MKTG 8604

New Frontiers in Retailing: Magic and Logic

Beautiful and Loyal:
Developing A Customer Data Foundation for Today and the Age of AI

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Anthony Choe, Founder and Managing Partner @ Provenance

Executive Summary

Topic: While customer data has never been more plentiful, beauty brands must understand how to capitalize on data to attract and retain customers. Digitally-native brands have unseated incumbent beauty players by more effectively leveraging data to improve their customer engagement strategies, especially loyalty. Ultimately, a strong data foundation is the key towards both successfully retaining customers today and preparing for a future in which retention strategies are automated.

Thesis I: Legacy brands must prioritize customer retention in the current competitive beauty environment. Carriers have over-indexed on customer acquisition and see lower ROI on acquisition-aligned data investments relative to their next-generation peers, despite high spend. Consistent engagement translates directly into data collection that boosts Customer Lifetime Value through higher repurchase rates and average order values.

Thesis II: Building the right Customer Data Platform is the key to accurate decision-making on loyalty. Brands must evolve their data strategies in order to maximize the capabilities of a Customer Data Platform (CDP). In the short-term, beauty brands should focus on data investments that increase collectability of first party data and improve third party data attributability for retention.

Thesis III: Today's investments will power tomorrow's innovations. CDPs will be the foundation for the proprietary Large Language Models that power automated retention tools for brands, such as agentic AI. Without the groundwork to build a robust CDP in the short-term, brands will struggle to adopt new artificial intelligence tools in the future.

Introduction and Problem Statement

Consumer brands writ-large deal with a fundamental tension between retention and new customer acquisition when creating a loyalty strategy. In particular, beauty brands struggle with this because the medium lends itself well to online virality and social media marketing, while traditional retail channels for beauty, like department stores, struggle for survival. Shorter promotional cycles and diminished attention spans lead to higher product turnover, particularly with younger consumers. Post-pandemic, we've seen the struggles of traditional beauty juggernauts like The Estée Lauder Companies (henceforth referred to as ELC) well-documented in the public markets, while new, independent, often celebrity-backed, brands like Rhode and Rare Beauty have rushed to fill the void.

With so many digitally-native brands fighting for share of wallet with legacy brands, never before has data been more relevant or more available to better cultivate loyal customers. The question is, *how might brands better harness the fountain of data available to develop loyalty strategies to attract and retain customers?* With technological advances in machine learning and data science via artificial intelligence, and eventual automation, what customer information beauty brands rely on to make decisions about loyalty is increasingly important.

Methodology

In addition to secondary research, the team also conducted expert research conversations with Anthony Choe, principal at Provenance, a private investment firm investing in emerging beauty brands, and conversations with former employees at The Estée Lauder Companies.

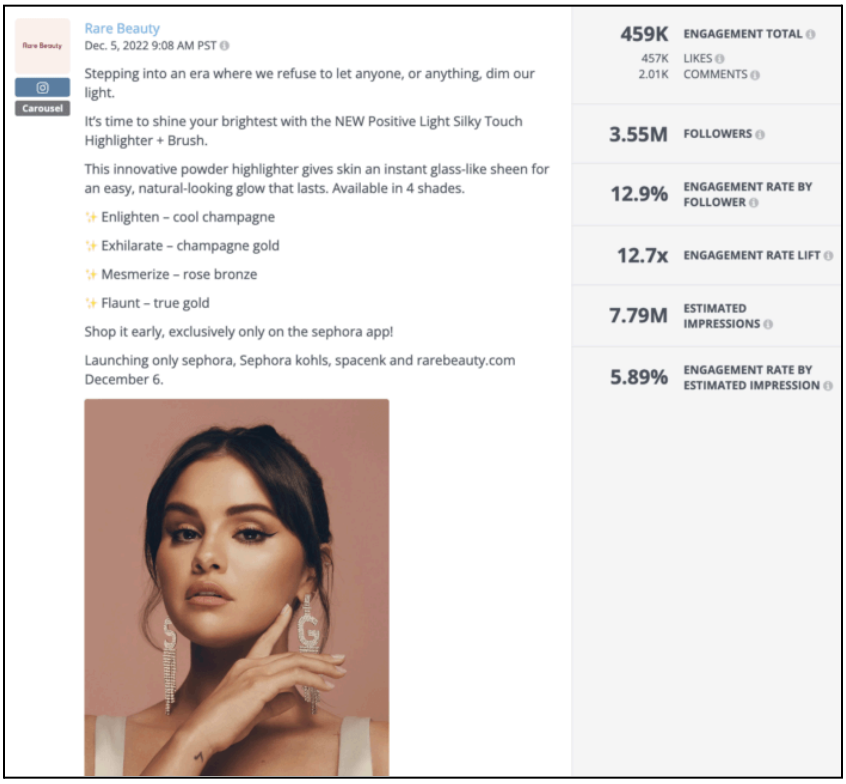
Thesis I: Legacy brands must prioritize customer retention in the current competitive beauty environment

The beauty landscape has seen significant growth in complexity as the space continues to enable new entrants to bloom into buyer favorites. Creating a tangible brand identity that connects with younger consumers has become an imperative that legacy brands struggle to meet, much of which is developed online. Well-established giants such as ELC rely on traditional loyalty levers to incentivize long-term retention, focusing on regular discounts and free gifts. Despite its position within the premier beauty space, ELC offers primarily value-based incentives rather than experiential opportunities. Even in their latest attempt to boost sales through their "Beauty Reimagined" initiative, ELC's new CEO declared his intention to further escalate the investment in customer acquisition to counteract their Q1 sales performance.[1]

Meanwhile, next-generation brands have revolutionized the concept of customer retention, with repurchase rates of up to 78% (30-40% above industry average).[2] Taking Rare Beauty as a case study, we can observe that Rare's success primarily stems from its positioning of its founder, Selena Gomez, as the face and visual representation of the brand. Constant activity and cross-promotion between social media platforms (e.g., TikTok, YouTube) stimulates greater engagement with followers, translating into sales. Rare Beauty also capitalizes on the traction created by a purpose-driven brand through its work with The Rare Beauty Foundation. Bain & Company industry studies indicate that 41% of consumers rate environmental and social consciousness or health consciousness as their key purchasing criteria for consumer goods.[3]

Digital-native brands sustain higher customer touchpoints and engagement rates across platforms like TikTok, Instagram, and YouTube. Rare Beauty, Glossier, and Rhode collectively reach tens of millions of followers across social platforms, using founder-driven content, product tutorials, and community reposts to maintain daily interactions with their audiences. For example, Glossier's strategy of reposting customer-generated content helped it achieve engagement rates significantly higher than legacy competitors during its early growth phase. Rhode builds anticipation for new product launches by thematically changing its entire social media aesthetic ahead of drops and creating immersive pop-up experiences, which heighten emotional engagement, drive urgency, and deepen customer loyalty by making each launch feel like a brand event rather than just a product release. In contrast, brands like Estée Lauder and La Prairie have maintained more curated, less participatory social strategies that are also less experiential, resulting in lower engagement and brand affinity scores.

[1] https://www.glossy.co/beauty/the-estee-lauder-companies-launches-new-beauty-vision-to-recoup-declining-sales/
[2] https://www.statista.com/forecasts/1340114/rare-beauty-cosmetics-and-make-up-brand-profile-in-the-united-states
[3] https://www.bain.com/insights/purpose-led-brands-can-reshape-the-consumer-goods-industry-if-they-can-scale



Higher repeat purchase rates and deeper emotional loyalty directly translate into materially higher customer lifetime value (CLV) for newer brands. As acquisition costs continue to rise across paid social and influencer marketing channels, a strong CLV becomes critical for maintaining profitability and funding long-term brand growth. Limited and new product launches are a powerful lever for increasing Customer Lifetime Value (CLV) by driving higher purchase frequency, basket size, and emotional loyalty. Frequent limited-edition drops encourage customers to shop more often, strengthening buying habits; ColourPop's Disney collaborations and Rhode's sellout Peptide Lip Tints both illustrate how newness fuels return visits. Rhode, for example, frequently sells out on its limited-edition tinted lip treatments at launch, suggesting a consistently high sell-through rate and significantly boosting repeat purchase rates.[3]

Limited launches also raise average order value (AOV) as customers bundle new and core products to avoid missing out—a tactic Rare Beauty uses effectively with holiday gift sets. Emotional loyalty deepens as well; brands like Pat McGrath Labs have built cult status around collectible, hyped product drops. Finally, each launch provides fresh behavioral data, allowing brands like Glossier to personalize the customer experience and optimize future releases. By consistently delivering newness and exclusivity, brands can significantly expand CLV while reinforcing customer loyalty.

On the other hand, Kylie Cosmetics' decline can be explained in part by its failure to evolve both the data it collected and how it leveraged that data to connect with consumers. Early success relied heavily on broad social media reach and hype metrics like follower counts and sellout

[3] https://www.brandvm.com/post/rhode-hailey-bieber-marketing

times, rather than deeper loyalty signals such as repeat purchase behavior, customer satisfaction, or engagement beyond initial drops.

As consumer expectations shifted toward more personalized, mission-driven brands, Kylie Cosmetics lacked the first-party data infrastructure to understand and nurture its existing customer base. Post-acquisition, Coty prioritized traditional retail expansion and mass reach over maintaining direct relationships with customers, further weakening data quality and loyalty efforts.[4] Without meaningful customer insights or personalized engagement strategies, Kylie Cosmetics lost its emotional connection with consumers. This allowed newer entrants like Rare Beauty and Rhode, who built brands around authentic storytelling and purposeful retention, to capture market share.

[4] https://www.trillmag.com/entertainment/lip-kits-and-losses-the-downfall-of-the-kylie-cosmetics-brand/

Thesis II: Brands must evolve their first and third party data strategies in order to maximize the capabilities of a Customer Data Platform (CDP)

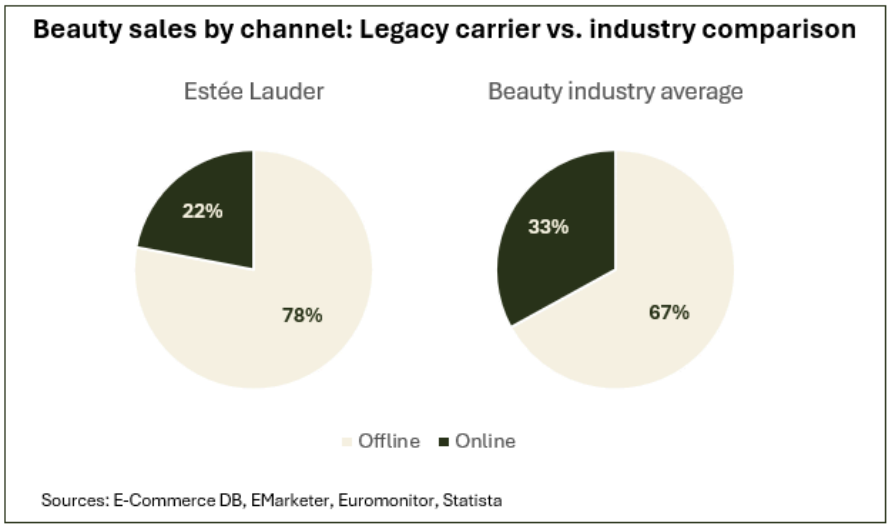
For legacy beauty brands especially, appropriately prioritizing data sources based on the current competitive landscape and challenges in the beauty industry is the key to unlocking crucial customer retention insights. Three key challenges and opportunities to align CDP strategy to prioritizing retention are as follows:

Current legacy beauty carrier need to evolve their first-party data strategy to combat historical channel mix offsets that leave them at a data disadvantage

Historical channel mix in the beauty industry favors up-and-coming, digitally-native brands and disadvantages legacy carriers like Estée Lauder. Legacy beauty carriers have historically prioritized distribution partners in department stores, influencing the availability and quality of their first-party data, particularly in purchase history, browsing behavior, and social engagement.

In contrast, digitally-native brands that have greater mix towards own-store e-commerce or physical retail have managed to rapidly scale their first-party data capabilities, allowing for quicker development of their CDPs. As the channel sales mix continues to shift, access to granular customer-level data becomes increasingly important and key to understand.

The more purchases that happen outside direct-to-consumer (DTC) platforms, the fewer touchpoints are captured within the CDP. For example, if a customer shops primarily through Sephora or Amazon, brands lack visibility into their broader purchase behavior, making it difficult to attribute loyalty, understand preferences, or deploy effective retention tactics. Taking ELC as a case study, a higher portion of sales are offline, increasing the use of channel partners, blurring the customer insights possible.



Brands have begun to address this issue by rebalancing their channel mix. While full DTC pivots are neither feasible nor necessarily desirable, ongoing investment in owned channels, both digital and retail, will help gradually reclaim more first-party data. Particularly for legacy carriers, digital and e-commerce investment has been and should continue to be a large priority, as seen with ELC's 2024 acquisition of e-commerce partner DELEIM. Ultimately, the CDP must be designed with awareness of the current channel limitations on first party data. Its architecture should allow for integration of semi-structured signals from across the ecosystem while continuously nudging toward environments where richer first-party data can be captured and activated.

Prioritizing new sources of contextual data is key to avoid overinvestment in low-yield, high-excitement sources

In addition to structural gaps in first-party data, legacy beauty brands face growing challenges around collecting and leveraging contextual data, especially as the utility of third-party data (3PD) faces significant challenges in attribution. Traditional PoS datasets like Nielsen and NPD, which beauty players like ELC have used and integrated fully, are instrumental in mapping brand awareness, share, and category performance. However, they are significantly constrained by definitional and coverage issues when it comes to managing customer retention.

In addition to limiting attributability, these tools often fail to capture small, emerging brands, do not break out private-label brand shares by brand, and offer limited visibility into customer-level drivers, making them poorly suited to a nuanced, retention-focused approach that is recommended.

To address this, legacy should expand their use of proprietary or licensed contextual data sources, prioritizing those which allow for greater individual attribution to track loyalty and retention. For example, emerging data providers of credit card panel data (e.g., Indagari, Earnest Analytics) can increase visibility into individual consumer repurchase patterns, frequency, and cross-brand shopping. Credit card data enables a true understanding of share of wallet by revealing what customers spend on the brand in question, but also how much they spend with competitors. This helps identify high-value customers who split purchases, allowing brands to better target to increase preference and retention.

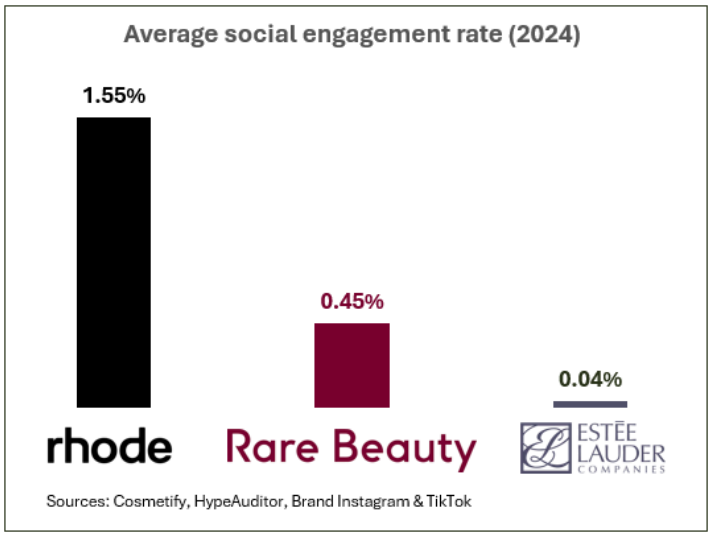
Credit card panel data also uncovers cross-shopping behavior and broader category trends. For example, if Estée Lauder customers frequently shop at both Sephora and Ulta, the brand can tailor loyalty perks or targeted offers to intercept that behavior, potentially reclaiming share or reinforcing category leadership. Similarly, credit card data can reveal emerging brands or formats gaining traction, enabling more responsive merchandising and marketing strategies.

In many cases, overreliance on traditional 3PD can misdirect strategy or inflate costs without delivering corresponding insight. Pulling back overinvestment in these legacy sources allows for reinvestment in more dynamic, customer-centric data capabilities—such as surveys, micro-panels, and first-party tagging strategies.By recognizing the limits of external data and reorienting toward scalable, in-house contextual frameworks, legacy beauty brands can better align their CDPs toward loyalty, lifetime value, and long-term brand affinity.

Limited direct customer feedback and engagement outside of purchase further inhibits brand relevance and customer retention, but listening tools and zero-party data can help

A third key challenge for legacy beauty brands like Estée Lauder is the limited collection and integration of direct customer feedback and engagement data outside of transactional interactions. While traditional CDPs excel at aggregating purchase history and basic behavioral data, they often miss the more nuanced, real-time signals that drive brand relevance and customer retention, especially among younger, digitally native consumers.

Cosmetify's annual index highlights the importance of social engagement metrics, such as search-to-follower ratios and engagement rates, in identifying brands that maintain high relevance and loyalty. For example, brands like Sol de Janeiro and Charlotte Tilbury boast high engagement rate growth and consistently outperform on retention and advocacy.[5] These brands succeed by fostering ongoing dialogue and participation, not just relying on sales data, although the sales results are present as well. Meanwhile, brands like Nudestix and Olaplex have seen the largest declines in engagement because of inability to stay on the pulse of consumer sentiment.



Estée Lauder's more traditional approach, with limited direct engagement and feedback loops, leads to several downstream challenges in product development and launches, personalization, and user-generated content. Without robust, real-time feedback, the brand risks misjudging demand or missing emerging trends that could have long-term appeal.[6] The absence of zero-party data, or information that customers voluntarily share about their preferences and routines, limits the brand's ability to deliver tailored recommendations and experiences.[7] Finally, lower engagement reduces both the volume and authenticity of UGC, which is now a proven driver of trust and retention among Gen Z and Millennial consumers.

Potential solutions for this include social listening tools and zero-party data. Estée Lauder has already invested in advanced AI-powered social listening tools, such as those developed in

[5] https://www.cosmetify.com/us/the-cosmetify-index/
[6] https://www.sprinklr.com/blog/social-media-for-beauty-industry/
[7] https://www.wyng.com/blog/importance-of-zero-party-data-in-the-beauty-industry/

partnership with Microsoft, to forecast trends and inform content strategy across its brand portfolio. While these tools have primarily been used to improve cultural relevance and keep pace with rapid shifts in consumer aesthetics and behavior, they remain underleveraged as a mechanism to drive long-term customer retention.

To evolve beyond trendspotting, Estée Lauder must reframe its social listening strategy to identify signals that indicate loyalty risk, product affinity, and unmet consumer needs. For instance, analyzing sentiment of loyal customers over time, tracking shifts in brand association language, or isolating feedback on repeat-use products can yield insights that fuel retention campaigns. In addition, brands could implement zero-party data collection such as interactive diagnostics, quizzes, and AR-powered experiences on owned channels. These encourage customers to share preferences in exchange for personalized recommendations or exclusive rewards, providing actionable insights for both product development and retention.[8] Social listening, when integrated into the CDP and paired with zero-and first-party data, can help Estée Lauder not only understand what's culturally relevant, but act on what keeps customers coming back.

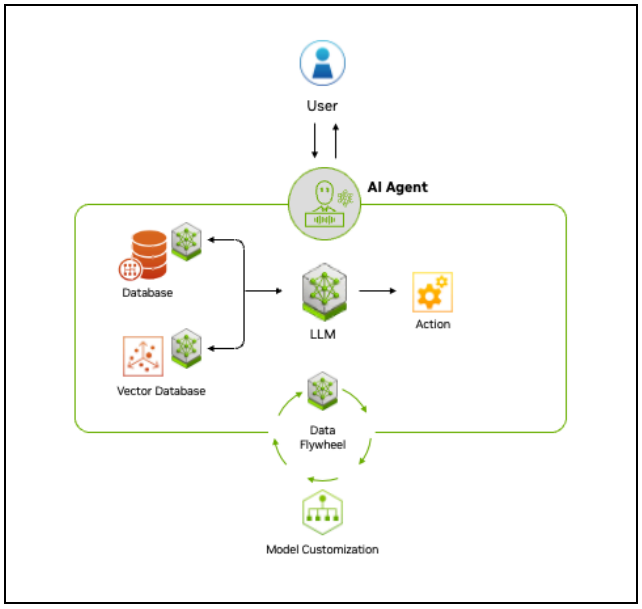
By systematically expanding the scope of its CDP to capture and activate direct feedback and engagement data, brands like Estée Lauder can close the loop between brand and consumer-enabling more agile product development, deeper personalization, and stronger retention outcomes in a fast-evolving beauty landscape.

[8] https://www.wyng.com/blog/importance-of-zero-party-data-in-the-beauty-industry/

Thesis III: Not only can brands improve how they deploy data sources in a CDP today, but the real imperative is long-term preparation for next-generation artificial intelligence tools that can automate decisioning on loyalty strategies, like agentic AI

In the short term, developing a robust CDP enables brands to analyze aspects of the consumer experience and behavior, which is important for developing targeted loyalty strategies. However, data analysis and decision-making today is realistically conducted in more manual or piecemeal ways. In the longer-term, a CDP will serve as the foundation for a robust, proprietary Large Language Model (LLM), powering agentic AI to automate decision-making processes around loyalty and enhance brands' abilities to better engage customers. With the right owned data strategy or roadmap in place, beauty brands, emerging or legacy, will be primed to capitalize on this emerging technology.

At their simplest, AI agents ingest data, draw conclusions, and act.[9] In the context of the beauty industry, an agent may observe that a certain subset of customers have not yet repurchased their regular foundation product; they can then interpret this as an opportunity to send a targeted email communication or other marketing message and actually go to send that message, without having to involve humans. Depending on user feedback also ingested in the LLM, an AI agent might repeat the same action with other product categories or customers or choose a different tactic moving forward. The below graphic visualizes the data processing involved:



Emerging technologies such as agentic AI will radically change how companies across industries make decisions and allocate resources, both human capital and capital investments, to drive growth and retain customers. They have the potential to make beauty brands more capital efficient, reallocating human capital to higher-order strategic roles, while still ensuring that the brands are meeting consumers' needs. Agentic AI promises to transform marketing spend, with

[9] https://blogs.nvidia.com/blog/what-is-agentic-ai/

McKinsey reports estimating potential reductions of 50% in customer acquisition costs and ROI boosts of 10-30%[10].

Use cases of agentic AI in beauty are still in the foundational stage, especially given an early focus on product-related innovations using the technology. With brands throwing significant investment into use cases such as automated skin tone analysis and shade creation, the mandate for less flashier utilizations of agentic AI will likely not appear until further into the future. However, market analysts with an understanding of the road ahead believe leaders should concentrate their agentic AI efforts on the mid-to-lower funnel marketing, where customer retention truly blooms. A member of marketing firm Front Row's C-suite stated that AI's greatest potential lies in establishing a reliable two-way channel between consumers and brands supported by hyperpersonalization.[10]

In order to achieve the kind of data hygiene required for a useful customer data platform that will enable automation, brands should reflect on these key questions to ensure the strategies they are developing will work for today as well as the future:

1. *What does the brand need to know about customers' habits and behaviors in order to retain customers?*
2. *What data does the brand own today versus need to seek out that will help to understand customers more granularly?*
3. *Long term, how does the brand grow its owned touchpoints with customers to capture more data that helps to better inform loyalty strategies?*

Conclusion

As we look ahead to the future of customer data collection and AI technologies, legacy beauty players must adapt to the data-informed retention strategies of new entrants. A robust CDP informed by first- and third-party data will become a critical tool for survival as digital-native players continue to enter the market. Agentic AI may be several years from full adoption, but beauty brands must create the foundation to support them when actionable use cases come to fruition.

[10] https://www.voguebusiness.com/story/beauty/is-beauty-ready-for-ai

Appendix

I. Two slide overview
II. Team resumes

Industry Expert Mentor: Anthony Choe, Founder, Managing Partner at Provenance

Beautiful and Loyal

Developing a Customer Data Foundation for Today and the Age of AI

Problem Statement

With so many digitally-native brands fighting for share of wallet with legacy brands, never before has data been more relevant or more available to better cultivate loyal customers. The question is, ***how might brands better harness the fountain of data available to develop loyalty strategies to attract and retain customers?*** With technological advances in machine learning and data science via artificial intelligence, and eventual automation, what customer information beauty brands rely on to make decisions about loyalty is increasingly important.

Executive Summary

Case studies of well-established beauty houses reveal that **legacy brands focus primarily on customer acquisition**, despite seeing less ROI than their digitally-native competitors. Loyalty and retention strategies need to **be pragmatic about available data in the short-term while thinking long-term about incorporating first and third party data that enables future use of emerging technologies like agentic AI**. These emerging technologies can help to improve connection and automate personalization enabling legacy brands to better compete with new entrants.

Three Questions to Develop a Robust Customer Data Platform

1. What does the brand need to know about customers' habits and behaviors in order to retain customers?
2. What data does the brand own today versus need to seek out that will help to understand customers more granularly?
3. Long term, how does the brand grow its owned touchpoints with customers to capture more data that helps to better inform loyalty strategies?

Key Theses

Developing a Customer Data Foundation for Today and the Age of AI

Legacy brands must prioritize customer retention in the current competitive beauty environment

Carriers see **lower ROI on acquisition-aligned data investments relative to their next-generation peers**, despite high spend. Consistent engagement translates directly into data collection that boosts Customer Lifetime Value through higher repurchase rates and average order values.

- Next-generation beauty brands see **repurchase rates of up to 78% (30-40% above industry average)**
- Founder-driven content, product tutorials, and community reposts **maintain daily interactions with brand audiences**
- By consistently delivering newness and exclusivity, brands can **expand CLV while reinforcing customer loyalty**

Building the right Customer Data Platform is the key to accurate decision-making on loyalty

Brands must evolve their data strategies in order to maximize the capabilities of a Customer Data Platform (CDP). In the short-term, beauty brands should focus on data investments that increase **collectability of first party data** and **improve third party data attributability for retention**.

- Legacy beauty carriers have historically prioritized wholesale partners, **limiting the quality of their first-party data**, particularly in purchase history, browsing behavior, and social engagement.
- The **fewer purchases that happen through direct-to-consumer** channels, the **less data that is captured in the CDP**

Today's investments will power tomorrow's innovations

CDPs will be the **foundation for the proprietary Large Language Models** that power automated retention tools for brands, such as agentic AI. Without the groundwork to build a robust CDP in the short-term, brands will struggle to adopt new artificial intelligence tools in the future.

- Agentic AI has potential to make beauty brands more capital efficient, reallocating human capital to higher-order strategic roles, while still ensuring that the brands are meeting consumers' needs.
- McKinsey reports estimate **potential reductions of 50% in customer acquisition costs** and **ROI boosts of 10-30% with agentic AI**

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EDUCATION

COLUMBIA BUSINESS SCHOOL New York, NY
MBA, May 2026 2024-2026
Leadership: Retail & Luxury Goods – VP of Member Development; Beauty Club – VP of Treks; Cluster – Community Chair
Member: Retail & Luxury Goods; Beauty Club; Latin America Business Association
Internships: Retail Excellence at Prada (Spring 2025); Strategy MBA Intern at Tapestry / Coach (Summer 2025)

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
BS, Economics; *Concentrations*: Marketing & Operations 2016-2020
Honors: Magna Cum Laude, Dean's List
Leadership: Penn Fashion Collective, President and VP of Finance; Student Housing Council, President

EXPERIENCE

BAIN & COMPANY Boston, MA;
Consultant (2023-2024), **Senior Associate Consultant** (2022-2023), **Associate Consultant** (2020-2022) New York, NY
Awarded frequently exceeding tenure on performance evaluations 2020-2024

Consumer products & retail
- Segmented consumers (3,000 respondent survey), analyzed share of wallet, and researched market trends to define critical product portfolio and distribution levers to pull to gain traction among diminishing target consumer base for US skincare business; identified ~10-15% incremental top line growth
- Identified distribution priorities for prestige skincare brand by analyzing store performance, outlook, strategic value, and effort to support; made recommendations on investments, sales team support, and marketing to increase average productivity
- Built detailed 5-year financial model and scenario analysis together with cross-functional teams (FP&A, Strategy, Regions, Product) to inform strategic decisions that increased revenue, OI projections, and stock price for sports apparel company
- Performed competitive benchmarking for 20 leading CPG companies on (e.g., net revenue/unit, COGS/unit growth vs CPI, SG&A %) to determine beverage co s performance on year over year goals and support CEO in defining future direction
- Conducted focus groups, consumer survey, and case studies to determine impact of branding change on alcohol beverage

Other selected experience
- Built total addressable market models, conducted expert interviews and wrote surveys to understand market growth potential and asset competitive positioning, which informed bid decisions for 15 private equity due diligences
- Developed utilization model that improved staffing decisions and reduced overutilization at a software company in collaboration with 15 cross-functional stakeholders; enabled stakeholders to use the model
- Selected by office leadership as Office Head for Familia at Bain (LatinX affinity group) to represent LatinX employees post-COVID; successfully improved connectivity and satisfaction by leading initiatives informed by peers
- Led pro-bono consulting team of four associates to develop a digital donor experience strategy for mental health non-profit

L'OREAL New York, NY
Marketing Intern 2019
- Gathered and analyzed internal sales data, market (NPD) data, consumer surveys, and field research at NYC department and specialty stores to optimize brand's lip product portfolio by reducing SKUs and suggesting strategic category investments
- Presented findings to Senior Executives, influencing changes to SKUs and product placement

BEATRIZ SANCHEZ, PR (*Small couture fashion brand)* San Juan, PR
Marketing and Customer Relationships Manager (CRM) 2019-2024
- Managed team that created social media content and manage inventory on e-commerce, to increase awareness, traffic and sales
- Set up email newsletters and WhatsApp alerts for new inventory, as well as in-store events, to improve client relationships

ADDITIONAL INFORMATION
Technical Skills: Alteryx, Tableau, Salesforce, PowerBI
Languages: Spanish (Native)
Interests: DE&I, consumer behavior & psychology, fashion, painting, pilates, dog sitting, content creation and social media

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EDUCATION

COLUMBIA BUSINESS SCHOOL New York, NY
MBA, Finance & Strategy, May 2026 2024 - 2026
Honors: Columbia Fellow, Forté Fellow, Consortium Fellow
Leadership: AVP Conference, Retail & Luxury Goods Club; Chair, Cluster H
Member: Investment Banking Club, Columbia Women in Business, Snow Sports Club, Cluster Q

JOHNS HOPKINS UNIVERSITY Baltimore, MD
BA, History with Honors, August 2018, GPA 3.7 2014 - 2018
Honors: Kouguell Prize, Best Undergraduate Thesis in History; Hodson Scholar (merit scholarship); Dean's List, all four years
Internships: Ermenegildo Zegna, Milan, IT (2017); Federal Reserve Board, Washington, D.C. (2015 & 2016)

EXPERIENCE

GOLDMAN SACHS New York, NY
Global Banking & Markets, Natural Resources June – August 2025
***Incoming* Summer Associate**

APPARIS New York, NY
NY & Paris-based sustainable luxury outerwear brand June – July 2024
Pre-MBA Strategy Intern
- Led interviews, analyzed internal financials, and facilitated workshop to define company's 5-year vision and strategy
- Performed market analysis focused on identifying M&A targets that could enhance supply chain and operational efficiencies

DELOITTE GREENHOUSE San Francisco, CA
Innovation strategy team serving clients at Deloitte's largest accounts and global Deloitte leadership 2021 - 2024
Senior Consultant (2023 - 2024)
- Conducted a risk analysis and reconciled team objectives to lead negotiations between two multinational corporations to successfully launch a satellite-based cybersecurity software and working agreement for further collaboration
- Simulated future scenarios within healthcare, defense, metaverse, and space sectors, guiding C-suite executives at large firms to brainstorm, pitch, and prioritize 12+ new joint business ideas and go-to-market strategies
- Developed personas to establish the ideal user experience and technical implementation milestones for a merger between two state agencies, aligning 30 state officials to modernize a benefits eligibility system serving 4.2M residents

Consultant (2021 - 2023)
- Ideated, prototyped, and marketed luxury corporate strategy retreat offering to key Deloitte clients, driving $525K+ in revenue
- Spearheaded team culture initiative by establishing feedback-based culture principles, conducting regular sentiment surveys and introducing programming such as Ask Me Anything sessions, further fostering team in-office engagement

DELOITTE CONSULTING Washington, D.C.
Consultant (2020), **Analyst** (2018 - 2020) 2018 - 2020
- Evaluated pro-bono consulting proposals for alignment with Deloitte social impact priorities and forecasted budgets to ensure equitable and full allocation of $15M pro-bono consulting fund
- Redesigned the publication launch and communications strategy for the Monitor Institute by Deloitte, increasing social media engagement 475% (to 29.8K average impressions per post)
- Compiled stakeholder analysis based on interviews with 45+ cannabis businesses, state regulators, and federal employees to create and implement an engagement strategy to reach U.S. cannabis taxpayers, a $40 billion industry
- One of eight selected from start class to build and lead multi-day onboarding training for 2019 cohort (top 3% of start class)

ADDITIONAL INFORMATION

Volunteer Work: North East Field Hockey Association team
Interests: Field hockey (compete in international tournaments), Late Imperial China, tree skiing

RATHNA MEYYAPPAN
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EDUCATION

COLUMBIA BUSINESS SCHOOL New York, NY
MBA, May 2026 2024 – 2026
Honors: Forté Fellow; Chazen Leadership Fellow; Columbia Business School Fellow (merit-based scholarship)
Leadership: Retail & Luxury Goods Club (VP of Fashion); Venture Capital Club (VP of Marketing)
Membership: Tech Club, AI Club, Columbia Beauty Club, Columbia Women in Business

ARIZONA STATE UNIVERSITY | W. P. CAREY SCHOOL OF BUSINESS Tempe, AZ
B.S. Supply Chain Management & **B.S.** Marketing, May 2017 2013 – 2017
Honors: President's Award Scholarship; Summa Cum Laude
Internships: Mondelēz International Customer Service & Logistics Co-Op; L'Oréal Operations Internship

EXPERIENCE

ALLERGAN AESTHETICS | An ABBVIE Company 2025 – Present
- MBA Aesthetics Leadership Program Summer Associate; Juvederm Irvine, CA

AMAZON 2020 – 2024
Program Manager | AWS SageMaker Growth Team (2023 – 2024) Portland, OR
- Managed strategic allocation of scarce GPU capacity for SageMaker customers ($1B+ annual revenue)
- Enabled automations to reduce idle time by 6% and allow internal teams to use capacity for training during customer idle times
- Led monthly GM-level meetings within AWS and with C-suite executives of external customers to understand customer GPU capacity requirements and plan GPU allocation roadmaps
- Negotiated with internal stakeholders to secure 3x more GPU capacity for SageMaker customers during periods of high demand, which built trust with customers and minimized lost revenue due to lack of available capacity by $3M+ over 6 months

Launch Program Manager | AWS Machine Learning Thought Leadership (2022 – 2023)
- Managed product lifecycle, enabled omni-channel sales and created Amazon.com product detail pages for all AWS devices
- Planned and successfully executed comprehensive end-of-life plan for AWS DeepLens (AI Camera) hardware and software
- Partnered with 3 AWS services—Transcribe (speech recognition), Canvas (business analytics), and Bedrock (GenAI) to create a learning platform to drive adoption and boost customer conversion rate by 15%+
- Managed cross-functional stakeholders to support planning 50+ global DeepRacer league events at AWS summits, client sites & universities; hosted DeepRacer activation at AWS Singapore Summit ('22) and AWS NYC Summit ('23)
- Designed and launched a centralized storefront on Amazon.com that improved procurement lead time from >12 to <2.5 wks

Customer Program Manager (2020 – 2021) & **Business Development Program Manager** (2021 – 2022) **| Alexa AI**
- Collaborated with Alexa feature owners to train 45+ ML models across 9 languages and launch new features (Named Timers, Cook-Along, Teachable Alexa, etc.), resulting in 11% increase in model accuracy & better end-user experience
- Scaled data annotation tools originally built for Alexa to Ring, Amazon Photos, Beauty Tech Virtual Try-On, Amazon Stores Just Walk Out, Zoox, etc., reducing duplication of efforts & lowering external spend by $5M/year
- Designed and conducted training for 200+ team members for VP goal of raising customer satisfaction; Increased knowledge of best practices from 65% to 90% & improved issue resolution times by 32% from 12/20 to 02/21

L'ORÉAL | MANAGEMENT DEVELOPMENT PROGRAM 2017 – 2020
Development Project Manager (2018 – 2019) & **Senior Product Developer** (2019 – 2020) **| Clarisonic** Redmond, WA
- Oversaw development of Clarisonic devices, accessories, formulas, and packaging on launches bringing in $26M in revenue
- Visited manufacturers in China to design new anti-aging device and negotiate costs and timelines
- Owned Clarisonic Promotional offerings (40% of annual revenue) from conception to launch; led feasibility analysis with Operations and Marketing to achieve aggressive launch timelines and enable higher rates of material recyclability
- Led collaboration between 12+ Marketing, Engineering & Manufacturing stakeholders in France, China, AU and US

Operations Analyst | Active Cosmetics Division (2017 – 2018) Cranbury, NJ
- Onboarded receivables of 3 newly acquired brands (CeraVe, AcneFree, Ambi), set up 30+ credit accounts of $7M+
- Quantified unearned early-payment discounts, identified $31M annual savings opportunity and presented to VPs

ADDITIONAL INFORMATION

Volunteer Work: Organized donation of 15 oxygen concentrators ($900/each) to Indian hospital for COVID relief ('21)
Interests: Fashion enthusiast & e-commerce connoisseur; recreational tennis player; home chef & foodie; well-traveled
Other CBS Involvement: Member of Snow Sports Club, Health & Wellness Club, Gourmet Club, Tennis Club
Other Projects: L'Oréal Beauty Shakers Competition Semifinalist ('19) - Pitched mono-dose solid hair care idea to C-Suite

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EDUCATION

COLUMBIA BUSINESS SCHOOL New York, NY
MBA, May 2026 2024 - 2026
Activities: Retail & Luxury Goods, Venture Capital Club, Wine Society

GEORGETOWN UNIVERSITY, WALSH SCHOOL OF FOREIGN SERVICE Washington, D.C
B.S.: Science, Tech, and Int'l Affairs: Int'l Business, Growth, and Development, May 2020 2016 – 2020

EXPERIENCE

L.E.K. CONSULTING Boston, MA
Oct 2020 – May 2024

Consultant, Consumer Practice, Travel & Hospitality (Oct 2023 – May 2024)
- Promoted early at 3 years to direct role to oversee team of 2-4 associates in day-to-day project execution
- Identified ~$1.5B revenue uplift potential that supported client taking a ~$1.9B public stake in leading U.S. airline by analyzing 5,000-respondent discrete-choice conjoint survey, airport profitability data, and route-level load factor and share to model changes to baggage fees, seating policies, fare class offerings, and route network design
- Led Boston Office Social Committee to allocate ~$450k annual budget across annual social calendar, including annual summer outing and holiday parties, quarterly office events, collaborations with employee resource groups, and more

Lead, Consumer Insights Center (Oct 2023 – April 2024)
- Led cross-functional team of 3 with $150K budget to drive conversion of 4 projects totaling over $2M in revenue through publication of ~8 pieces of consumer trends research across apparel, food & beverage, and travel sectors
- Published industry-leading footwear & apparel report on generational perceptions of brand equity, cited in SGB Media and PR Newswire, leading to sale and execution of project on the ~$400M acquisition of emerging footwear brand
- Designed and shared internal firm view on updated travel and leisure habits and budget priorities in hybrid work environments leading to sale of project for the commercial evaluation of leading U.S. regional airline merger

Senior Associate Consultant, Consumer Practice (Apr 2023 – Oct 2023)
- Designed features and promotional strategy for the launch of a new co-brand travel credit card for a U.S. regional airline and forecasted revenue uplift of the launch to be ~$1.2B; conducted two consumer discrete-choice surveys, 6 frequent flyer focus groups, and engaged with senior airline and bank stakeholders to model profitability scenarios
- Led Boston chapter of Mosaic (employee resource group for minorities) to double office membership; planned and oversaw monthly speaker events, panels, and social events discussing key DE&I topics in the workplace
- Trained ~70 summer MBA and undergraduate students as 1 of 4 instructors for weeklong U.S.-wide intern training

Associate, Senior Associate, Associate Consultant (Oct 2020 – April 2023)
- Designed customer engagement and media strategy to increase load factor on premium U.S. cruise line by ~20% in one year through analysis of ~100k prior customers' booking, on-board spend, and post-cruise satisfaction data; identified key marketing messages to resolve product misconceptions by customer segment and unlock
- Modeled market sizes on 13 due diligence projects across sectors over 1.5 years as 1 of 3 Associates to re-launch the U.S. Private Equity practice rotation; conducted associate surveys and worked with Global Private Equity Practice Head to design deal activity data & analytics training plan for associates on private equity cases

ADDITIONAL INFORMATION
Languages/Certifications: French (OPI Intermediate Mid), Wine and Spirits Education Trust (Level III in Wines)
Community: La Même Chose Wines (Wine Sales in Williamsburg, NY), Boston Symphony Orchestra (Tour Guide, Hessie Sargent Spirit of Volunteering Award Committee), INSPIRE (3-time non-profit consulting Project Lead), Georgetown International Relations Association (Former non-profit board member)

MARGARET SILLIMAN

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EDUCATION

COLUMBIA UNIVERSITY – Graduate School of Business **New York, NY**
Master of Business Administration (MBA) **2024 – 2026**

- **Student engagement & leadership:** Wine Society, Columbia Women in Business, Retail & Luxury Goods Club

UNIVERSITY OF VIRGINIA – McIntire School of Commerce **Charlottesville, VA**
Bachelor of Science in Commerce **2017 – 2021**

- **Majors:** Management & IT, Global Commerce track, Business Spanish minor; GPA: 3.74
- **Student leadership:** President, Consulting Group at McIntire; Co-Chair, Pancakes for Parkinson's; Fellow, Meriwether Lewis Institute for Citizen Leadership; Strategist, Rem & Company Consulting

PROFESSIONAL EXPERIENCE

LOUIS VUITTON MOET HENNESSY (LVMH) **New York, NY**
Data Analytics & AI Intern *(Incoming)* **5/25 – 8/25**

FUTURE REFERENCE **New York, NY**
Growth Marketing Intern **3/25 – Present**

- Develop creator affiliate program with strategic incentives to encourage new user signups and GMV on resale platform
- Conduct user interviews to inform customer segmentation work and next wave of product improvements

PROTA FIORI **New York, NY**
Strategy & Client Engagement Intern **12/24 – Present**

- Design and execute data-driven sales & marketing strategies to deepen brand connection and boost sales
- Spearhead CRM strategy using Endear to analyze customer preferences and create targeted engagement plans across platforms

CYCLOMEDIA **Amsterdam, NL**
Business Development Extern **3/24 – 8/24**

- Built detailed market analyses and implementation plans for expansion of geospatial data into new territories in the EU and US
- Gathered insights to design a robust sales effectiveness initiative, streamlining processes and increasing selling time by 20%

BAIN & COMPANY **Atlanta, GA**
Senior Associate Consultant **7/21 – 8/24**

Selected project experience includes:

- **Sales Model Redesign and Growth Strategy** | Retail
  - Analyzed variety of sales channels to identify over $160B in total addressable market (TAM) opportunity, serving as the cornerstone of client effort to reach goal of $200B annual revenue in 5 years
- **Generative AI Consumer Engagement Strategy** | Consumer Products
  - Designed roadmap for Generative AI-based projects to amplify engagement and boost revenue across beverage brands
  - Led discussions with senior leadership to advocate for development of key capabilities to bolster the GenAI toolkit
- **SKU Rationalization** | Consumer Products
  - Owned evaluation of health & beauty product portfolio against shelf performance criteria to identify losing SKUs that negatively affected contribution margin; improved margin by ~100 bps and reduced total SKU count by 18%
- **M&A Cost Synergy Analysis** | Retail
  - Created model to assess potential cost synergies in merger between two major grocery players
  - Conducted market research to understand nuances of each grocery category to inform recommendations

Selected office leadership experience includes:

- *Women at Bain (WAB):* Led Local Connectedness team in planning monthly events for 180+ female-identifying individuals; coordinated logistics of key events and managed annual budget of $25,000+ to maximize impact and mentorship
- *INSPIRE*: Engaged and led group of 100+ associates to offer pro-bono case opportunities outside of regular casework; co-created new leadership team structure, recruiting record number of participants and non-profit partners

ADDITIONAL INFORMATION

- **Skills:** Data analysis & visualization (Alteryx, Tableau); Large-scale survey execution & panel management (Inc-query, Dynata)
- **Interests & talents:** Clothing resale, Trail running (completed El Cruce 2023), Writing Goodreads reviews