



**Driving Mutual Growth  
in a Dynamic  
Retail Environment  
with an RGM Focus**



# about me



## ANDRE ROMERO

- RGM Leader for Campbell Soup Company
- RGM Leader for Dr Pepper Snapple
- CPG - Nielsen, Dean Foods, ConAgra, WestRock
- Consulting - Hospitality, Financial Services, Healthcare

# THE TOP 10 BRANDS IN THE US

01



02

Google

03

amazon

04

NETFLIX

05



06



07



08

PIXAR

09

Disney

10

SAMSUNG

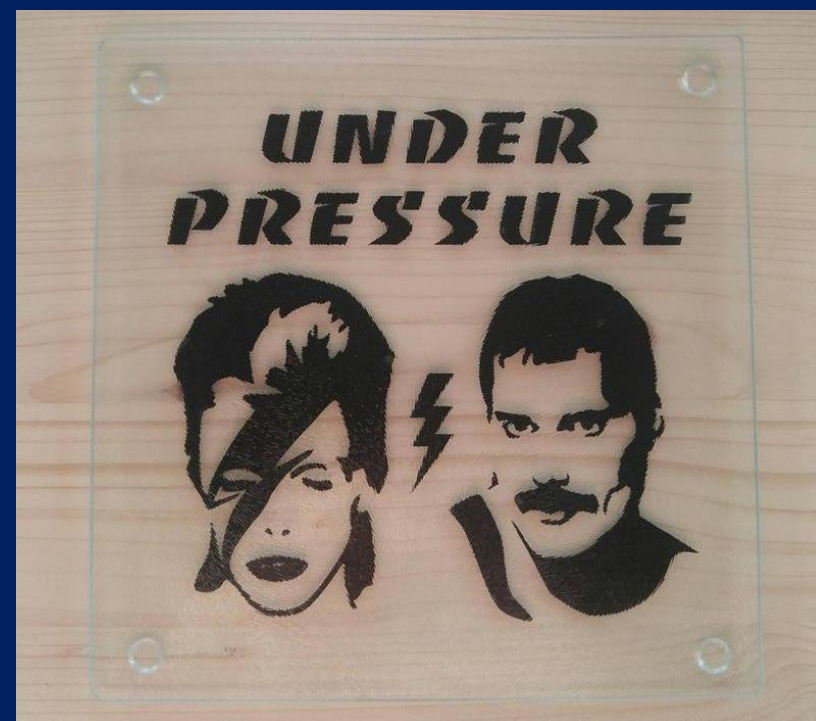


# Revenue Growth Management Playlist

## #RGMRocks

### Under Pressure

David Bowie + Queen



CPG is Tough!

### Enter Sandman

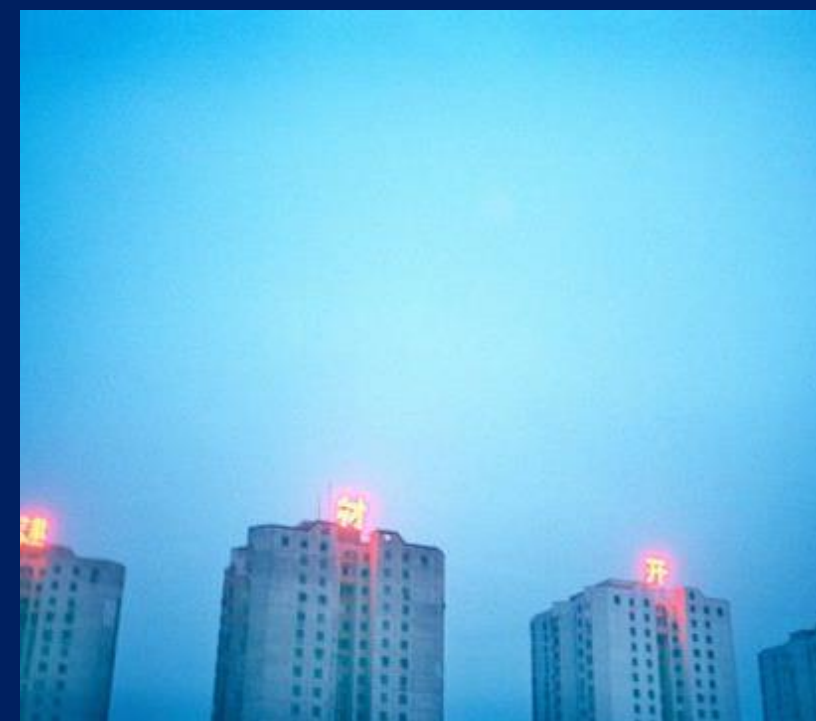
Metallica



Is RGM Sales  
Prevention?

### Mr. Brightside

The Killers



The Journey So Far...

### Love and Memories

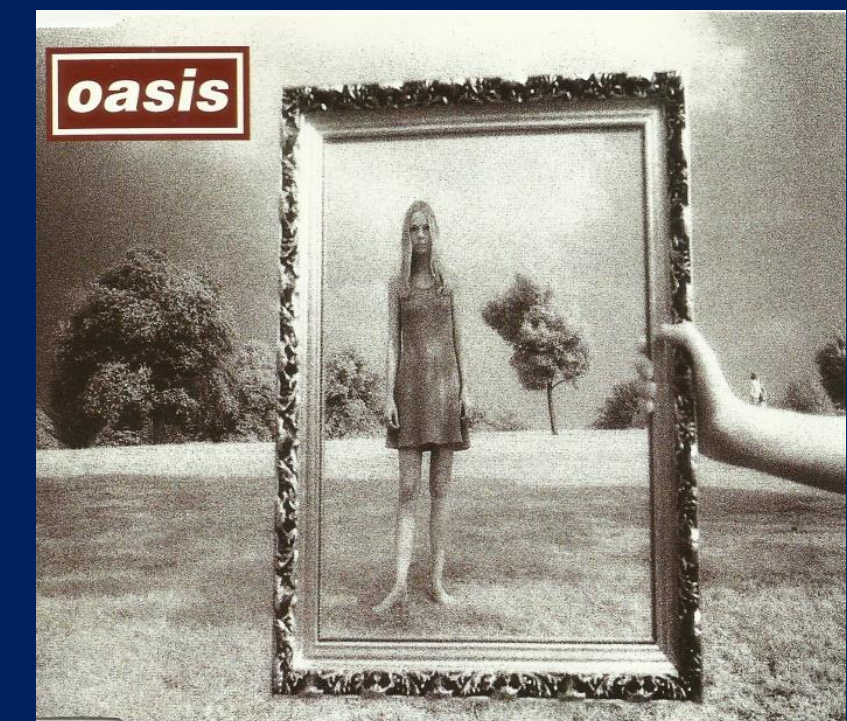
Of A Revolution



My Head Explodes ☹

### Wonderwall

Oasis



Light at the end of  
the tunnel ☺

# what is he talking about?



**PRESSURE**

PUSHING DOWN ON ME

PRESSING DOWN ON YOU

NO MAN ASK FOR

**UNDER**

**PRESSURE**

THAT BURNS A BUILDING DOWN

SPLITS A FAMILY IN TWO

PUTS PEOPLE ON STREETS

**UNDER PRESSURE - DAVID BOWIE & QUEEN**





# Consumer Landscape

Who  
What  
Where



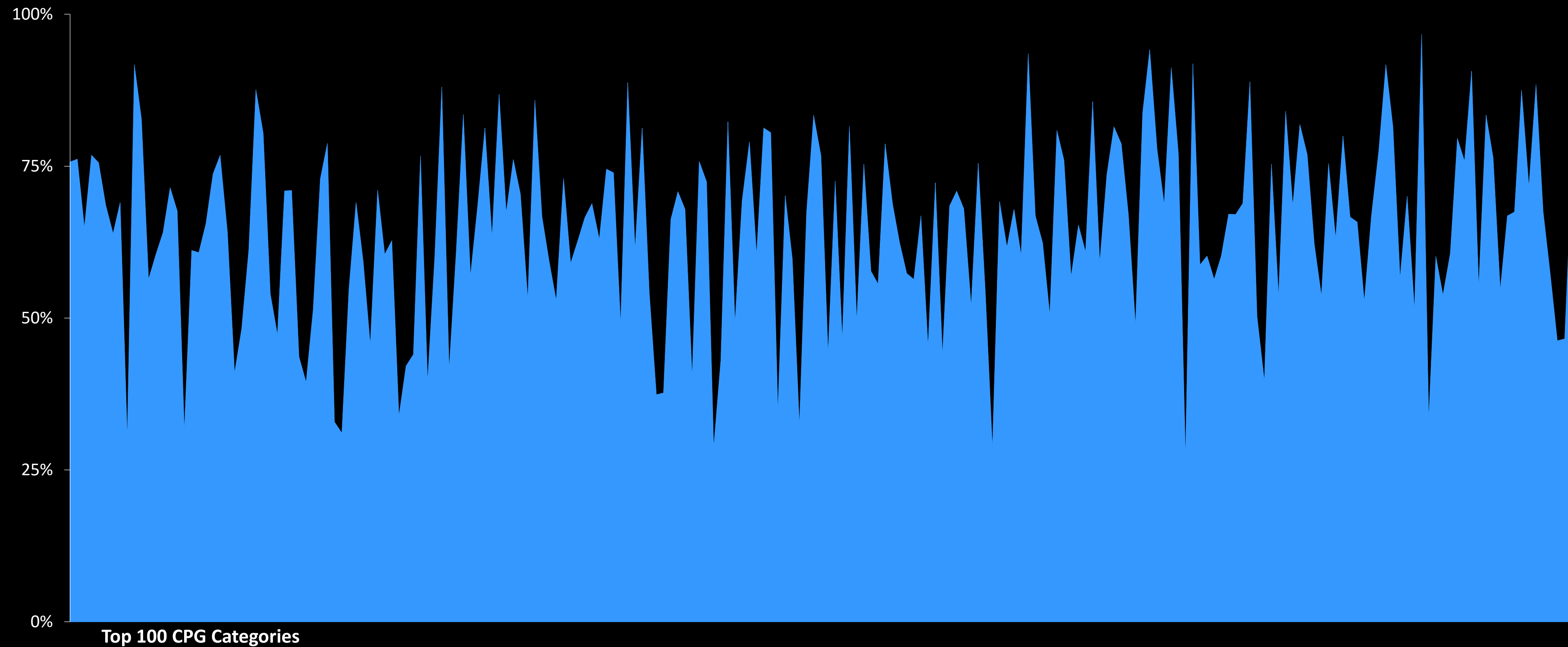
# Evolving Retail

Channel  
Omni  
Private Label

CPG is  
hard!

# we are all feeling it...

% of Category Events that Don't Break Even



Top 100 CPG Categories

Source: Nielsen Trade Promotion Landscape Analysis

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Next →



**EXIT LIGHT, ENTER NIGHT,  
TAKE MY HAND  
WE'RE OFF TO NEVER NEVER-LAND**





**Andre Romero**

Vice President, Revenue Growth  
Management at Campbell Soup  
Company

Who's viewed your profile 148

Views of your post 92

Your saved articles 5

Access exclusive tools & insights  
■ Reactivate Premium for Free

## Recent

👤 Pearl Jam - The World's Gre...

👤 UCF College of Business Ad...

👤 Red Sox Nation

👤 Ateneo de Manila University...

👤 Ateneo Management Engine...

## Groups

👤 Pearl Jam - The World's Gre...

👤 UCF College of Business Ad...

👤 Red Sox Nation

Show more ▾

Andre Romero commented on this



Here's an example of why pricing and branding is so hard in the CPG space for national brands. Imagine you are a brand manager spending tens of millions of dollars trying to create brand differentiation every which way possible. Then along comes the retailer. With one stroke of a blanket price promotion at the point of purchase, they negate all the hard work by basically saying with the price offer, "Buy Coke or Pepsi or Dr. Pepper, whatever, it's all the same. Oh, and you may want to buy sparkling water instead, that's more expensive (per serving) and therefore more valuable!" #pricing #branding #CPG #marketing ...see more



👍 78 • 10 Comments

## Today's news and views



- **CEOs are dropping like flies**  
6h ago • 10,568 readers
- **Scores drop as more take SAT**  
13h ago • 14,786 readers
- **Match.com sued for tricking users**  
12h ago • 10,179 readers
- **Thomas Cook employees say goodbye**  
17h ago • 74,878 readers
- **Best Buy to cut \$1B in costs**  
7h ago • 18,814 readers
- **Up in vape: Cig-maker merger is off**  
13h ago • 22,050 readers
- **Should medical debt be forgiven?**  
16h ago • 13,438 readers
- **Low-income workers are job hopping**  
16h ago • 19,198 readers
- **Vox snaps up New York Magazine**  
17h ago • 2,052 readers
- **Climate change's next victim: food**  
17h ago • 7,423 readers

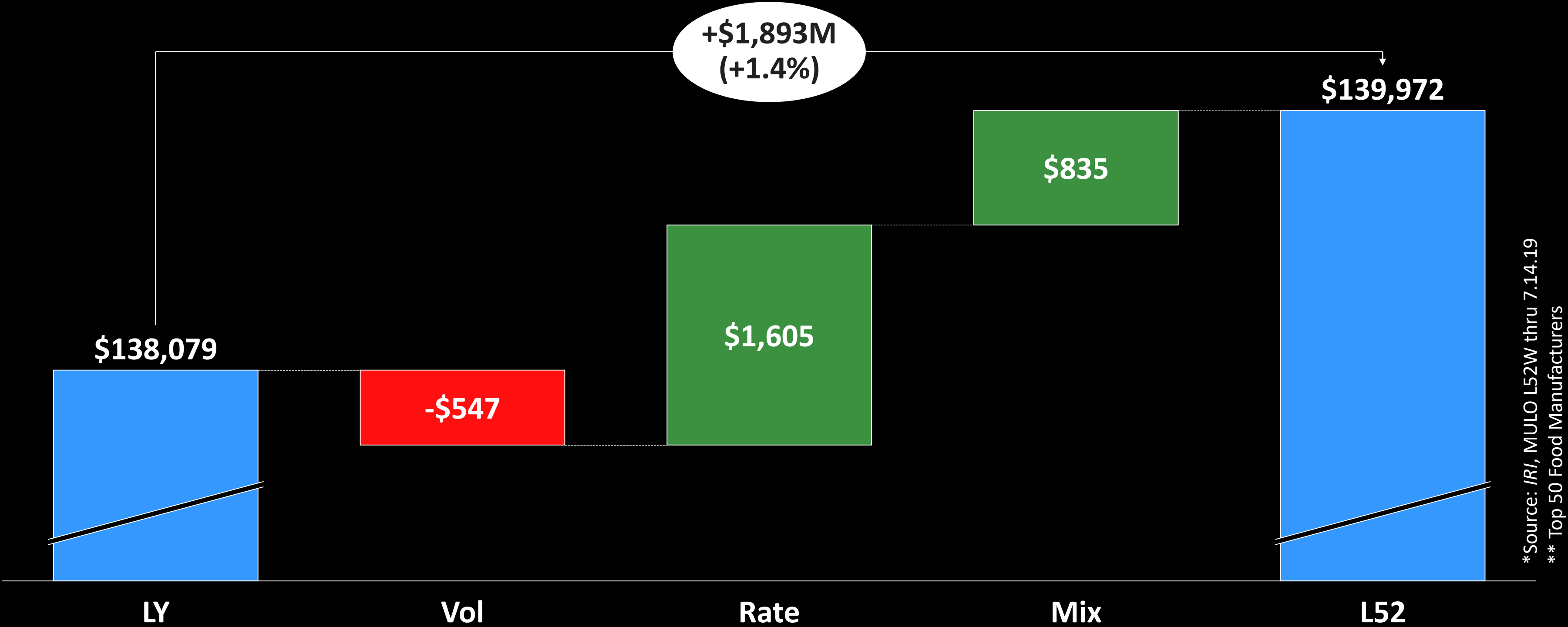
Show less ▾

Add to your feed





# RGM vs Pricing vs Sales Prevention!

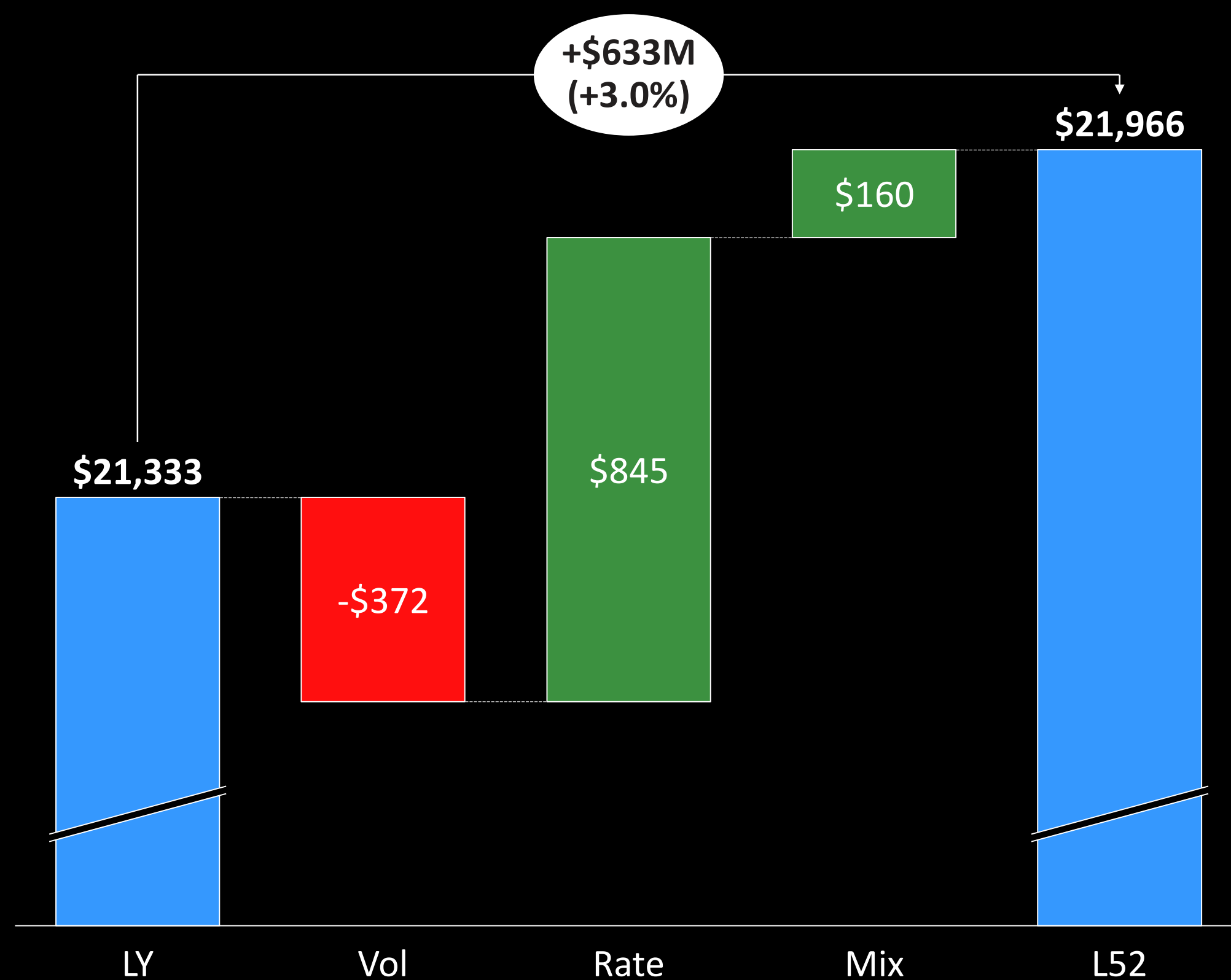


Volume	Rate	Mix
“sell more stuff”	“charge more for it”	“sell more of the expensive stuff”
marketing, innovation, consumer demand, category trend, shopper, channel growth, price pack architecture	LPI / base, guardrails / promo depth and frequency, trade efficiency, price pack architecture	price pack architecture, mix management
	Net Price Realization	



# Who does it well?

Previous



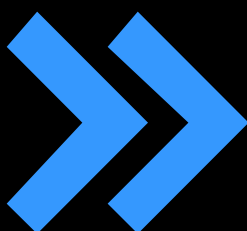
11



\*Source: IRI, MULO L52W thru 7.14.19

Next





# What is going on with this ad?

## Volume

- 3 Manufacturers →  
    >97% of Households
- Must Buy 3 →  
    Incremental Units

## Rate

- Less than 3 units →  
    \$5.49 Each
- No Subsidized Base
- Not 4/\$10, 3/\$9, 3/\$10

## Mix

- 8-pk 12oz bottles
- 8-pk Sparkling Water

Andre Romero commented on this

Here's an example of why pricing and branding is so hard in the CPG space for national brands. Imagine you are a brand manager spending tens of millions of dollars trying to create brand differentiation every which way possible. Then along comes the retailer. With one stroke of a blanket price promotion at the point of purchase, they negate all the hard work by basically saying with the price offer, "Buy Coke or Pepsi or Dr. Pepper, whatever, it's all the same. Oh, and you may want to buy sparkling water instead, that's more expensive (per serving) and therefore more valuable!" #pricing #branding #CPG #marketing ...see more



78 • 10 Comments



- ✓ Grew units, dollars, profit...
- ✓ Largest soda week in retailer's history!
- ✓ Dr Pepper Snapple awarded Category Adviser of the Year





i'm coming  
out of my cage  
and i've been  
doing just  
fine

THE KILLERS



DESTINY is  
CALLING ME.  
OPEN UP MY  
eager eyes.  
I'M MR.  
BRIGHTSIDE.





- Building customer promotion plans
- Insights, data analysis to identify opportunities and areas for improvement
- Execution of pricing strategy
- Consolidates POS, syndicated, internal financial and other data sources as well as model coefficients for advanced analytics
- Trade execution of trade terms: funds, creating accruals, check book management, settlements, clearing customer deductions

- **BUSINESS INTELLIGENCE**
- **TRADE PROMOTION MANAGEMENT**
- **PRICING STRATEGY**
- **CUSTOMER PLANNING / EXECUTION**

POST-EVENT ANALYSIS

EFFECTIVENESS

MANAGEMENT

DATA

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Next ↓

the journey





**“YOU GET ON BASE, WE WIN.      YOU DON’T, WE LOSE.”**



- Using machine learning determine promotional plans and set promotional calendars
- Provides decision automation, indicates the optimal path a series of insights
- **PROBABILISTIC TRADING**
- **PRECISION ACTION**
- **INSIGHTS INTO ACTION**
- **AUGMENTED INTELLIGENCE**

OPTIMIZATION

OPTIMIZATION

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the journey



LOVE ME FASTER THAN THE DEVIL  
RUN ME STRAIGHT INTO THE GROUND  
DROWNING DEEP INSIDE YOUR WATER  
DROWNING DEEP INSIDE YOUR SOUND



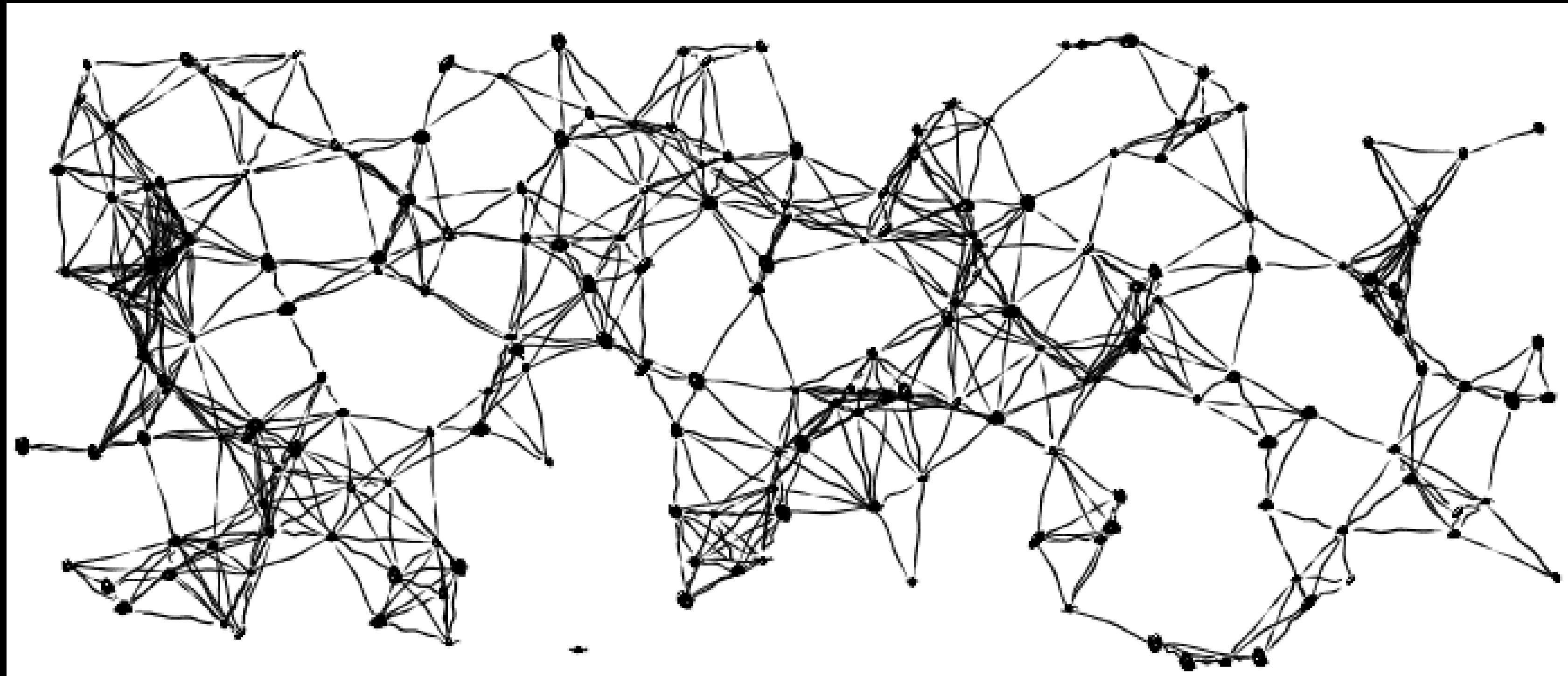


**TACTIC**  
tpr | multiple | % off  
depth of discount

**ANALYTICS**  
elasticity | threshold | cross-  
price | cannibalization |  
incrementality | post-event ROI

**KPI**  
net sales | gross margin | share  
retail dollars | retail margin |  
units/store/week

**MY  
HEAD  
HURTS**



**MERCH**  
display  
feature  
POS

**TIMING**  
seasonality  
frequency

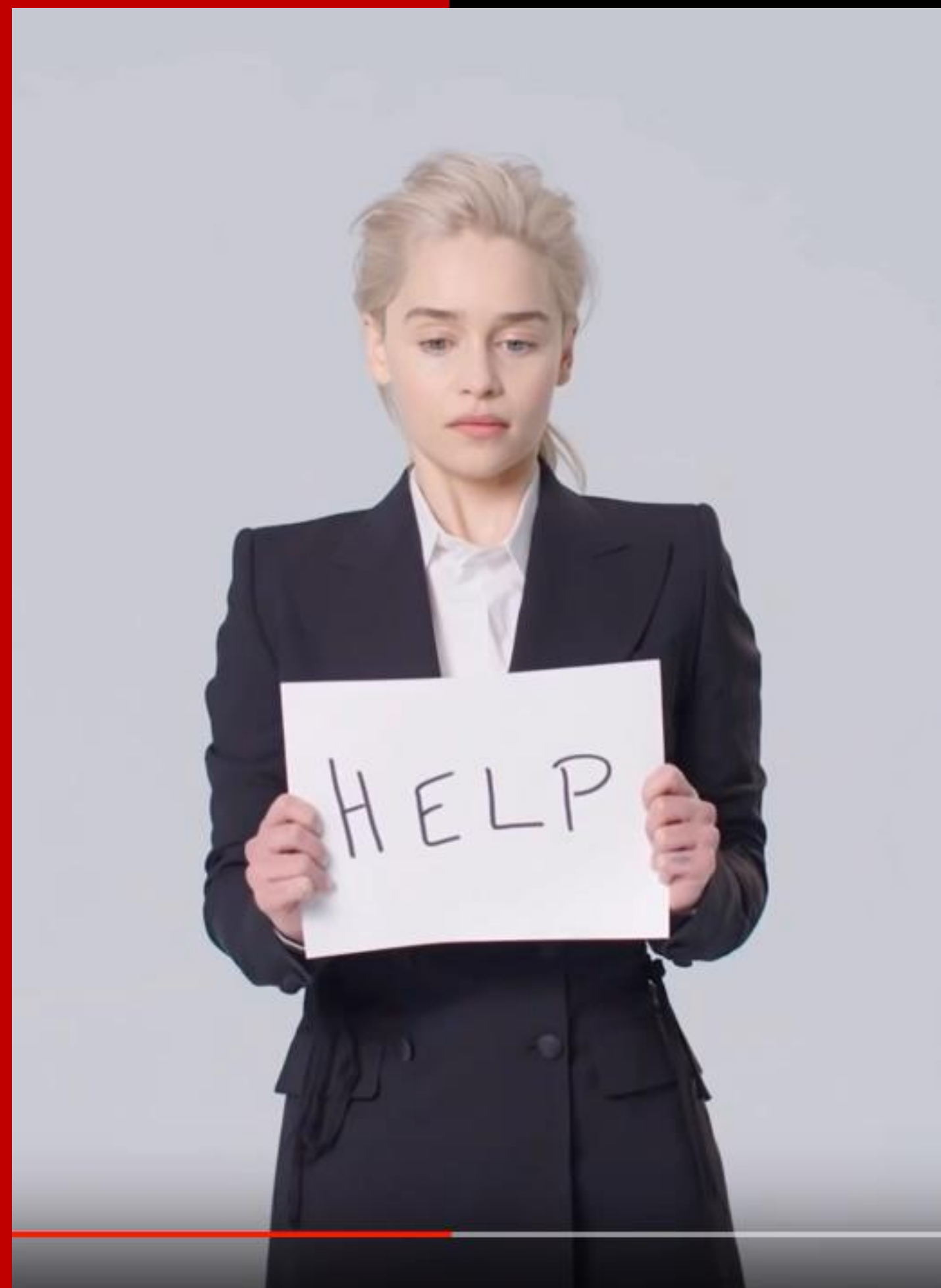
**GEOGRAPHY**  
channel | customer | banner  
cluster | region | store

**CATEGORY**  
competition | private label  
growth vs margin

**CONSUMER**  
households | segments  
trips | items in basket



**MY HEAD  
EXPLODES!!!**



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Fewer sales people

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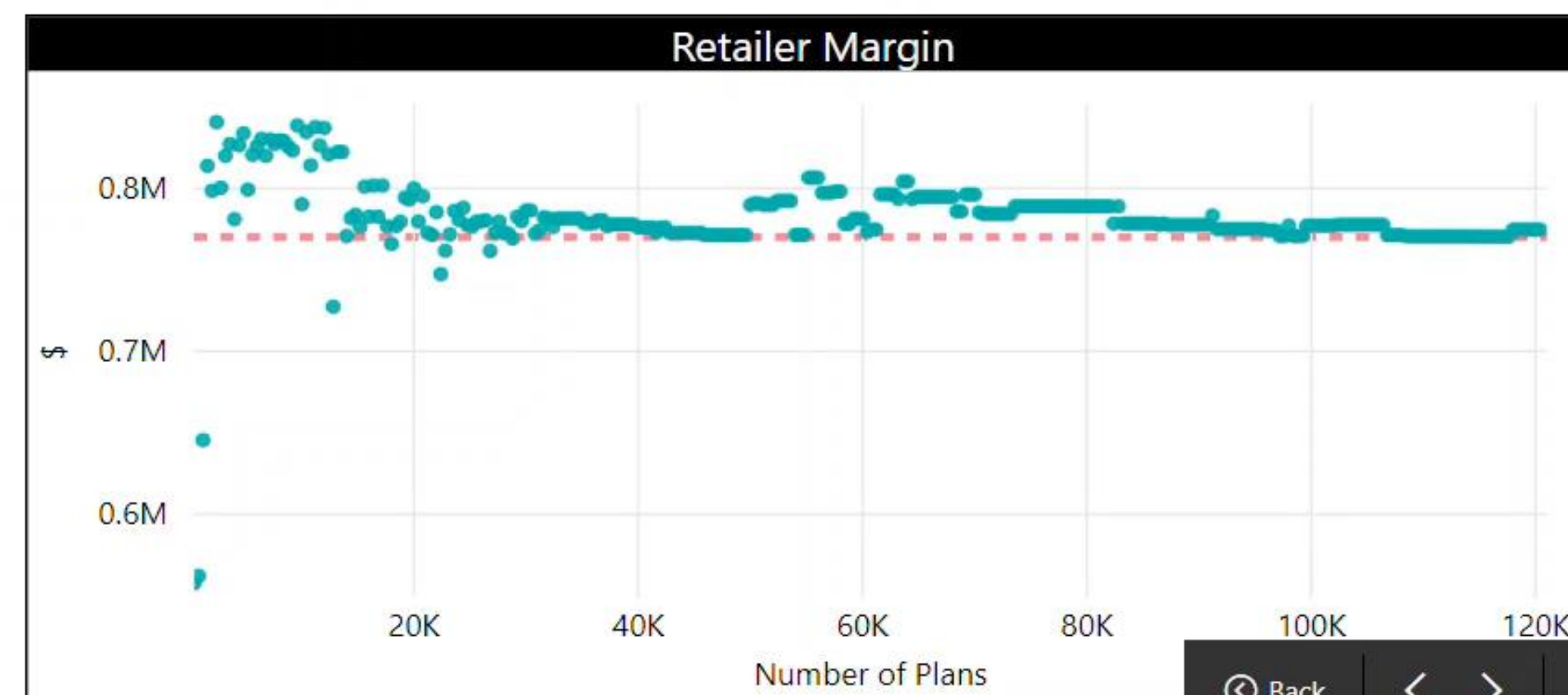
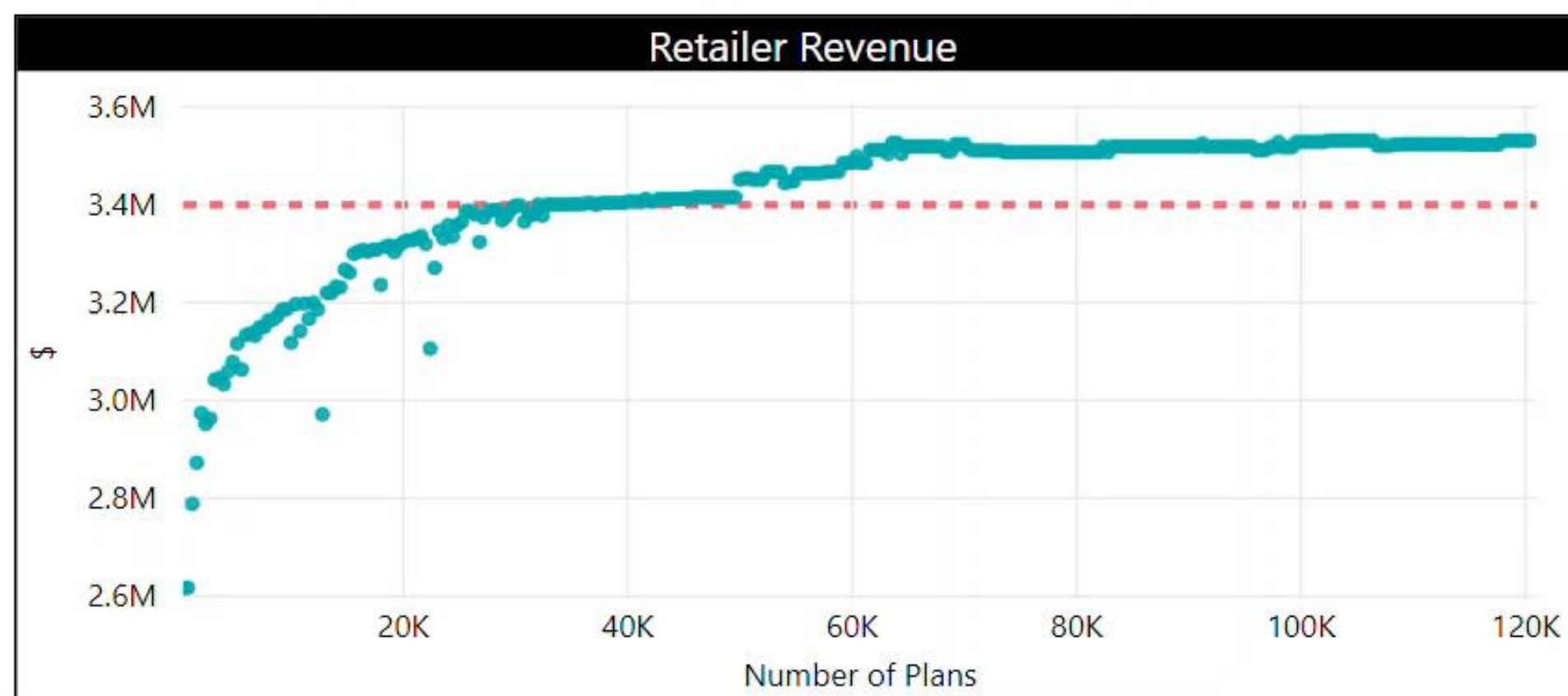
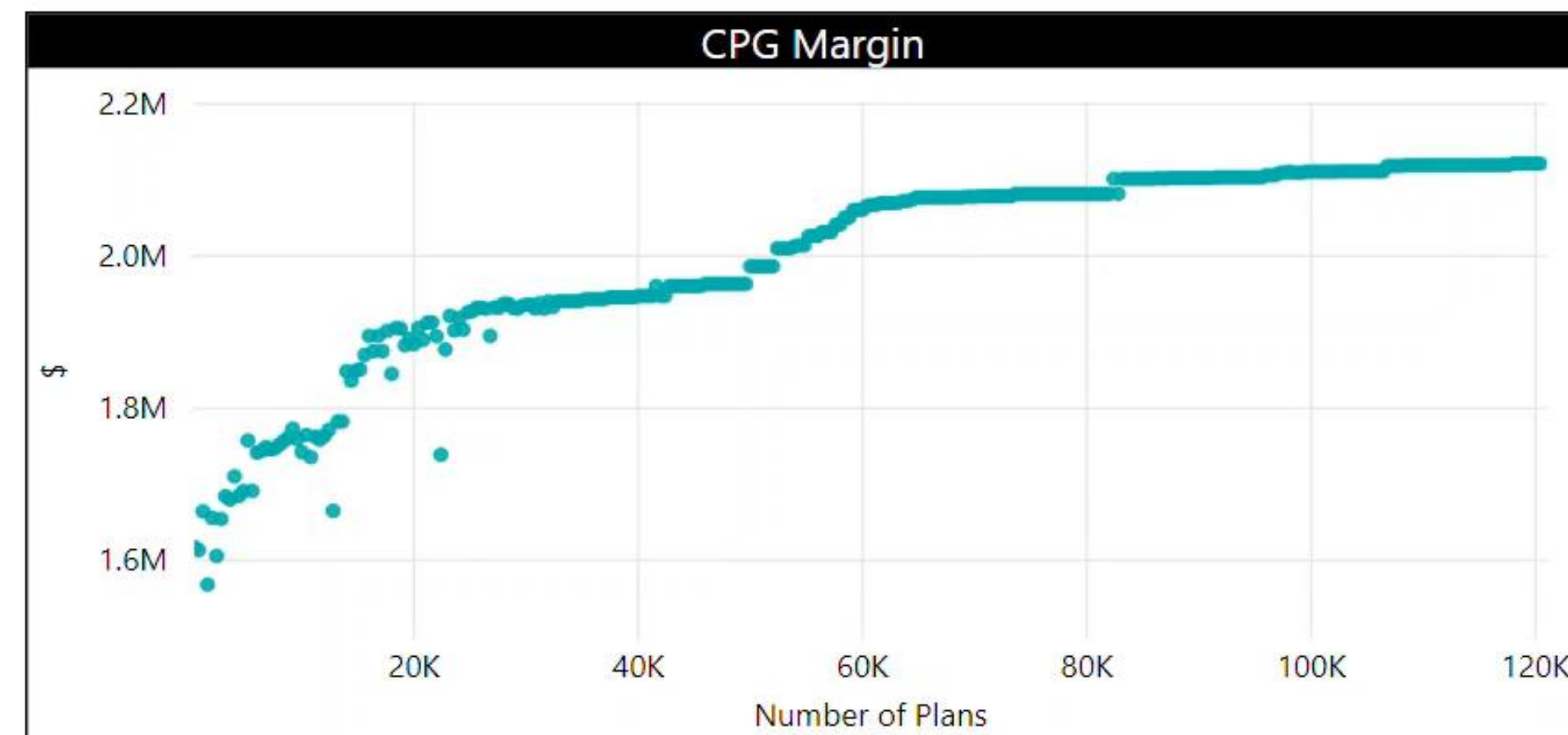
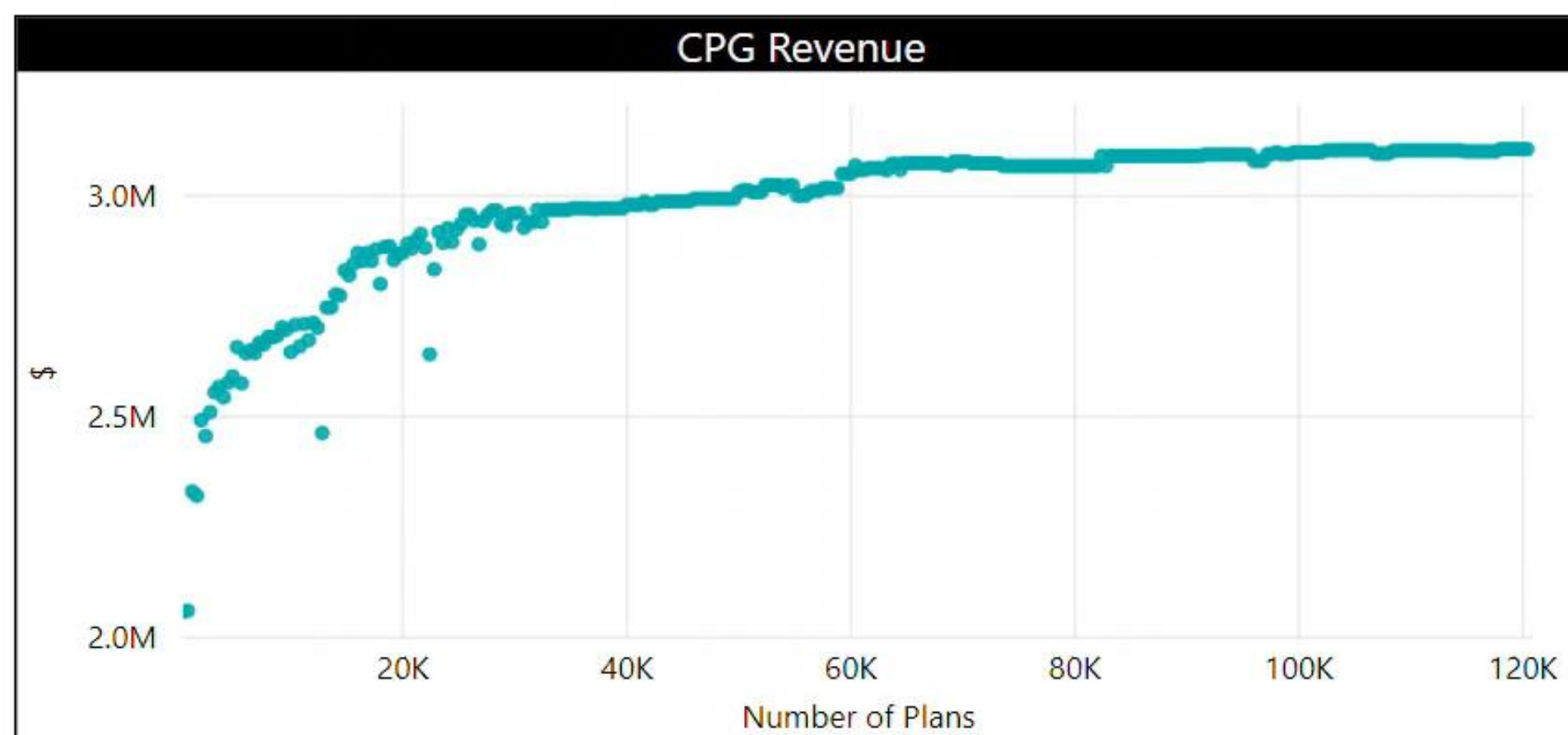
More things to sell

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At more places

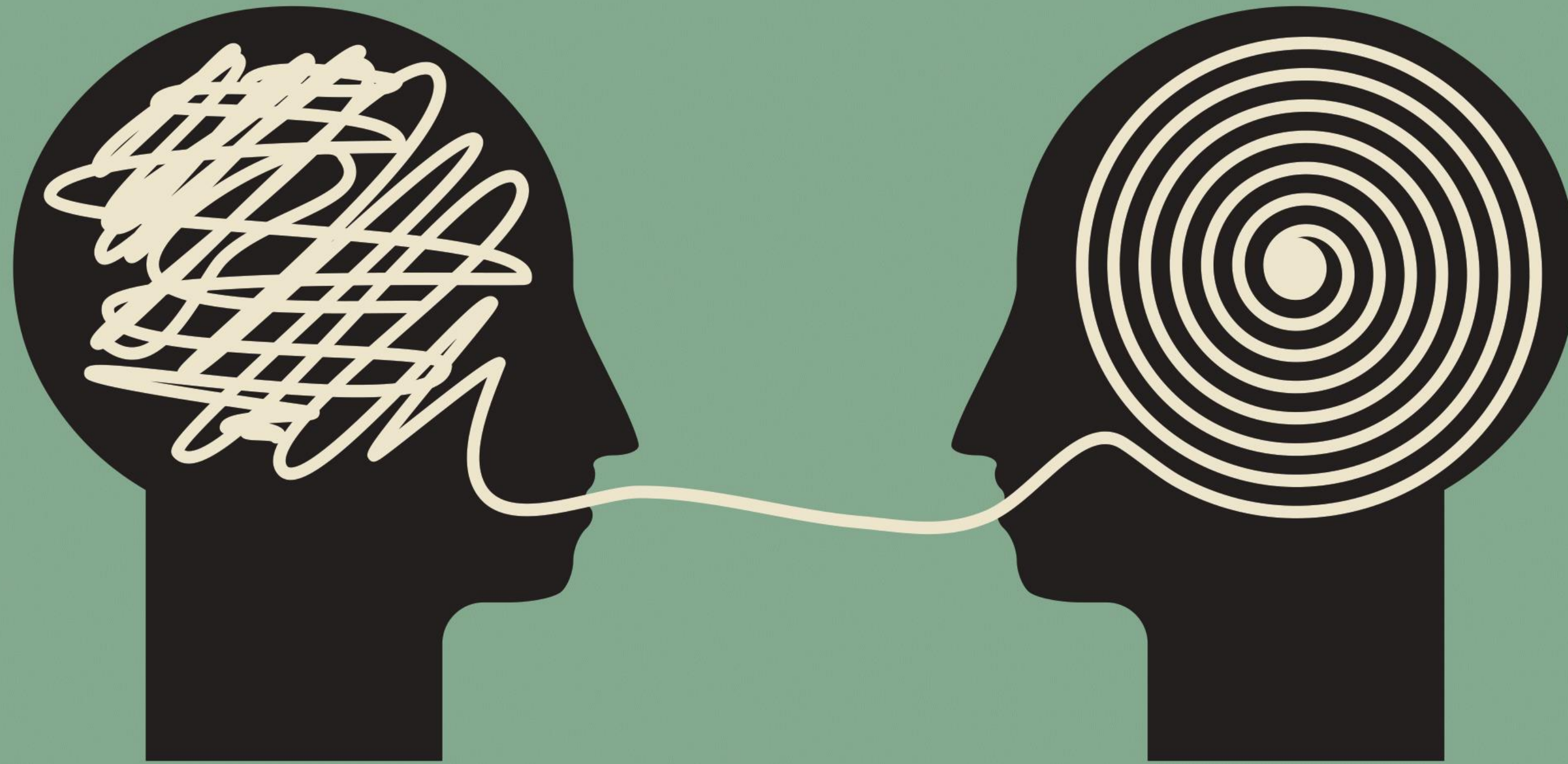


# A thought experiment...





What if AI could...?



MY HEAD IS BACK IN ONE PIECE...





AND ALL THE ROADS WE HAVE TO WALK ARE WINDING  
AND ALL THE LIGHTS THAT LEAD US THERE ARE BLINDING



COZ MAYBE, YOU'RE GONNA BE THE ONE THAT SAVES ME  
AND AFTER ALL, YOU'RE MY WONDERWALL



# where are we headed?



expansion

contraction



# «« expansion »»

» focus on the long-term

» more / new data, advanced analytics

» deeper insights, focused strategies

» broader structure and roles





Source: POI



contraction



We are under pressure

Do not go off to never-never land

Let RGM come out of its cage, and you will do just fine

Destiny is calling us!

But beware of drowning deep inside the data

The journey we have to walk is winding





# hank you

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*COZ MAYBE, YOU'RE GONNA BE THE ONE THAT SAVES ME  
AND AFTER ALL, YOU'RE MY WONDERWALL*