

CRISTINA MARINUCCI

CHIEF INSIGHTS & STRATEGY LEADER | ENTERPRISE GROWTH & TRANSFORMATION

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ABOUT ME

- Enterprise Insights, Strategy, and Growth leader translating consumer, shopper, and market signals into clear choices on where to play and how to win, accelerating growth and improving decision quality.
- End-to-end transformation operator who builds enterprise growth architectures, operating models, and capability systems that move organizations from reporting to predictive, action-oriented decisioning.
- Integrates Insights, Commercial Strategy, RGM, Omni-commerce, and Marketing to connect retailer, brand, and consumer strategy into executable growth plans.
- Influences senior leadership by aligning cross-functional and regional stakeholders around one growth narrative, simplifying complexity into scalable priorities, metrics, and actions.
- Builds and develops high-performing global teams, combining high standards, coaching, and talent acceleration to deliver outcomes at pace.

PROFESSIONAL EXPERIENCE

Mondelēz International

VP Global Growth & Omni Commercial Insights – Jan 2025 - present

VP Global Shopper Excellence: Dec 2023 – Dec 2024

Sr. Director Global Shopper Insights & Analytics: Feb 2021 – Nov 2023

- Set 3–5 year category and omni-channel growth strategy for the Top 25 customers (28% of revenue), aligning category visions, growth drivers, and customer plays to unlock share and penetration-led growth.
- Built and scaled “Snacking Growth Territories,” integrating consumer demand spaces with macro trends to shift the organization from brand-led to brand-agnostic category leadership and long-range opportunity sizing.
- Architected a single end-to-end commercial growth framework linking marketing, sales, RGM, insights, and customer activation, enabling cohesive category and brand strategies from enterprise strategy through retailer execution.
- Drove online snacking outperformance (1.6x category growth) by embedding omnichannel insights into JBPs with top customers and advancing predictive targeting to improve conversion and activation precision.
- Modernized global digital commerce measurement and optimization by introducing AI/ML-enabled digital shelf and media analytics, transitioning markets from descriptive reporting to predictive, action-oriented decisioning.
- Led global transition to a new Digital Shelf Measurement partner, unlocking predictive insights and automated optimization while delivering \$1M+ in savings and expanding retail media effectiveness measurement.
- Designed the dCOM Flywheel Excellence operating model and digitized the 5S conversion framework across priority markets, strengthening always-on commerce execution and digital shelf readiness at scale.
- Repositioned Shopper and Category as enterprise growth engines by re-embedding them into core processes (RGM, Joint Business Planning, Innovation, Perfect Store, and Elevated Shopping Experiences).
- Built and institutionalized proprietary RGM toolkits (next-gen elasticity, promo analytics, revenue pools, smart pricing, iPPA, switching) and embedded them into commercial planning to improve decision quality and value capture.
- Accelerated insights-to-impact adoption globally through scalable tools (insights-led selling templates, stakeholder mapping, size-of-prize calculators, strategic problem-solving frameworks) that raised commercial capability and speed.
- Transformed the function’s talent engine via proactive talent management, targeted upskilling (business acumen, leadership, influence), and a global learning ecosystem; launched a mentoring program reaching 100+ colleagues.
- Led and developed a global organization of 65 (12 direct reports), setting direction, operating rhythms, and capability priorities across insights, omnichannel strategy, digital shelf, and shopper transformation.
- Recognized for industry impact: Path to Purchase Institute Women of Excellence (Industry Impact).

Kenvue (formerly Johnson & Johnson, J&J)

NA Lead - eCommerce Insights & Analytics: July 2017 — February 2021

- Amplified launch of Neutrogena FMT and Acne innovations by prioritizing paid search investment across relevant keywords resulting in \$1.07 Search ROI (+10% vs. 2018).
- Developed an Omnichannel Search Diagnostic Tool to drive effective and efficient holistic search investments across Google and eRetail impacting over \$58M in 2020 planned search investments.
- Provided strategic guidance on 3rd party Business Models and (e)MAP Pricing to develop an eCommerce Pricing Strategy vs. B&M and strategic portfolio assortment strategy.
- Accelerated eCommerce growth against indie brands via digital shelf insights, driving conversion on Amazon +50% YOY; +22 Beauty search rank; \$4.35 ROI for Rogaine store on Amazon (+22% vs. YAG); +20% ROI on NTG Makeup, and +75% reviews across Baby & Beauty.
- Accelerated enterprise capabilities by developing Digital Learning & eCategory Management leadership guides
- Multiple award winner: Best of Global Marketing Services leading foundational digital benchmarking and analytics; Carpe-Diem Award for speed & agility, and leveraging an innovative approach to uncover, then fulfill, an unmet need; Smarty-Pants Award for driving innovative methodologies and significant savings back to the business (+\$400K)

Associate Director, Strategic Insights/ & Analytics: July 2015 — July 2017

- Championed Trip Mission research from design to activation to develop basket-building activation strategies. Results included generating 11 new activations, +100 ideas, and incorporating into 5 bodies of strategic work.
- Established an exclusive cross-brand insights panel sourced from CRM registrants – an innovative tool leveraged across the business for turnkey insights and progressive profiling - realized cost savings of +\$200K Y1 and +300K Y2.
- Delivered high caliber analytics through Sales Effectiveness analysis to understand which tactics are driving the highest sales response as well as identified and developed priority media targets.
- Developed Customer Engagement Score model to help build look-alike models for targeting and guide online promotions and content for various CRM segments.
- Created first-party data cross-purchase analysis that drove data personalization strategy - influenced intelligent sampling program to drive +1 purchase & informed SEO, improving CPC & Conversion on Google + Amazon.

Haleon (formerly GlaxoSmithKline, GSK)

Sr. Shopper/Consumer Insights Manager: April 2012 — July 2015

- Led groundbreaking digital research identifying that acting on functional and emotional consumer needs influences digital engagement and physical shopping behavior alike - evolving GSK's digital investment & promotional strategies.
- Increased Therapeutic toothpaste sell-in (+32%) at Target by optimizing signage & shelf placement via compelling insights.
- Provided virtual store insights to support Walmart's Denture Care shelf reinvention, which helped GSK secure a category validator role for Denture Care, resulting in total Denture Care growth of +\$6MM w/ GSK brands growing almost +\$14MM.
- Synthesized learnings from market structure, purchase decision tree, and virtual shelf test to develop merchandising principles to drive next generation Lip Health shelving and grow the category by more than +5%.
- Founder/Lead of the Career Growth Network ERG - Promoting talent development & career growth.
- Multiple Award Winner: Amazing Women Award (2012, 2013, 2014); Bronze STAR Marketing Award - Innovation.

Retail Category Solutions Manager: January 2011 — April 2012

- Leveraged new path-to-purchase framework to deliver best-in-class next generation category POS merchandising on Lip Care, helping drive \$40MM in category growth and trial of Abreva.
- Provided thought leadership on assortment, share of shelf requirements and SKU financial productivity for Digestive Health category planning – increased share +0.5pts GSK, +0.3pts Digestive Health at Category at Target.

Analytic Partners / General Mills

Senior Consultant / Team Lead: May 2010 – January 2011

- Provided Advanced Data Analytics based, value-added consulting services focusing on marketing effectiveness (MMM), while supplying insightful recommendations, business planning support & training across all 6 General Mills BU's.

Reckitt Benckiser

Brand Manager: March 2008 – May 2010

- Developed pricing and distribution strategies/promotions; implemented 1 bait strategy in Wal-Mart, which delivered an incremental +\$2MM with flat trade investment.
- Developed new advertising campaign to modernize the brand image and communicate consumer-noticeable reason-to-believe, resulting in +37% lift vs. YAG.
- Led Global Product Development – launched 2 NPD's + 2 Line extensions, generating \$25MM incremental Sales.

M&M Mars

Strategic Insights Manager: February 2007 – February 2008

- Designed “Best in Class” custom shopper research for key accounts including Walmart, Target, Costco, and Meijer, in order to cause paradigm shifts in the way consumers engage within the redefined confections environment.
- Successfully managed \$1MM research budget for custom in-aisle architecture project.

Pernod Ricard USA

Senior Brand Analyst: October 2005 – February 2007

- Oversaw development and implementation of strategic marketing plans for premium spirits/wine by leveraging category insights as a competitive advantage.
- Launched new process for organizing & measuring key performance indicators on marketing objectives to maximize promotional spending and ROI to determine the optimal marketing budgets for managed events.

IRI/Circana - PepsiCo

Marketing Analyst: September 2003 – September 2005

- Effectively trained & assisted Pepsi's sales, marketing teams and Senior Management in analyzing and presenting syndicated/household data for decision-making, marketplace innovation and category management.

EDUCATION

May 2025 - Cornell Executive Education: **Advanced RGM Leadership**

June 2024 - Cornell Executive Education: **Executive Omni Leadership (AI) Certification**

May 2010 - NYU Stern School of Business: **MBA, Summa Cum Laude (3.94 GPA) - Marketing, Global Management, Leadership & Change Management**

May 2003 - Manhattan College: **Bachelor Of Science - Marketing & Global Business**