

ANDIARA PETTERLE


BOARD DIRECTOR & TRANSFORMATION
EXECUTIVE

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SUMMARY

Visionary Board Director and transformation executive, bringing over 25 years of unparalleled experience in steering corporations through transformative journeys focused on digital innovation, organizational culture, sustainable business practices, and ESG initiatives. Renowned for purposeful leadership and profitable decision-making, I have a profound track record in enhancing corporate governance and implementing strategic initiatives at the board level.

BOARD DIRECTOR: As a BOARD DIRECTOR, I bring a wealth of experience to the table, having served in multiple roles including Vice-Chairperson of the Board, Chair of the Strategy Committee, and Member of the People, Governance and Sustainability Committee at Companhia Melhoramentos (BVMF: MSPA3), as well as Independent Board Member at Assaí Atacadista (NYSE: ASAI), Banco Sicredi and others. I am a member of esteemed organizations such as Women Corporate Directors WCD, Women in the Boardroom Foundation, Instituto Brasileiro de Governança Corporativa (IBGC), European Corporate Governance Institute, and National Association of Corporate Directors (NACD). Currently, I am a professor of Digital Transformation for Board Members at the IBGC program.

C-LEVEL EXECUTIVE: As a former C-LEVEL EXECUTIVE, I bring hands-on experience in leading digital and business transformations. My tenure as the Executive Vice-President of Product & Operations at Grupo RBS saw me spearhead the redesign of operational models and financial turnaround of television, radio, newspapers, and digital businesses. I have extensive experience leading strategy, product development, newsrooms, consumer revenue businesses, technology, and operations.

INVESTOR: As an INVESTOR, I have a track record of successfully managing investment portfolios and driving business development. As the former Executive Director of Strategy and Portfolio Management at Ebricks Digital, I was responsible for managing M&A screening, due diligence, exit strategy, and business development through an active board role.

ENTREPRENEUR: I am also an accomplished ENTREPRENEUR, having founded and served as CEO of Grupo Bolsa de Mulher - the largest digital media group for women in Brazil, which was sold to American company Vix/Univision in 2011.

Holding a Doctor of Business Administration degree (candidate for 2024) from **Business School Lausanne in Corporate Governance**, a MA and BA in Media and Communications from **Puc-Rio** in Brazil, a **Stanford University School of Engineering** Certificate in Digital Transformation, and a Certificate in Sustainable Capitalism and ESG from **Berkeley Law**, I am a thought-leader in my field. I have attended the **Director's Consortium at Stanford Business School** and was nominated as a Women to Watch Brazil 2017 by Meio&Mensagem/AdAge. I am also a co-author of the book "Poderosas Consumidoras: o que quer e pensa a nova mulher brasileira", a comprehensive market research on Brazilian women.

EXPERTISE

DIGITAL TRANSFORMATION & INNOVATION
STRATEGY
GROWTH

PEOPLE, CULTURE & COMPENSATION
CORPORATE GOVERNANCE
ESG

EXPERIENCE

BOARD EXPERIENCE

ASSAÍ (BVMF: ASAI3 NYSE: ASAI)- Independent Board Member

2023 - Current

Member of People and Culture Committee

Member of Audit Committee

BANK SICREDI (5th largest bank in Brazil) - Independent Board Member

2022 - Current

Member of the Nomination and Compensation Committee

Member of Strategy Committee

MELHORAMENTOS (BVMF: MSPA3) - Vice-Chairperson of the Board of Directors,Independent Board Member

2019 - Current

Chair of Strategy Committee

Member of the People, Governance, and Sustainability Committee

TROCAFONE INC - Independent Board Member

2023 - 2025

Chair of Nomination and Compensation Committee

Member of Strategy Committee

KNEWIN LATAM - Independent Board Member

2021 - 2025

Member of GTM Strategy

Member of Nomination and Compensation Committee

IBGC - Professor of Digital Transformation for Board Members at IBGC Certification Program. And Stakeholder Governance.

2021 - Current

ANJ (BRAZILIAN NATIONAL ASSOCIATION OF NEWSPAPERS) - Board Member

2015 - 2021

GRUPO CIA DE TALENTOS - Independent Board Member

2013 - 2017

PREDICTA - Board Member

2013 - 2016

CERTIFICATIONS & ASSOCIATIONS

Stanford University Graduate School of Business - Certificate Directors' Consortium - 2014

IBGC Curso Avançado para Conselheiros de Administração - 15a Edição - Instituto Brasileiro de Governança Corporativa - Brazil

University of California, Berkeley - School of Law - Sustainable Capitalism & ESG Certificate Jan 2021 - Jun 2021

University of California, Berkeley - School of Law - ESG: navigating Board's Role Certificate Jan 2022 - May 2022

Member of Women Corporate Directors - WCD Brasil - WomenCorporateDirectors - Brazil

Member of European Corporate Governance Institute - European Corporate Governance Institute (ECGI) - Europe

Member of Instituto Brasileiro de Governança Corporativa - IBGC - Instituto Brasileiro de Governança Corporativa - Brazil

Member of National Association of Corporate Directors - NACD (National Association of Corporate Directors) - USA

Member of Institute of Directors - The Institute of Directors - UK

EXPERIENCE

EXECUTIVE AND ENTREPRENEURIAL EXPERIENCE

GRUPO RBS - Executive Vice-President (TV, Print, Digital, Radio)

2015 - 2021

The second largest Brazilian media conglomerate, based in Rio Grande do Sul. Private-owned company. Overseeing all strategy, product development, and operations of Grupo RBS media conglomerate (+2.500 people). Responsible for the B2C P&L, product (newsrooms), technology (digital, corporate, and engineering), digital strategy and digital products, and operations (logistics, call centers, printing plants).

BROADCAST TV, RADIO, DIGITAL, AND NEWSPAPERS MANAGEMENT: +2.500 people operation with 12 broadcast television stations (Globo Affiliate), 2 radios, 3 newspapers, and digital media. Achievements: Strong increase in operational efficiency, redesigned operational model, and improved financial newspaper turnaround, delivering a 19% EBITDA margin.

PRODUCT AND NEWSROOMS: led successfully 1000+multi-media newsrooms, improving the process, consumer knowledge, efficiency

DIGITAL AND ORGANIZATIONAL TRANSFORMATION: Led a new strategy for distribution, content, operations, costs, structure, and overall sales performance for the two major newspapers in the South of Brazil.

SUBSCRIPTION BUSINESSES (Print and Digital): managing all B2C strategy, sales, and all newspaper's digital transformation ~200MM P&L. Achievements: increase of operational margin, Y/Y B2C growth in EBITDA, CAGR 82% digital subscription revenues.

TECHNOLOGY, ENGINEERING, AND OPERATIONS: oversees all corporate IT, distribution, and operations teams for broadcast TV, radio, and newspapers. Responsible for the Newspaper Business Unit with 8 regional and local newspapers, overseeing all business strategy, P&L, and operations.

FINANCIAL TURNAROUND: successfully developed and implemented a strategic 5-year turnaround plan (+450MM P&L), increasing digital revenues and restructuring business operations, production model, and productivity. EBITDA average is +30% above the business plan.

EBRICKS VENTURE CAPITAL - Executive Director of Investment Strategy & Portfolio Companies

2011 - 2015

Leading overall investment strategy, new business assessment, overall responsibility investment activities including origination of new opportunities and recommendation of those investments. Management of the Digital Media and Technology portfolio and deployment of associate resources to ensure that the organizations we support achieve the targeted step. Review and lead on the development of investment model.

PREDICTA - CEO

2014 - 2015

Accumulated CEO role of Predicta, an eBricks portfolio company, while continuing to serve as an investment officer at eBricks/RBS. Lead the transition from founder to professional management, redefining product portfolio, sales, and large client relationships. Predicta is a Brazilian advertising technology company operating in 17 countries providing tech solutions for management and optimization for ad agencies and advertisers. Elected one of the 10th most innovative companies in Brazil by FastCompany.

GRUPO BOLSA DE MULHER - CO-FOUNDER & CEO

2005 - 2011

Co-founder of conglomerate Grupo Bolsa de Mulher, one of the largest digital media companies for women in Latin America operating in 4 countries. Invested by Ideaisnet and sold to American company Batanga Media. Rebranded as Vix.

GRUPO GLOBO - Various

2001 - 2005

Cadê/Starmedia - Internet specialist

1999 - 2001

EDUCATION

- 2020-2025** • **Business School Lausanne (BSL)** - Doctorate of Business Administration (Candidate 2025)
Research Project: The Role of Board Members' Digital Acumen in Selected Brazil's Public Companies
- 2022** • **University of California, Berkeley - School of Law** - ESG: navigating Board's Role Certificate
- 2021** • **University of California, Berkeley - School of Law** - Sustainable Capitalism & ESG Certificate
- 2020 - 2021** • **Stanford University School of Engineering** - Digital Transformation Certificate
- 2018** • **University of Oxford** - Executive Program, Reuters Institute
- 2014** • **Stanford University Graduate School of Business** - Executive Education, Directors' Consortium
The Directors' Consortium is a joint offering by the Stanford Graduate School of Business, the Stanford Law School, the University of Chicago Booth School of Business, and the Tuck School of Business at Dartmouth. Corporate governance and board members training.
- 2009** • **Harvard Business School** - Executive Education, Women's Leadership
- 2005** • **Brown University** - Master, Modern Culture and Media
Visiting scholar at Brown
- 2003 - 2005** • **Pontifícia Universidade Católica do Rio de Janeiro** - Master, Social Communications
Published Academical Articles
"Veneno hipnótico" In ROCHA, Everardo. "Representações do consumo – estudos sobre a narrativa publicitária", Mauad, RJ, 2006.
"O tempo das Horas". Revista Caligrama v.3. ECA/USP. Agosto, 2006.
"Veneno hipnótico: representações publicitárias e sociabilidade feminina". Com Everardo Rocha. Revista Alceu de Comunicação, Cultura e Política. v.5. n. 9 julho/dez 2004. ISSN 1518-8728
- 1997- 2001** • **Pontifícia Universidade Católica do Rio de Janeiro** - BA, Social Communications

HONORS & AWARDS

- Women To Watch 2017 - Meio & Mensagem / Advertising Age**
- 10 Best Media Executives in 2014 - Meio & Mensagem**
- 5 Venture Capital Female Learship in 2013 - Época Negócios Magazine**
- 5 Venture Capital Female Learship in 2013 - Época Negócios Magazine**
- Internet Hero 2009 - The Next Women Magazine**

LANGUAGES

- Portuguese - Native**
- English - Fluent**
- Spanish - Basic**
- French - Basic**

CLOSING STATEMENT

I bring forth a unique amalgamation of experience, knowledge, and visionary leadership, coupled with a deep understanding of digital innovation, corporate governance, and sustainable business practices, poised to contribute to the strategic advancement of corporations in Brazil and the United States.