

# Adriana B. Coderch

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## EDUCATION

2018-2020	<b>GOLDMAN SCHOOL OF PUBLIC POLICY AT UNIVERSITY OF CALIFORNIA BERKELEY</b> <i>Master of Public Affairs (MPA)</i> Startup Fellow at Free Venture Lab, Member of Social Entrepreneurship Club	Berkeley, CA
2012-2014	<b>TUCK SCHOOL OF BUSINESS AT DARTMOUTH COLLEGE</b> <i>Master of Business Administration (MBA)</i> Co-Chair Tuck LatAm Club, Member of Social Impact & Entrepreneurship Club, Soccer Club player	Hanover, NH
2006-2010	<b>CORNELL UNIVERSITY</b> <i>Bachelor of Science, Food Science and Enology &amp; Viticulture, Dean's List 2007-2010</i> Varsity & Club Soccer player, Enology & Viticulture Club President, Teacher Assistant Food Science Dept.	Ithaca, NY

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## EXPERIENCE

2020-Current	<b>THE YIELD LAB LATAM</b> <i>(Venture Capital Investment Fund focused on agrifood-tech sector; ~US \$60 million current assets under mgmt.)</i>	Rio/SP, Brazil
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### **Principal**

#### *Portfolio Management*

- Managing portfolio of 20+ early-stage ag- & food tech companies in key countries in Latin America.
- Responsible for developing and implementing Scale Up program aimed at helping portfolio companies develop the strategic and operational tools required to scale and successfully land a Series A.

#### *Deal Flow & Structuring*

- Sourcing, conducting due diligence, structuring deals, and deciding alongside General Partnership on future potential investments of the fund.
- Responsible for foodtech investment strategy and implementation.

#### *Fundraising*

- Working alongside General Partnership on the implementation of funding strategy by targeting key multi- and single family offices, financial institutions, corporate groups, and specific food & agriculture incumbent organizations in the Latam region.

2016-2019	<b>VIA WINES (VINA SAN RAFAEL S.A.)</b> <i>(Amongst 15 largest premium wine producing companies in Chile)</i>	Rio/SP, Brazil
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### **CEO**

#### *Strategy*

- Managed P&L >US \$40M and headcount >150 between agriculture and bottled wine business units in Chile as well as global sales & distribution team >20 positioned in key markets and regions.
- Defined strategic vision and goals, developed 5-year business plan and commercial strategy, and executed on turnaround phase, generating ~28% sales growth and ~80% contribution margin improvement for bottled wine business, and ~70% increase in overall company EBITDA.
- Developed productivity improvement long-term investment plan for agriculture business that includes replanting 70% of ~3,000 acres of owned vineyards and improved operational margin of unit by ~35%.

#### *Performance Management*

- Conceptualized and led execution of projects addressing top line growth, gross margin improvement and portfolio management. Developed KPIs to ensure alignment of functional goals with corporate strategy.
- Led company's first ever long-term strategic planning process. Implemented quarterly business review process reducing annual planning cycle by 45 days and putting company on continuous improvement path.
- Developed company's first zero-cost budget and cost-reduction plan which is currently being implemented, generating reductions >10% in SG&A and other fixed costs, >15% in Marketing & Sales costs, and ~18% in COGS in first two years.
- Led research, design, and development of entirely new wine product portfolio aimed at Chinese consumer.
- Led company-wide product rationalization project decreasing total number of bulk wine initial blends by ~60% and total number of bottled wine SKU's by ~200%.

#### *Organizational Leadership*

- Directly managed executive team of 8 VP's and worked with them to develop and implement a company-wide project-based cross-functional team structure, improving overall culture and working environment.
- Redesigned organizational leadership and reward system to improve decision making, support operations, and facilitate implementation of strategic vision and plan.
- Created social impact division and led first education collaboration project alongside Mayor of local town where company is headquartered. Established mentorship program as well as scholarships for promising students and support networks for working parents in partnership with local public school.

2014-2016

**BAIN & COMPANY**

*(One of the three largest strategy & management consulting firms globally)*

**Consultant**

→ *Consulted to major firms and governments in Latin America. Diagnosed problems, conducted analyses, interviewed customers and experts, presented recommendations to senior client management, and facilitated implementation efforts. Directly supervised and coached new hires. Sample projects:*

Ecuador Agriculture Industry Strategy

Quito, Ecuador

- *Competitive & Growth Strategy:* Supported Ecuadorian government in defining its agroindustry full potential strategy by analyzing and prioritizing their main agriculture related value chains that could be developed competitively and estimating potential socioeconomic impact for the country.
- *Big Data Analytics:* Responsible for developing complex model to estimate agroindustry multipliers (both current and potential) that led Ecuadorian Central Bank to review and update its national accounts and rebuild its supply-utilization matrices.
- *Value Chain Strategy:* Defined, alongside the Ministry of Agriculture and Industry, Ecuador's long-term agro-industrial development strategy agenda. Conclusions were presented and delivered to then President of Ecuador, Rafael Correa.

Ecuador Implementation of Basic Industries Strategy

Quito, Ecuador

- *Industrialization Strategy & Implementation:* Supported Ecuadorian government in implementing its newly created strategic plan for development of basic industries as socioeconomic growth for country.
- *Economic Due Diligence/Project Management:* Developed economic feasibility model and project implementation plan for potential forestry, pulp, and paper industrial complex in the country.
- *Investment Promotion/BD:* Prepared investment proposal for pulp industrial complex and presented to several of the largest wood, pulp, and paper manufacturers in Latin America during roadshow for potential investors.

Colombia National Oil Company Natural Gas Strategy

Bogotá, Colombia

- *Transformation Strategy:* Supported Colombia's National Oil Company develop its natural gas strategy.
- *Organizational Restructuring:* Generated high-level assessment of organizational change requirements for transformation through extensive interviews with executive team and understanding of company's existing capabilities and critical decisions along the value chain.
- *Results Delivery:* Natural gas exploration strategy recommended to CEO was implemented and generated a ~US \$2B decrease in exploration and development capex for the company.

Summer 2013

**LARRAIN VIAL BANK**

Santiago, Chile

*(Third largest investment bank in Chile)*

**Rotational MBA Summer Analyst**

- *Financial Analysis & Valuation:* Conducted commercial due diligence of prospective targets as well as financial valuations for asset sales, sell-side M&A, and initial public offerings on both pitches and live deals.
- *Portfolio Management:* Monitored equity and fixed income markets and used risk/return metrics to prepare portfolio recommendations and investment strategies to clients based on their goals and expected returns.
- *Corporate Development:* Developed business plan to strengthen bank's presence in Brazil by analyzing country's main industries and consolidation trends, capital markets, main economic indicators, barriers to entry/exit, and wealth/income distribution.

2011-2012

**ITALIAN WINE MERCHANTS**

New York NY, USA

*(Large online retailer of upscale and collection wines)*

**Marketing Manager, Latin America**

- *Marketing Strategy:* Developed market entry strategy for large portfolio of wine brands in selected markets in Latin America. Identified high-valued markets and customer segments and used promotional strategies and incentives to better position brands.
- *Brand Management:* Established and executed annual marketing budget and plan and responsible for P&L of each brand and respective market, reporting commercial and financial results on an ongoing basis to COO.

2010-2011

**BEDELL CELLARS**

New York NY, USA

*(American medium sized winery)*

***National Sales Manager***

- *Business Development:* Used customer data to segment and target potential new accounts in NYC resulting in ~250% increase in total accounts in that market as well as ~30% increase in revenue from bottled wine sales.
- *Inventory Management:* Worked alongside distributors to develop sales forecasts to improve inventory management and served as liaison between winery production team and sales representatives.
- *Sales Strategy:* Developed and implemented trade programs and sales incentives such as discount on volume and rewards for high-performance sales representatives that helped increase sales volume in existing accounts.
- Started wine-in-barrel program in NYC restaurants and used it to push high-margin products into accounts.
- Established and executed annual sales budget and plan and reported results to VP of Sales.

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**PERSONAL**

- Fluent in Portuguese, Spanish, and English.
- World traveler having visited 52 countries.
- Avid runner, having completed six marathons as well as surfer and snowboarder.
- Proud owner of two Australian Shepherds and a horse called Pelé.