

SANTIAGO ORNELAS

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PROFESSIONAL EXPERIENCE

Independent Strategy & Product Consultant – *Transitioning toward product and technology roles*

Remote | Jan. 2025 – Present

- Built the GTM strategy for an AI logistics startup expanding into LATAM; scoped a \$4B TAM / \$500M SAM, ran channel and pricing analysis, and outlined a region-specific launch plan
- Architected the product vision and monetization model for a TikTok-native Live Shopping app aimed at Gen Z; designed core user flows and platform mechanics from scratch
- Initiated a deep technical ramp-up (PERN + Python); completed 20+ mini-projects, shipping early prototypes to accelerate transition into product/engineering roles

Oliver Wyman – *Consultant*

Mexico City, Mexico | Mar. 2024 – Dec. 2024

Consistently ranked as a top performer by Partners and Managers; intentionally transitioned to pursue technology and product innovation. Select project highlights include:

Post-Merger Integration | LATAM Telecommunications Leader

- Delivered ~\$150M USD in cost savings by optimizing core operations and reallocating resources across merged business units
- Led cost reduction initiative that generated a \$2M USD run-rate impact, driving immediate P&L improvement
- Conducted competitive benchmarking on ~10 legacy products across pricing, value propositions, and services, facilitating C-Suite decisions on revamped product offerings

Target Operating Model Redesign | Top LATAM Insurance Firm

- Identified ~\$45M USD in efficiency gains via financial diagnostics, benchmarking, and 15+ stakeholder interviews across
- Shaped C-Suite-approved Target Operating Model by analyzing 2 key competitor op. models and internal pain points
- Oversaw research across a 3-person team, producing 20+ competitor insights on operational metrics to inform client-facing org. structure recommendations

Growth Strategy | Leading LATAM Asset Manager

- Developed and presented 10 market-entry and product expansion strategies to boost regional investment flows
- Directed research across a 3-person team, delivering 20+ market and competitive insights presented to C-Suite and BoD
- Facilitated 10+ stakeholder workshops integrating macro trends, regulatory shifts, and consumer behavior

Oliver Wyman – *Consulting Intern*

Mexico City, Mexico | Aug. 2022 – Jan. 2023

- Developed a weighted methodology to quantify consumer sentiment using surveys, reviews, and star ratings; benchmarked 10+ local and 3 global competitors to deliver strategic insights to F&B retail client's senior leadership
- Created a custom competitor analysis framework for a top Mexican payments processor, evaluating GTM strategy, financials, and value propositions across 10+ fintech peers to support client-facing growth strategy recommendations

EDUCATION

Tecnologico de Monterrey

B.A. in Finance – Mexico City, Mexico

Graduated: Dec. 2022 | **GPA:** 3.7/4.0

Relevant Coursework: M&A, Private Equity & VC, Corporate Finance, Strategic Leadership, Capital Markets, Financial Accounting

Honors & Awards: KiDEX Community Service Honorary Mention

University of California, Berkeley

International Excellence Program – Berkeley, CA

Aug. 2021 – Dec. 2022

Program Highlights: Strategy & Innovation, Macroeconomics, Financial Accounting, Blockchain Fundamentals

CFA Level I – *Top 10% Global Percentile*

Passed: Oct. 2023

SKILLS & INTERESTS

Languages: English (Native) • Spanish (Native)

Technical Skills: Excel (Advanced) • SQL (Intermediate) • Python (Basic) • R (Basic) • Tableau (Intermediate) • PowerPoint

Certifications: Bloomberg Markets Concepts • AMIB Figure 3: Investment Strategy Advisor

Interests: Reading • Computer Science • Artificial Intelligence • Innovation & Technology • Geopolitics • Emerging Markets