

Angela Vazquez - Board Narrative



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IDEAL ROLE

I love the idea of working with others to help develop the vision and strategy of an organization, and I like being a resource as plans are executed and challenges come up.

My experience would be a good fit with the following types of organizations:

A Private Company

A Mid-size or Large Non-Profit Company

And the following industries:

Consumer, Media, Non-profit, Technology, Consumer facing technology,
Travel related

VALUE PROPOSITION

Innovative And Practical Visionary And Strategic Thinker

Known for identifying strategic opportunities, building competitive capabilities and stewarding business growth. I am able to look at the big picture including the enterprise as a whole, critical stakeholders, the cultural and macroeconomic context and competition.

Passionate, Consumer Centric, Forward Thinker Brand Builder And Innovator

Strong record of building billion-dollar Global Brands, as well as accelerating the growth of entire portfolios and categories. Launched and nurtured multiple innovations around the world.

Bring Teams And Organizations Together In Pursue Of Common Goals

Track record of developing a compelling vision, and strategies to make it a reality, capable of mobilizing key stake holders. I seek others' POV and can ask insightful and constructive questions that help uncover opportunities and challenges.

PROOF POINTS

Driving Positive Change

As the new Eurasia and African Group Marketing Director Stills, I realized that the business was very focused on growing soft drinks mostly neglecting all other categories. I was in charge of all these "other" categories (Water, Juice, Tea, Sport and Energy Drinks, Dairy, etc.), known as "Stills" that generated a Gross Profit of \$648M and included 20+ Coca-Cola brands and several joint ventures. Furthermore, I was fully aware of the changing consumer preferences moving away from soft drinks to healthier alternatives, variety and innovation. These obvious trends seemed neglected by the whole organization and I took it upon myself to illuminate the significant opportunity that Stills represented. Working with all critical stakeholders I led plans to accelerate the growth of the portfolio GP by +50% in four years. Importantly these plans were co-created and embraced by the local teams, and critical partners.



ANGELA C. VAZQUEZ

Strategic Advisor

Board Expertise: Growth Strategy and Implementation

- International GM: On the ground experience in the US, Lat Am, Europe, EAG
- Global Marketing, Portfolio Management, Brand Building
- Product Innovation and Team Transformation

Angela Vázquez is an accomplished strategic and operational executive with extensive international & multicultural P&L experience. She brings to the board room broad expertise in developing and executing growth strategies, marketing and innovation. Angela has consistently demonstrated her flexibility and ability to learn fast, tackle strategic issues and deliver value anywhere in the world. She is an inspirational leader committed to make a difference, and bring others along on the journey.

Angela successfully negotiated and stewarded plans to accelerate the growth of the Coca-Cola Still Drinks portfolio in 85 markets in Eurasia and Africa (GP \$648M), by +50% in four years. Angela also led Coca-Cola's Global Marketing for the Tea portfolio, including 3 Billion-dollar brands. Under her leadership there was significant international expansion of the flagship brand (Fuze Tea) from 40 to 89 markets, and revenue growth of +5% of the entire Tea portfolio despite aggressive investment to expand the business.

In her role as Global Innovation Director of the JV between Coca-Cola and Nestle, Angela led the creation and secured approval from the Board, including the CEOs of both companies, to launch four completely new Global Brands. In Iberia, as Business Unit Director, Angela was able to grow the Coca-Cola Stills Business profits by +18%, she pioneered the creation of an entirely new line of business and successfully introduced multiple innovations.

Angela has held senior roles in top companies such as Coca-Cola, Procter and Gamble and The Boston Consulting Group. She is known for her transformative thinking and ability to leverage diverse points of view to create successful strategies and high performing teams. She has the intellectual agility and cultural competence to ask the right questions and connect with key stakeholders in very diverse settings. Angela has an intense curiosity about the world that has led her to assignments in Caracas, Rio de Janeiro, Budapest, Durbin, Zurich, Madrid and Istanbul, in addition to her assignments in the US.

Angela has a Master in Business Administration from Harvard Business School and a degree in Economics from Universidad Central de Venezuela. She is passionate about understanding new technologies and the impact they can have in businesses and the world at large. She is fluent in English and Spanish and has basic knowledge of Portuguese. She lives in Atlanta, Georgia.

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Strategic and operational executive with extensive international & multicultural P&L experience and a solid track record of creating value for industry leaders such as Coca-Cola, Procter & Gamble and The Boston Consulting Group. Proven track record of identifying strategic opportunities, building competitive capabilities and stewarding business growth. Effective at influencing key stakeholders such as board members, partner companies and, key operators in local markets. Fast learner with an intense curiosity about the world and, the ability to ask insightful questions and build consensus around a compelling vision. Harvard MBA and Harvard Women on Boards Executive Program.

BOARD EXPERIENCE

COCA-COLA EAG (includes 85 Markets)

- As head of Stills for the Eurasia and Africa Group, I engaged with the Bottling Partners Leadership, local Coca-Cola Leadership Teams and, the Boards of Key Acquisitions and Partners in the Region to convey a vision of the business opportunity and steward discussions of critical strategic initiatives, this resulted in a +50% added growth to the 3 Year Business Plan

COCA-COLA IBERIA REGION

- As head of the Still BU, I was constantly engaged with the board of GMs of the Bottling Companies, as well as, the CEOs of potential partners, to influence the system to implement growth plans that often required significant investment and organizational resources. The Still portfolio growth in my tenure exceeded all targets despite significant macroeconomic headwinds

BEVERAGE PARTNERS WORLDWIDE (NESTLE AND COCA-COLA JV)

- As the Global Innovation Leader for the JV of the largest Beverage Company and the largest Food Company in the world, I was a regular presenter to the JV Board that included the CEOs of Nestle and Coca-Cola. The interactions resulted in the approval of the JV innovation agenda, including several transformational innovations that required cutting edge technology

PROFESSIONAL EXPERIENCE

SELF EMPLOYED

Growth Strategist | Marketing | Innovation, Atlanta, GA

2018 to Present

THE COCA-COLA COMPANY (TCCC)

Senior Global Tea Portfolio Director, Atlanta, GA

2016 to 2017

In charge of driving the global growth (share, revenue, profits) of the TCCC Tea Portfolio of approximately 20 brands, including 3 Billion Dollar brands, in 100+ markets, and building the capabilities of 270+ people working directly on the Tea Portfolio around the world. Tea is considered critical for the largest beverage Company in the world, as it is the second most consumed beverage, after water. Key responsibilities included: develop the Global Tea Portfolio vision, and its contribution to the TCCC; set objectives and growth strategies; governance and brands stewardship; innovation strategy and innovation pipeline; potential external acquisitions and global marketing, including global campaigns.

- Drove significant geographic expansion of the global flagship brand (Fuze Tea) from 40 markets in 2015 to a planned 89 markets in 2018. Revenue growth of +5% of the entire Tea Portfolio in 2017
- Initiated, led and mobilized top management support for a completely new digital marketing and social media strategy for the Tea Category in partnership with Google, the approach became a template for all global brands
- Co-created (with R&D) a robust and differentiated global innovation strategy and pipeline for Tea, including 10 new products for global testing and new innovation guidelines around sweetness and “teaness”
- Developed a new globally relevant positioning, architecture and advertising campaign for the flagship brand
- Led the development of a “tea knowledge base” to educate those working on the category and to promote a deep understanding of tea around the world, from harvesting to cultural associations. This knowledge resulted in deeper, more relevant insights to connect with consumers and to develop more effective global tools and local plan

Eurasia and African (EAG) Group Marketing Director Stills, Istanbul, Turkey 2013 to 2016

In charge of driving the growth (share, revenue, profits) of all Still brands, including every beverage category, except soft drinks, namely: Juice, Packaged Water, Tea, Coffee, Sport, and Energy Drinks etc. in 85 markets, and building the capabilities of 100+ people working directly on Stills in EAG. This portfolio generated a Gross Profit of \$648M and included: 20+ Coca-Cola brands and several joint ventures. Key responsibilities were: set a vision for Stills in EAG and its contribution to the overall business of the Company; develop growth objectives and strategies for Stills in EAG; portfolio strategy considering all beverage categories and markets; oversee the marketing and innovation strategy of all Still Brands in the Group; identify manufacturing, distribution and marketing synergies within the Group.

- Negotiated with critical stakeholders and led plans to accelerate the growth of the portfolio by +50% in four years. Led the growth with all players inside and outside the Company. Promoted system alignment and collaboration to create and to commit to very aggressive growth plans
- Significant share gains in key categories in several markets, e.g. Juice in Morocco, Tea in Turkey, Water in SA
- Accelerated plans to introduce a very large category, Value Added Dairy, where Coca-Cola was not a player

Iberia Stills Business Unit Director, Madrid, Spain 2010 to 2013

Lead and accelerate the growth of the Stills Business Unit in Iberia, estimated \$300 Million GP (40% of the total Stills GP in Europe) including P&L accountability. Lead a senior multifunctional team of 20 people. Develop strategies and plans for Sport and Energy Drinks across Europe. Part of the Iberian and European Leadership Teams.

- Led the team to generate Gross Profit growth of +18% in two years
- Achieved share gains in volume and value in all Stills categories, despite a deep economic crisis (26% unemployment), and the significant price premiums of the Still Portfolio, vs. competition, and vs. soft drinks. Key growth drivers were the launch of disruptive package and product innovations, and effective channel and communication executions. Won Coca-Cola Best Implementation of a Marketing Campaign Award for Aquarius

BEVERAGE PARTNERS WORLDWIDE (NESTLE AND THE COCA-COLA COMPANY JV)**Director of Global Innovation, Atlanta and Zurich 2006 to 2009**

Leverage the world largest food company and the largest beverage company assets and capabilities to develop world class innovation for global rollout. The JV was created to leverage the marketing of Coca-Cola and the R&D of Nestle.

- Created 3 completely new Innovation Platforms (Beauty, Natural Sports and Child Protection) securing approval to complete development and launch by BPW Board, including, Nestle and Coca-Cola CEOs. Developed a bundle for global application for each platform, including: product, positioning, visual identity, communications, etc.

THE COCA-COLA COMPANY**Acting Global Brand Director, diet Coke/Coca-Cola light brand, Atlanta, GA 2002 to 2003**

Steward the second most important brand of TCCC (\$870 Million in OI). Accelerated the to make it the fastest growing global brand for TCCC (+6.4%) by developing global tools and by facilitating the transfer of best practices across markets

Region Marketing Manager Carpathian Region, Budapest, Hungary 2000 to 2002

Led the marketing of all brands in several markets in Central Europe. Managed a team of 36 and all external marketing agencies (Advertising, Promotional, Media, Internet, Research etc.) Member of the Leadership Team for the region.

THE BOSTON CONSULTING GROUP

Consultant, Chicago, IL

PROCTER AND GAMBLE

Brand Manager, Caracas, Venezuela

EDUCATION

Harvard Business School, Boston, MA – Master of Business Administration

Universidad Central de Venezuela, Caracas, Venezuela - Degree in Economics