

# FERNANDA M. SCHMID

## CHIEF MARKETING OFFICER

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### SKILLS

Marketing Strategy  
Business Management  
Innovation  
Brand Equity  
Digital, CRM & Social Media

### EDUCATION

**MSc in Innovation & Entrepreneurship**, 2023-2025  
HEC PARIS

**Leadership Principles Development Program**, 2022  
STANFORD

**Accelerated Management Program, Finance**, 2021  
YALE

**Social Media & Web Analytics**, 2013-2014  
UCLA

**Executive MBA in Marketing**, 2006-2007  
ESPM

**Bachelor of Business Administration**, 2001-2005  
EAESP-FGV

### LANGUAGES

English ★★★★★  
Portuguese ★★★★★  
Spanish ★★★★★  
Italian ★★★  
German ★

### OTHER

#### INTERESTS

##### Startups

- Endeavor Brasil:**  
*Mentor for early stage startups*
- GVAngels:** *Angel Investing*

##### Yoga

- Yoga Alliance:**  
*Certified Instructor, Thailand 2019*

### PROFILE

Senior Marketing Professional with 20 years of experience in leading FMCG multinational organizations in Brazil, USA, and UK. Consistent track record of over-delivering in fast-paced and highly competitive business environments. Experienced in developing complex end-to-end strategies and business cases and talented in inspiring people to overcome challenges and cultural differences to deliver high-performance results.

### WORK EXPERIENCE

#### Business Unit Director - Food & Beverages

2023

Cinemark - *Brazil*

- Full P&L responsibility, including innovation development, marketing and trade marketing for snack bar promotions, partnerships, events, S&OP, planning and performance.
- Developed *collab* innovations with key food partners, guaranteeing new news at every visit for our customers, including tailored promotions for new movies at a weekly basis (achieving over 90% sales vs forecast).
- Led sales operations on key external events (music & game festivals) for brand visibility.

#### CMO Brazil - Mercado Livre & Mercado Pago

2022

Mercado Libre - *Brazil*

- Directed a team of 50+ people leading the Local Calendars, and 360 execution, while coordinating growth, branding and CRM teams into an aligned strategy for the Brazilian market.
- Delivered historical Market Share record in a challenging macroeconomic and competitive scenario with new international players in Marketplace. Developed strong promotional campaigns that reverted key brand KPIs and delivered strong ROI. Identified opportunities and implemented CRM tactics to attract new buyers, recover latent buyers, and reduce churn.
- Repositioned Mercado Pago from a payment app into a digital bank, launching new features or products weekly through full-funnel strategies for acquisition, retention, and engagement. Increased user base and principality while enhancing profitability through customer lifetime value focused strategies.

#### Marketing Director - Havaianas

2019-2021

Alpargatas - *Brazil*

- Built the Marketing Services / User Experience Area, designing, hiring and training a team of 60+ people that managed Media (on & offline), Social Media, CRM, Customer Care & Retail Experience.
- Implemented in-house media agency and performance desk, delivering +400% YoY sales increase in e-comm.
- Idealized and implemented in-house creative agency that delivered Global Social Media Playbook and creative campaigns for digital and POS campaigns, fashion shootings.
- Led Agile squads managing all Social Media Channels, Digital Flagship / e-comm media, and content. Improvement in all Brand Health Tracking KPIs, including record Top of Mind and Brand Power.
- Implemented multiple digital Marketing automation and analytics tools, including Salesforce Marketing Cloud and Service Cloud, global social listening & monitoring tools, and an AI-powered chatbot.
- Delivered New Retail Guidelines and multiple innovation Retail Playbooks, rethinking the Consumer Journey post-COVID and implementing queuing and pick-up in-store solutions.
- Led zero-based budget process for Marketing, delivering over 35% savings in re-negotiated contracts with brand agencies and key media vehicles.

#### Global Marketing Director - Pest Control

2015-2019

Reckitt - *United Kingdom*

- Managed the Pest Control Global Category (£300M revenue), leading Strategy, Equity, Whitespace Expansion and Innovation, supervising a global multi-functional team in India, Brazil, Australia and China.
- Established the new Global Purpose-led Brand Footprint & Positioning, including Social Responsibility Activation program with global partners (London School and Red Cross): an end-to-end initiative from scientific study development to comms and in-store "buy-one-donate" program.
- Led "*digital as an enabler of social impact*" strategy for the category globally, including forecasting tools and digital innovation initiatives with Artificial Intelligence and Machine Learning.
- Assessed and recommended on Whitespace Expansion opportunities in Latin America.
- Built a consumer-centric global innovation pipeline, with improvements in product sensorials while enhancing Gross Margins through an enriched Financial Model and forecast tool.
- Developed the strategy, earnings model, and product innovation that led to business turnaround and GM% improvement in liquid vaporizers in India, planning roll-out to over 10 markets.

#### Trade Marketing Director - Dish & Fabrics

2014-2015

Reckitt - *United States*

- Directed Dishwashing Detergents, Laundry and Carpet Care categories (over US\$450M revenue), delivering brand Trade plans, new product introduction, pricing/sizing relauches, cliente meetings and P&L Management.
- Reverted Dishwashing business from a declining trend to stability and growth without impact on GM%.
- Built and approved a business case to relaunch the 'Spray 'n Wash' brand in the US market.
- Developed plan for additional Resolve Carpet Care range exclusive to Walmart Pet aisle.

**Several roles, from Trainee to Head of Trade Marketing, at Unilever, PepsiCo and Reckitt.**

2004-2014