNIVERSITY

MA, Management, January 2013

Durham, England
2011-2013

Honors: Merit (second highest honors for academic excellence)

MOSCOW STATE INSTITUTE OF INTERNATIONAL RELATIONS

BCom, International Economic Relations, July 2010

Moscow, Russia
2006-2010

Internship: Analyzed and benchmarked the existing tax system for a family construction business and provided recommendations

EXPERIENCE

STRATEGY&, PART OF PWC NETWORK

Senior Associate Intern, Operations Transformation (Summer 2022)

New York, NY
2022

- Worked on a sourcing and procurement project for a MedTech company, securing savings of \$100M+ by diversifying suppliers and building a new enhanced global supply chain system
- Created and presented daily decks for internal and external meetings with stakeholders

QATARI-RUSSIAN CENTER FOR COOPERATION / EMBASSY OF QATAR

Non-profit to promote multi-faceted and cross-sectoral bilateral relations

Moscow, Russia
2020-2021

Project Management Content Director & Head of Technical Liaison (2020-2021)

- Oversaw procurement and production process of 40,000 sq.ft. exhibition space, stocked it with high-tech luxury equipment and furniture for top Qatari companies, including Qatar Airways, Qatar Investment Authority, and Qatar Petroleum
- Developed creative concepts and marketing materials, such as outdoor advertisement, videos, and interactive presentations, negotiated contractor prices for 700+ content pieces saving 20% of the total budget, and secured stakeholder buy-in
- Acquired and analyzed 100,000+ pages of proprietary company data in preparation for SPIEF 2021, an international economic forum, resulting in signing ~100 international Memorandums of Understanding
- Communicated daily with 55 major Qatari companies, including high-profile individuals, such as His Excellencies, Sheikhs, and Sultans, and contractors in Europe on behalf of the Embassy to coordinate unprecedented participation of Qatar in the forum

KIEVSKAYA PLOSHCHAD GROUP OF COMPANIES

Forbes #1 Real Estate Company in Russia for 11 consecutive years

Moscow, Russia
2013-2020

Chief Procurement Officer (2016-2020)

- Led supply chain management and procurement of all goods and services required for construction, maintenance, and operations for 5 high-profile projects including the reconstruction of a deluxe hotel complex next to the Kremlin
- Developed and implemented a supply chain strategy, record-keeping system and bidding procedure resulting in monthly savings ranging from \$100K to \$2M per project; built a diversified supplier base of 10,000+ companies, reducing order times by 50%
- Spearheaded negotiation and timely implementation of ~3,000 deals monthly

Head of Procurement (2013-2016)

- Awarded promotion to head of procurement at 23, the youngest person to achieve the rank in company history
- Directed supply chain and warehouse management, budgeting, sourcing and procurement of all goods and services including recycling of electric bulbs and paper, elevator operation and maintenance, and purchase of high-technology equipment
- Oversaw 40,000+ procurement deals/contracts for goods and services supply over three years; was one of the five executives who reported directly to the Owner of the company
- Managed a diversified international team of 30 people across 3 streams – procurement, logistics, and warehouse inventory

Project Manager (2013)

- Organized and facilitated first ever international bidding process (Moscow/London) for creative development of a new brand
- Recruited and directed creative team composed of Cirques Du Soleil Director and Bolshoi Theatre costume designer

ADDITIONAL INFORMATION

Languages: Russian, Spanish

Volunteer Work: ESL mentor, dog-walker for seniors, acted as Vice CEO in a family business construction company to reorganize tax accounting system to make the company more profitable, spearheaded cost calculations and budgeting for new and on-going projects (2012-2016, 2021)

Work Authorization: STEM MBA, three-year OPT eligible

Interests: Travel, languages, tennis, hockey, reading, and high fashion

EDUCATION

COLUMBIA BUSINESS SCHOOL

MBA, General Management, May 2023

New York, NY
2022-2023

Leadership: VP of Events - Retail & Luxury Goods Club, Admissions Committee - Women in Business (CWIB)

Membership: Management Consulting Assoc., Family Business Club, Gourmet Club, Snow Sports Club, Squash Club

Consulting Project: Cartier - Creating a seamless online to in-person shopping experience (Luxury Education Foundation)

BROWN UNIVERSITY

BA International Relations & History, May 2016

Providence, RI
2012-2016

Activities: Division 1 Varsity Squash (Team ranked top 10 nationally), Hong Kong Student Association

EXPERIENCE

SHOPCJW *Small-scale soft luxury goods brand within own family business*

New York, NY
2020-2022

Head of Strategy & Digital

- Transformed company struggling with pandemic-led wholesale account losses by restructuring business to capture revenue from fast-growing online retail, turning around revenue loss of \$100k to a growth of \$115k
- Overhauled e-commerce experience by redesigning website to become mobile-first and compatible with Instagram shopping, which increased monthly on-site traffic from 10k to 30k and tripled average session duration from 30 to 90 sec
- Optimized product mix to include affordable luxury goods with quick production turnaround (2 weeks compared to the average of 6 weeks), such as silk masks, which boosted inventory turnover by 35% and reduced inventory holding cost by \$20k
- Increased conversion rates from 1% to 1.5% by evaluating, selecting, and implementing 3rd party digital innovation tools, such as conversational AI and live chat, personalized email communication, and social advertising

STARCOM *Media network part of Publicis, the third-largest global communications group*

London, UK
2019-2021

Programmatic Director (2021)

- Cultivated a team of 2 managers and 4 analysts to establish superior campaign performance via A/B testing, enabling Visa EMEA to exceed digital advertising investment target of \$11M, which yielded \$1.2M revenue for Starcom
- Chartered and implemented digital innovation projects, including a partnership with TheTradeDesk to create a customized AI-enabled Beta solution to reduce longtail impression frequency, optimizing cost per unique reach by 30%
- Pitched for incremental campaigns, including an \$850K campaign to C-level executives to support Visa's partnership with TransferWise, a fintech company disrupting EMEA's digital payments technology, resulting in a +25% ad recall

Programmatic Manager (2019-2021)

- Managed direct client relationship with Visa marketing managers across 30+ EMEA markets, increasing programmatic ad spends by \$2M, which grew Starcom's revenue from \$650K to \$870K
- Attained EOY bonus (\$200K) for Starcom by surpassing Visa's Ad Quality targets (EMEA region ranked as #1 globally)
- Trained a team of 3 analysts to lead campaign delivery, execute data-informed optimizations and report post-campaign analysis

THE7STARS *The UK's largest independent media agency*

London, UK
2018-2019

Senior Digital Analyst

- Delivered \$830K+ annual ad spends for entertainment clients, including Sony Music, Warner Music, and Nintendo
- Implemented 400+ campaigns annually across programmatic display & video and social (FB, IG, and YouTube)
- Authored a playbook to expanded the use of social creatives to programmatic display by identifying and leveraging innovative ad tech solutions, which grew client portfolio from 7 to 16 and resulted in a \$100k increase in programmatic budgets

DIGITAS *Media network part of Publicis, the third-largest global communications group*

New York, NY
2016-2017

Programmatic Analyst

- Selected to pioneer company's first programmatic advertising team, which executed \$3M+ annual ad spends for Hewlett-Packard Enterprise across the Americas, generating \$300K+ revenue for Digitas
- Analyzed and optimized campaign performance in real-time to reduce cost per acquisition by 30%

ADDITIONAL INFORMATION

Work Authorization: US (STEM MBA, three-year OPT eligible)

Skills: Google Ads, Google DV360, Google Analytics, Amazon Ads, The Trade Desk, Facebook Ads, Twitter Ads

Languages: Cantonese (fluent), Mandarin (conversational)

Volunteering: Served as Marshal for the UK's National Health Services at one of London's largest COVID-19 vaccination centers, providing safety measure information and guidance to 2,000+ attendees

Interests: Scuba diving, skiing, landscape drone photography, natural wines, supporting women entrepreneurs via Kiva