

# LYNDA A. COSTA

Strategy & Business Transformation /  
High Growth Partnerships /  
Corporate Purpose & Brand Activation



Pawling, NY 12564  
(914) 552-5737

[lyndaannecosta@gmail.com](mailto:lyndaannecosta@gmail.com)  
<https://www.lyndacosta.com/>

Solutions driven, **results-oriented global executive** across **B2B and B2C** and **enterprise-wide**. **Propelling organizations to next generation growth** and success by **transforming the business through integrated strategies, driving innovation, unique partnership models, operational efficiencies, and corporate purpose**. Built, staffed, & re-imagined new departments **redesigning business direction across all parts of the business** to deliver positive, sustainable change. Achieved **marketplace wins** through creative brand positioning / activation, new **speed-to-market strategies**. Bridged inclusion, community, and brand, and developed **landmark shared value and social impact programs**.

Business Transformation	Strategy Development	Operational Excellence	Brand Management	Strategic Partnerships	People Leadership	Social Impact
Turnaround of under-performing areas; change management; M&A	Forward thinking; designing for future state & competitive advantage	Maximizing productivity via process and quality	Enterprise-wide go-to-market strategies; multi-channel retail	Creative shared value wins for growth	Leading & developing teams & building capability	Linking brand to inclusion & purpose; public speaking

Firmenich • GS1 • PepsiCo • Consulting

**VP Strategic Development & Transformation** | Firmenich, Flavors North America | 2016 - 2021

Largest privately-owned fragrance/flavor company; 4.3B in annual revenue; 10K employees globally



As part of the **executive leadership team** for NA, lead the Strategy Office with oversight for: strategy and business transformation; innovative partnerships, M&A targets; Continuous Improvement/Lean; cultural transformation; Consumer Insights; and the Pricing Office.

- **Developed the vision and architecture for a “future state” culture** to better align with a growth mindset.
- Built infrastructure and activated all **productivity initiatives to optimize performance, drive organizational capability**, and ignite change. Oversight for Greenbelts/Lean program, and all ambassadors driving efficiency; **\$120k and 20,000 hours saved annually**.
- Created the strategy and deployed the **largest cultural redesign for NA called Be the Change**, an employee-owned and operated movement: **550+ employee sign-ups; 10 communities; model expanded across other regions – all within seven months**.
- Managed annual price increases and tariffs for a **\$0.5 Billion region**. Created vision for a **refreshed Pricing Office from tactical to strategic**. Added focus on **margin/profit opportunities and re-engineering processes to drive increased revenue**.
- **Developed newly transformed Consumer Insights group**; moved from just sensory to better align with Human Insights strategy.

**VP Retail Value Chain – Business Transformation, Brand Value** | GS1 | 2012 - 2015

Global technology leader in barcodes and value chain visibility; 6B daily scans; 2MM corporate users of GS1 standards



Responsible for **driving brand value, strategy**, and business efficiencies for all consumer product goods companies spanning the entire value chain in an **ever-evolving omni-channel retail landscape**. Partner with retailers, manufacturers, and other key stakeholders to **steer innovation for the future vision of industry in both the B2B and B2C space**.

- Drove **business development** for GS1 as **key account manager** for The Consumer Goods Forum comprised of over 400 retailers, manufacturers, and service providers, representing combined sales of **\$3.1 Trillion**.
- Led the **largest global business redesign for industry** since the inception of the barcode 40 years ago to support the digital consumer while maintaining core supply chain needs. Supported **brand growth** and **enhanced consumer trust**.

**Director Marketing and Sales – Franchise BU** | Pepsi-Cola North America | 2007 - 2012

Largest food & beverage company in NA; third globally; 64B annual revenues; 291K employees worldwide



**Reported to the SVP/GM of PepsiCo’s Franchise Business Unit (FBU)** to manage the **partnership between Independent Bottlers (85) and parent company**. Immersed in all aspects of **top-to-top strategy building** spanning entire beverage portfolio and for each retail channel. This included marketing activation, sales promotions, AOP setting, and aligning on local needs within enterprise framework.

- Sustained and expanded partnership for **\$0.25B key account**, encompassing five prestige NY properties.
- Managed **\$117MM budget** to drive enhanced capability for Marketing, Sales, and Operations within FBU; directed cross-divisional **team of 20** working on productivity and marketplace initiatives affording **\$500MM** in value for the North American Beverages Division.
- Directed development of new **Deal Management System** to better manage sales accounts allowing **national visibility to current promotions**. Resulted in **faster system-wide decision making**, greater **speed to market**, and enabled competitive advantage.

## Director Marketing and Sales – Franchise BU | Pepsi-Cola North America | CONTINUED

In addition, **dually reported to President, Global Beverages**, as **marketing strategist** dedicated to a newly defined segment with a **1.1B consumer base and \$750B in disposable income**. **Built from the ground up the largest multi-cultural marketing group** and directed a horizontal business unit across Marketing, Retail, Sales, and Ops **within company and across Franchise**. **Created and managed integrated marketing strategies and messaging** across multiple brands to deliver purpose and social impact.

- Created inclusive advertising and messaging; landmark Super Bowl ad using American Sign Language; **149MM viewers**.
- Managed creation of **social media program for Gatorade Sports Marketing** leveraging **Super Bowl MVP, Eli Manning**.
- Corporate ambassador to external key influencers, NGOs, and non-profits. **Managed all aspects of corporate reputation**.
- Instrumental in implementing Walgreens' model (**~20% efficiency**) at Pepsi Bottling & Franchise by hiring diverse talent.
- Worked across the business on packaging and graphics changes with a focus on **Boomer demographics; 15% volume lift**.

## Director Global Innovation – Business Transformation | PepsiCo | 2003 - 2007

**Created strategy and centrally managed innovation** with Marketing, from inception to in-market, for **200 new products annually in \$10B beverage division**. Directed global business, product, package, and operations across **12 manufacturing plants** in an organizational structure with **14 reports** world-wide. **Top advisor** (one of three) **to the CMO, and division business leaders**, to validate strategic fit, launch strategies, and system impact for all new product introductions world-wide.

- Comprehensively led **all go-to-market strategies, planning, and activation** across **entire beverage portfolio**, every year.
- **Created and staffed a new global innovation group** with resources across each region to deliver optimal product launch. spanning entire product lifecycle **from ideation to product on shelf**.
- **Increased speed to market by 40%** for the majority of products in the innovation pipeline.
- Achieved significant savings of **\$7.1MM** based upon more informed decision making for all stakeholders and an **integrated go-to-market strategy with cross functional readiness**.

## Manager Corporate Global Procurement, Bottler Partnerships – Strategic Transformation | PepsiCo | 2000 - 2003

Managed raw material category with **\$30MM spend for 114 manufacturing sites across 84 suppliers** on a national basis at a time of critical demand and shortage; included **sourcing strategy and optimization**, and all aspects of financial management, reconciliation, and negotiation.

- Assured business continuity and **avoided \$50MM+ exposure** during several months of severe and compounded material shortages across 114 manufacturing sites. **Awarded the prestigious Pepsi-Cola Bottling Chairman's Award**, "Rules of the Road," for maintaining uninterrupted supply of raw materials and preventing out of stock situations in the market.

## Manager Global Ingredient Quality – Strategy & Transformation | PepsiCo | 1995 - 2000

Directed worldwide quality of a **\$140MM ingredient portfolio**, spanning **400 supplier sites, 13 manufacturing plants, and 15 reports**. **Built strategy and staffed** the Ingredient Quality Department "from the ground up" in a challenging global environment of heightened quality and food safety awareness. Harmonized Quality Programs across Tropicana, Quaker, and other Divisions.

- Managed **supplier quality program for ~800 ingredients** impacting products distributed in over 200+ countries and territories.
- Reduced financial exposure by **\$7MM** while balancing business continuity and brand integrity.
- **Increased plant testing efficiencies by 70%** via global Optimized Testing Program. Established statistical guidelines to ensure *right* testing at the *right* points of supply chain. Resulted in **\$6MM cost savings**, and headcount productivity (5 resources gained).
- Drove **\$4.5MM savings** in emerging markets through development of new business partners and risk mitigation.

## Head of Social Stewardship, Inclusion, Value Creation | PepsiCo | 2006 – 2012 (in parallel w/other jobs)

As President of EnAble, **created strategy and managed 800+ employees** in community engagement; **built innovative partnerships** across priority nonprofit organizations. Developed top five as critical partners playing a key role in business goals as part of a **shared value model**.

- Corporate ambassador to external key influencers, NGOs, and non-profits; **managed all aspects of corporate reputation**.



**Education:** B.S., Organizational Management; Manhattanville College | A.A.S., Medical Technology (Pre-Med); SUNY