



Leveraging TPM solutions as an entry point into Revenue Management

Objective



“Share learnings and best practices around key IT, organisational, and process enablers to establish an operating model focused on top line growth”

Questions we will try to answer



Data/IT

What is the most critical solution to focus on when undertaking a Revenue Management transformation project?

Organisation

Where should Revenue Management sit within an organisation and how is best position to drive the change?

Process

How can an organisation make sure that the business routine is embedded within the organisation and sticks?

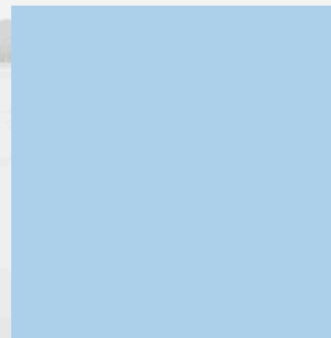
Learnings



60⁺
Clients



Our Vision:
To be the Revenue
Management partner for
FMCG companies
globally



20⁺
Countries





1 Introduction



2 Industry Context

3 Challenges

4 Navigation Rules

The background of the slide is a scenic photograph of a calm lake reflecting a cloudy sky. In the distance, there are forested mountains. Two large rocks are visible in the water in the lower right foreground.

1 Introduction

2 Industry Context

3 Challenges

4 Navigation Rules

What is driving a
Revenue
Management Initiative

2

Shift in the Strategic approach

UpClear®

COST CUTTING



Growth



2

Preparing for the Journey

UpClear®



2

Connecting the Dots



2

Identify Focus Areas

UpClear®

\$

PRICE



PROMO

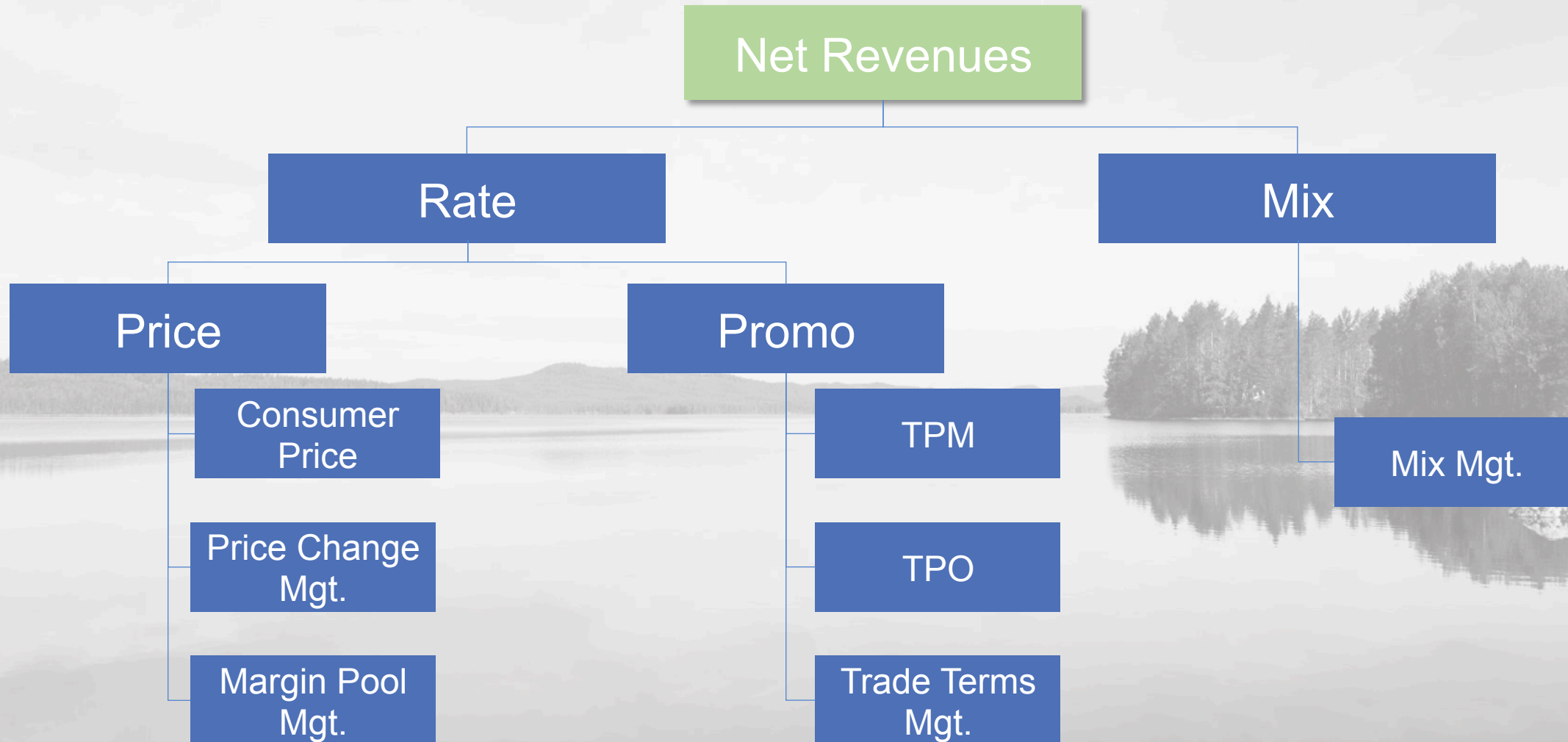


MIX



2

Define Framework for Capability Building



2

Case Study



Amy Holdsworth
Customer Development Director



Dave Jackson
Business Unit Controller



2 Key Messages

1

Clearly define Areas of Focus and Pillars for each Capability

2

Ensure that framework is aligned to business priorities

3

Set short and long term goals

1 Introduction

UpClear®

2 Industry Context

3 **Challenges**

4 Navigation Rules

Key Challenges to
address when
undertaking a
Revenue
Management
transformation
initiative

Cross Functional Collaboration

"I got so busy, my right hand didn't know what my left hand was doing."

www.bestptbilling.com

3

Cross Functional Collaboration UpClear®

Marketing

**Brand Positioning vs.
Competitive Set**

Finance

**Profit & Loss
Cost Controlling**

Sales

**Volumes and Market
Share**

3

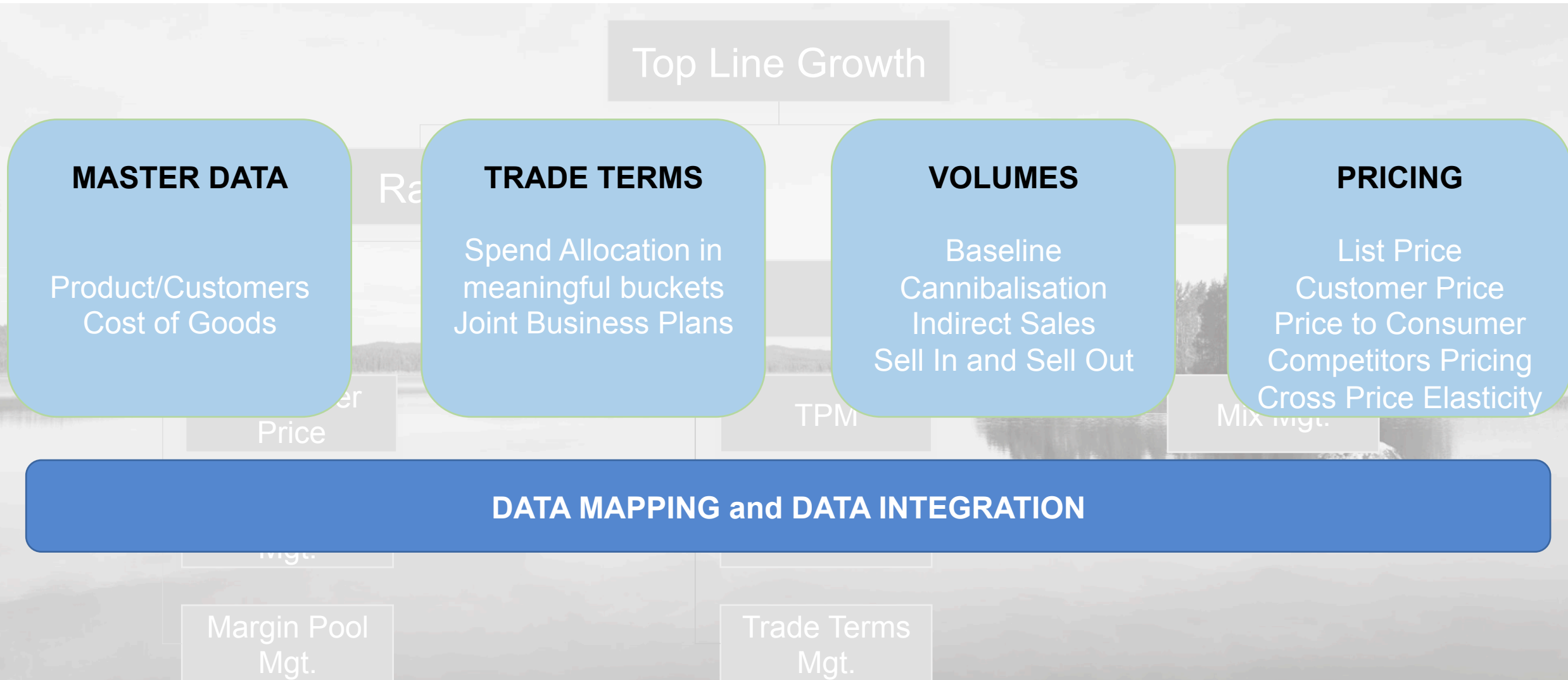
Data

UpClear®



3

Data



3

Case Study

UpClear®

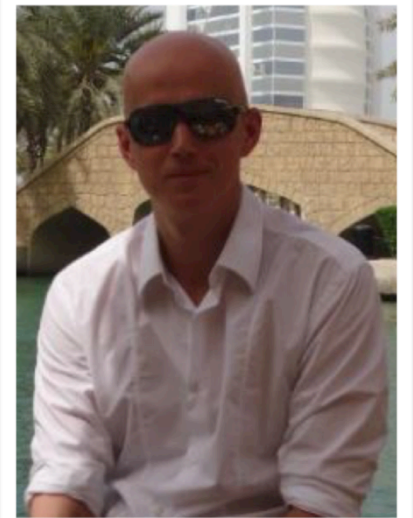


Amy Holdsworth
Customer Development Director

TATA
GLOBAL
BEVERAGES

Dave Jackson
Business Unit Controller

FERRERO



3

Key Messages



1 Secure multi departmental engagement

2 Ensuring appropriate resourcing

3 Data quality and availability

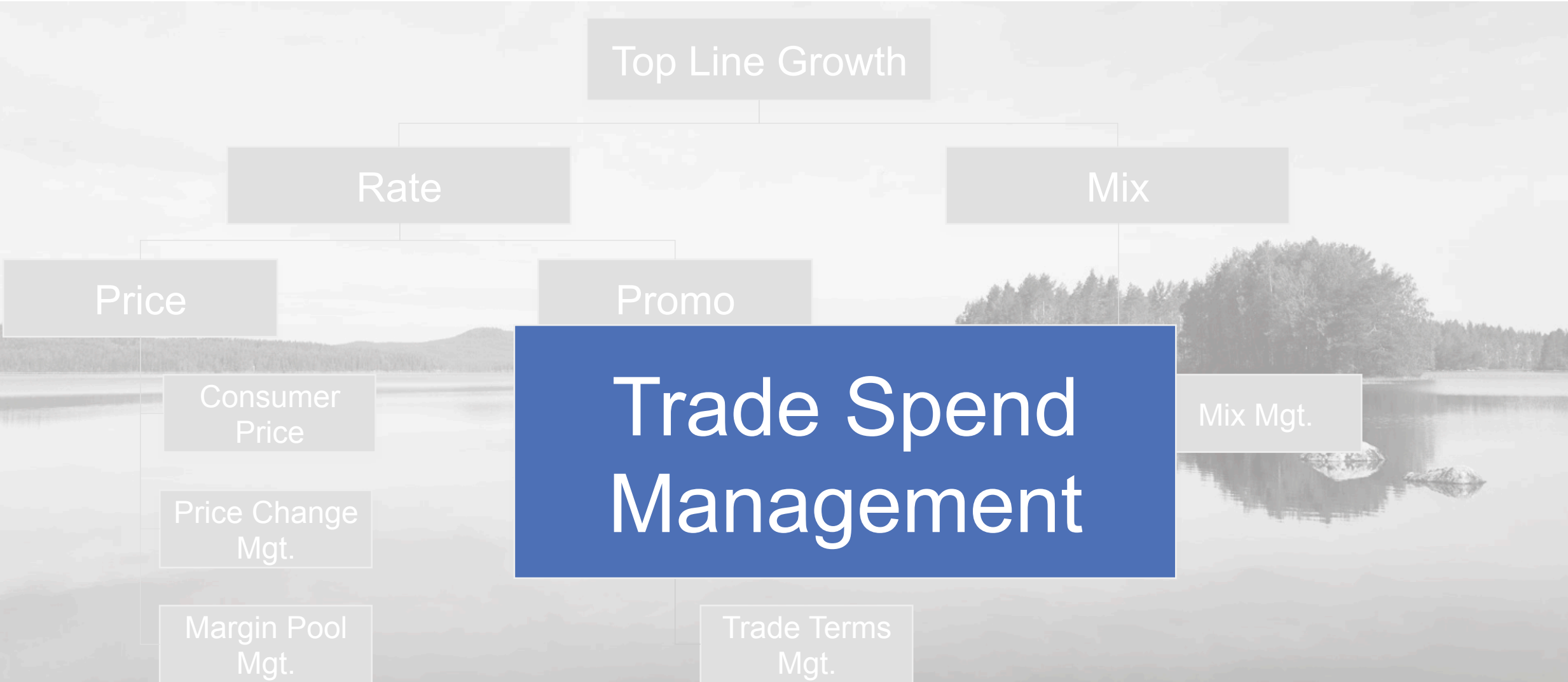
1 Introduction

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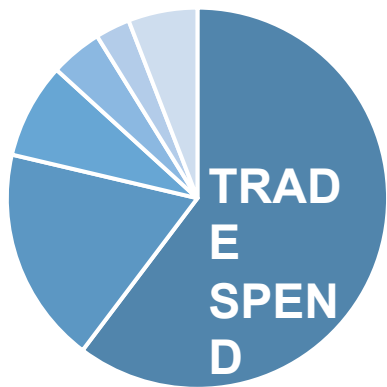
4 **Navigation Rules**

What should be the leading capability?
How to make it stick?
Who is best positioned to lead the change?

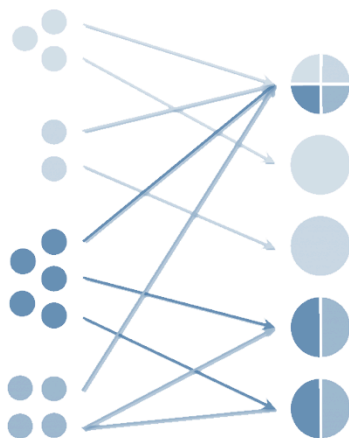


4 Why ?

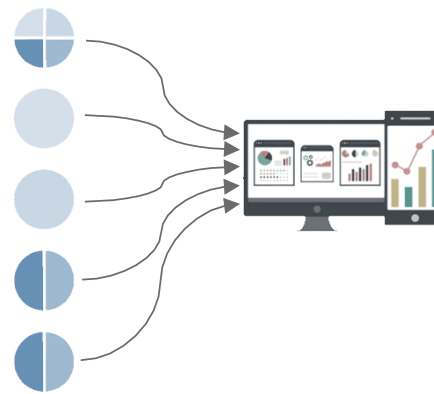
Rationale



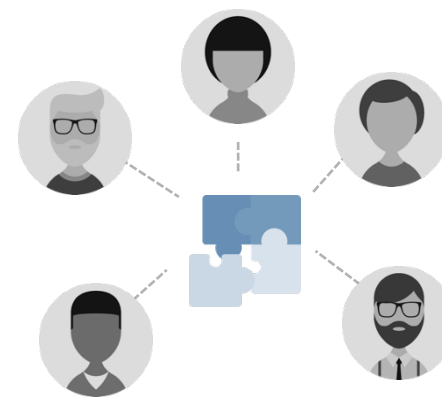
Data Mapping



Data Harmonization



Collaboration



4

How to ensure adoption?



Embed new processes in Routine Management to avoid 'silo working'



4

How to ensure adoption?

UpClear®

Define new KPIs, track and monitor as part of the commercial routine

Net Revenues/KGs

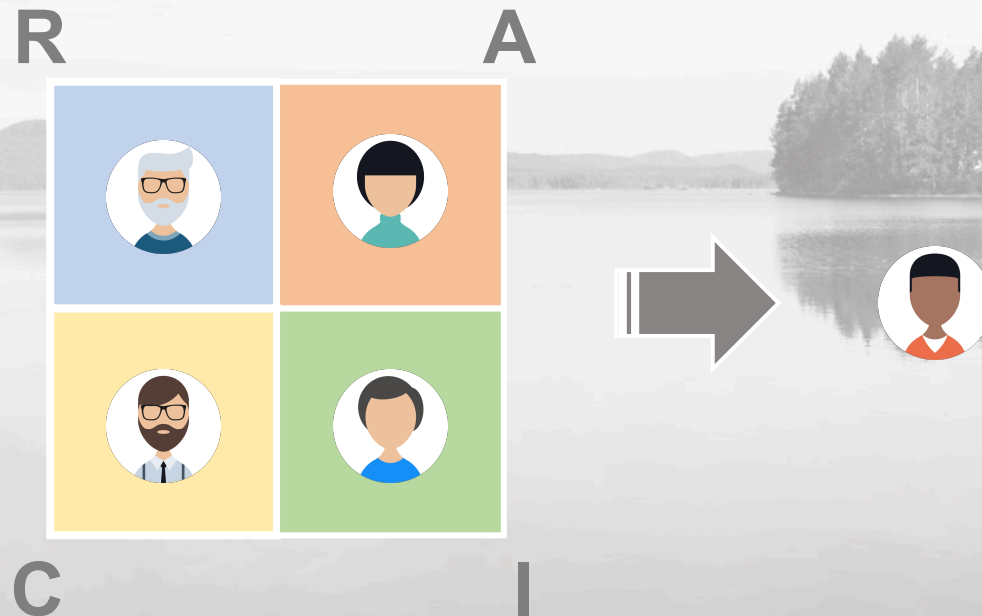
Promo Pressure

Market Share

4

How to ensure adoption?

Clarity on roles & responsibilities across functions with SPOC's for each process



3

Case Study

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Customer Development Director

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Dave Jackson
Business Unit Controller

FERRERO



4

Organization

Marketing

PROS

- Custodians of Brand Equity
- Long Term Perspective

CONS

- Not in control of Trade Spend
- Detached from P&L, losing power at top table

Finance

Sales

RGM

4

Organization

Marketing

Finance

Sales

PROS

- P&L Visibility
- Long Term View
- Analytical Skills

CONS

- Not necessarily controlling Trade Spend
- Not necessarily exposed to Customer
- Limited influence on price/promo

RGM

4

Organization

Marketing

Finance

Sales

PROS

- Trade Spend Accountability
- Closer to the customer
- Controlling Execution

CONS

- Shorter term approach
- Lack of Analytical Skills

RGM

4

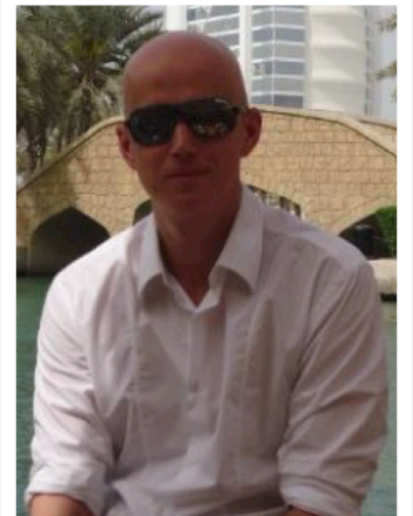
Case Study



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4 Key Messages



- 1 Start from Trade Spend Management to build robust data foundations
- 2 Define Cross functional KPIs and embed into the Commercial Routine
- 3 Ensure the team driving the change is as the core of the organization