Viviane Pepe

pepeviviane@gmail.com • +55 11 99742-9021 • www.linkedin.com/in/vivianepepe
São Paulo | Brazil • national/ international mobility • Brazilian and European citizen

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Objective: Marketing | Growth Director.

Summary

- Marketing and Growth Executive with 20+ years of experience building brands, accelerating demand generation and leading digital transformation across beauty, luxury, consumer goods and telecommunications.
- Proven track record delivering growth through brand strategy, innovation, omnichannel commerce, CRM, consumer engagement and market development across local, regional and global roles.
- Native Portuguese fluent in English, Spanish, French and Italian.

Leadership Scope

Local: Brazil | Regional: Latin America (14+ markets) | Global: Europe, Africa, Asia and Americas. Team: Up to 50 FTEs
Beauty, Luxury, FMCG. Brand Strategy | Growth | Innovation | Digital Commerce | CRM | Consumer Engagement

Work Experience

ESTÉE LAUDER COMPANIES *(Local role/Regional interface)* Dec 2025 – present
Senior Director, Digital Commerce & Marketing
Lead integrated marketing and digital commerce for a portfolio of nine prestige beauty brands in Brazil (M·A·C Cosmetics, Too Faced, Jo Malone London, Le Labo, Tom Ford, Clinique, La Mer, The Ordinary and Estée Lauder), one of Estée Lauder Companies' fastest-growing markets in Latin America. Responsible for demand generation, CRM, digital commerce, omnichannel activation and retail partnerships, reporting to the General Manager and Regional VP as a member of the Brazil Leadership Team.

- Lead the shift to a consumer-centric, data-driven model, integrating media, CRM, PR, and commerce to enhance the end-to-end customer experience and deliver stronger ROAS
- Implement integrated demand generation, CRM, PR and commerce strategies, accelerating consumer acquisition, retention and profitability.
- Own the e-commerce P&L and commercial planning agenda across a portfolio of prestige beauty brands.
- Built strategic partnerships with leading retailers, marketplaces and social commerce platforms, including Sephora, Amazon, Mercado Livre and TikTok Shop.
- Expanded marketplace, retail media and social commerce capabilities, turning digital channels into key growth drivers.
- Delivered +15% net sales growth, +19% profit growth and +12.8% market share gains while increasing digital penetration to 20%+ of total business.
- Strengthened omnichannel integration and consumer experience, contributing to category-leading satisfaction and loyalty metrics.

BOCA ROSA *(Local role)* June 2025 – Nov 2025
Chief Marketing Officer
Led business growth for one of Brazil's most influential creator-led beauty brands, leveraging innovation, digital commerce, influencer ecosystems and social commerce. Reporting directly to the founders, responsible for brand strategy, innovation, demand generation and omnichannel growth.

- Delivered +29% year-over-year revenue growth by optimizing portfolio strategy, innovation and integrated commercial planning across 100+ SKUs.
- Expanded the business model beyond DTC by launching TikTok Shop and scaling the affiliate ecosystem, establishing social commerce as a new growth engine.
- Accelerated customer acquisition, conversion and retention through performance marketing, AI-powered CRM and conversational commerce.
- Led strategic partnerships, including the Boca Rosa x Adidas collaboration, enhancing cultural relevance and brand desirability.
- Strengthened community, creator and PR ecosystems, reinforcing Boca Rosa's positioning as a Bain & Company-recognized "Insurgent Brand" driven by above-category growth and strong consumer connection.

NATURA *(Global role /Regional interface)* May 2023 – June 2025
LATAM Brand Marketing Director
Developed growth and brand equity strategies across Latin America for Natura, one of the leading beauty brands in the region, supporting a multi-country business across Brazil, Mexico, Argentina, Colombia, Chile and Peru. Led portfolio strategy, innovation, brand architecture and integrated marketing planning to drive sustainable growth across markets. Managed a team of up to 35 professionals, reporting to the VP of Marketing & Innovation and serving on the General Manager Leadership Team.

- Developed demand generation strategies to accelerate digital growth, optimize CAC and improve conversion rates.
- Led go-to-market execution for the innovation pipeline, ensuring agility and alignment with brand and business objectives.
- Redefined and co-led Natura's innovation pipeline, delivering +3% growth versus budget and +8% YoY while accelerating go-to-market execution across LATAM.
- Optimized LATAM operations, achieving 46% efficiency gains and contributing 42% toward Natura's marketing decarbonization targets.

AVON LATAM *(Local role/global interface)* May 2020 – May 2023
Brazil Communications Director
Led brand transformation and integrated communications for Avon Brazil, one of the company's largest global markets. Responsible for shaping brand narratives and consumer engagement strategies, translating commercial priorities into integrated media, PR, content, reputation, events, advocacy and stakeholder programs. Managed a team of 50 professionals and served as a member of the Executive Committee.

- Optimized marketing efficiency by redefining marketing processes and managing the largest budget line, resulting in increased ROAS.
- Accelerated digitalization through products, innovation and experiences. Leading agile squads: cross-functional teams focused on implementing connection plans and real-time activations.
- Built and led high-performing teams through organizational transformation during the Natura &Co M&A integration.
- Led 360º media strategies across paid (online & offline), owned (including Brazil's largest editorial publication), shared (below-the-line trade activations) and earned media (B2B relationships, advocacy, associate channels and press relations). Implemented demand generation strategy at Avon, driving +18% purchase intent, +22% brand recommendation and +31% rep recruitment within 100 days.
- Oversaw institutional and media relations, as well as external & internal communications, including crisis management. Coordinated and nurtured relationships with key agency partners and stakeholders, particularly within the WPP Group.

AVON INTERNATIONAL *(Global role)* June 2018 – May 2020
Global Brand Content & Creative Director
Led global brand advocacy, reputation and cultural transformation strategies, driving the evolution of Avon's creative, visual, digital and packaging codes to increase relevance and desirability across markets. Orchestrated global agency networks and cross-functional collaboration across LATAM, Europe, Africa and Asia, connecting key creative hubs such as Paris, London, New York, Mexico City, São Paulo, Buenos Aires, Istanbul, Moscow and Cape Town to scale innovation, content platforms and culturally relevant brand experiences.

- Developed global advocacy platforms supporting innovation launches, portfolio priorities and commercial activations, leading international agency networks across key creative hubs.
- Led corporate reputation, ESG and purpose-driven initiatives in partnership with the Avon Foundation, connecting social impact commitments with business priorities and shared KPIs.
- Drove integrated content, influencer, experiential and retail activation strategies informed by consumer insights, social listening and cultural trends.
- Built global collaboration frameworks to accelerate adoption of successful initiatives and ensure consistent yet locally relevant brand expression.
- Designed and launched Avon's first advocacy-led loyalty platform, leveraging nano-influencers, lead generation and incentive-based rewards.
- Led the global launch of Avon Life Colour by Kenzo Takada through the #SetYourColoursFree platform, generating 232+ global media placements, 87%+ positive sentiment and 10x ROI in Brazil.

WMCCANN - MCCANN WORLDGROUP (Local/Regional roles, reporting to Global Brand Team) Aug 2005 – May 2018

One of the world's leading advertising and marketing services networks.

Creative Director Apr 2013 – May 2018

Led integrated marketing, brand strategy programs and creative development for global category leaders including Coca-Cola, L'Oréal Groupe and TIM, partnering with local, regional and global teams to develop omnichannel campaigns, innovation launches and consumer engagement platforms across Latin America. Contributed to the McCann LATAM Creative Council, strengthening collaboration, creative excellence and regional integration across markets.

- Led integrated marketing communications (IMC) programs for Coca-Cola brands, including Coca-Cola, Fanta and Sprite.
- Drove brand integration and omnichannel communication strategies for TIM Mobile.
- Provided strategic and creative leadership for L'Oréal Groupe's portfolio across mass, masstige, professional and luxury beauty categories. Drove market share growth and innovation launches for flagship brands including Elseve, Imédia Excellence, Casting Crème Gloss and Revitalift. Led brand repositioning and go-to-market strategies for L'Oréal Professionnel, Kérastase, Redken, Matrix and INOA. Deployed global and regional strategies for Maybelline, NYX Professional Makeup, Vichy, La Roche-Posay and Kiehl's, adapting global platforms to local consumer realities. Developed retail, content, influencer and experiential programs across beauty and dermocosmetics categories. Managed spokesperson relationships, institutional narratives, and events — ranging from local activations to global stages like the Cannes Festival.
- Supported the expansion and digital transformation of L'Oréal Groupe's beauty divisions across Brazil and Latin America.
- Led global and regional campaigns, influencer programs, retail concepts and innovation launches across multiple beauty categories and consumer segments.
- Managed integrated projects involving global stakeholders, local markets and international production teams.
- Enhancing McCann Worldgroup LATAM Creative Council and improving network performance.

Associate Creative Director May 2010 – Apr 2013
Art Director Aug 2005 – May 2010

Education

- Neuroscience & Marketing MBA - PUC – RS - 2025
- Marketing MBA - Fundação Getúlio Vargas - 2014
- Bachelor, Communications & Advertising - Universidade Federal do Rio de Janeiro (UFRJ) - 2001

Complementary Education

- Innovation & AI – Startse - 2024.
- Leadership, Digital Transformation – Insper - 2024
- Precision Marketing Program - Boston Consulting Group (BCG) - 2024
- Insurgent Leadership – Inesplorato - 2023
- Influencer MKT Program – YouPix – 2022
- Branded Content – ASAS - 2021
- Fashion & Design Innovation - Central St. Martins – London - 2009
- Milton Glaser Design Program - School of Visual Arts - With Stefan Sagmeister & Paula Scher Pentagram, NY 2002

Additional Information

- Effie Awards - Jury President - 2024
- BCMA Association - Board member - 2023-2025
- MM360 Association - Board member - 2019-2025
- TikTok Summit - panel member - 2022
- MMA Impact - panel member - 2022
- "What's on" X/Twitter - panel member - 2021
- "Black Box: The Future of Advertising" Creative Festival at Casa Firjan - panel member - 2019
- Rio2C Festival - panel member - 2018
- ABP Festival, "Influencers" - panel member – 2018
- El Ojo Festival Buenos Aires, "Gender & Inclusion as competitive advantage" - panel member – 2018
- Rio Moda Institute - Strategic branding – contributor - 2015.
- Pais & Filhos - Parents Magazine – contributor - 2014.
- Miami Ad School - "Art Direction" & "Pop Culture" Guest Professor – 2012/2013.
- "Cinema Nosso" - NGO created by former "Cidade de Deus" awarded production focused on career acceleration of vulnerable young people – contributor - 2009