



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



about me

ANDRE ROMERO

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

Prophet
Brand
Relevance
Index™

THE TOP 10 BRANDS IN THE US

01



02

Google

03

amazon

04

NETFLIX

05



06



07



08

PIXAR

09

Disney

10

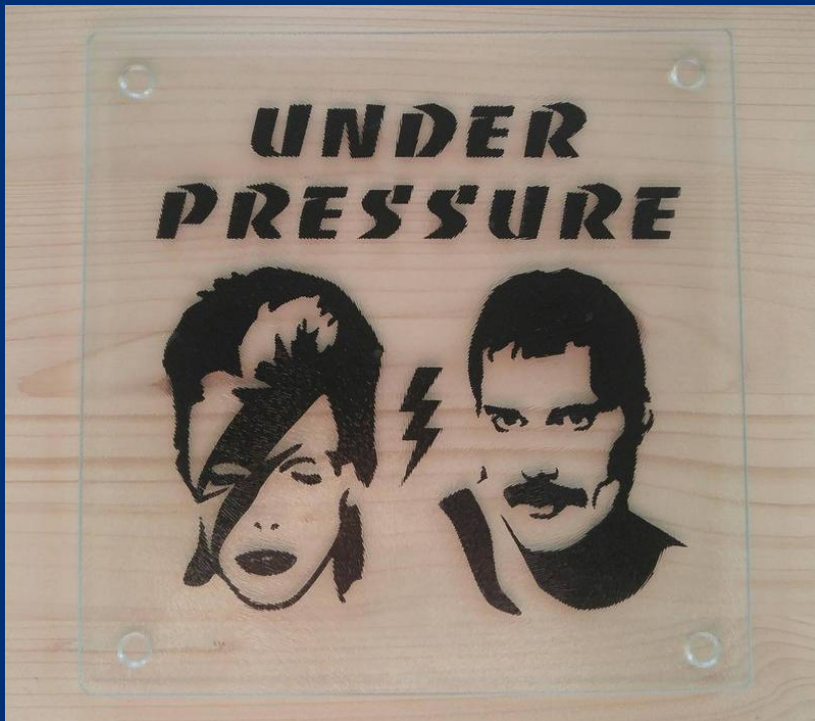
SAMSUNG

Revenue Growth Management Playlist

#RGMRocks

Under Pressure

David Bowie + Queen



CPG is Tough!

Enter Sandman

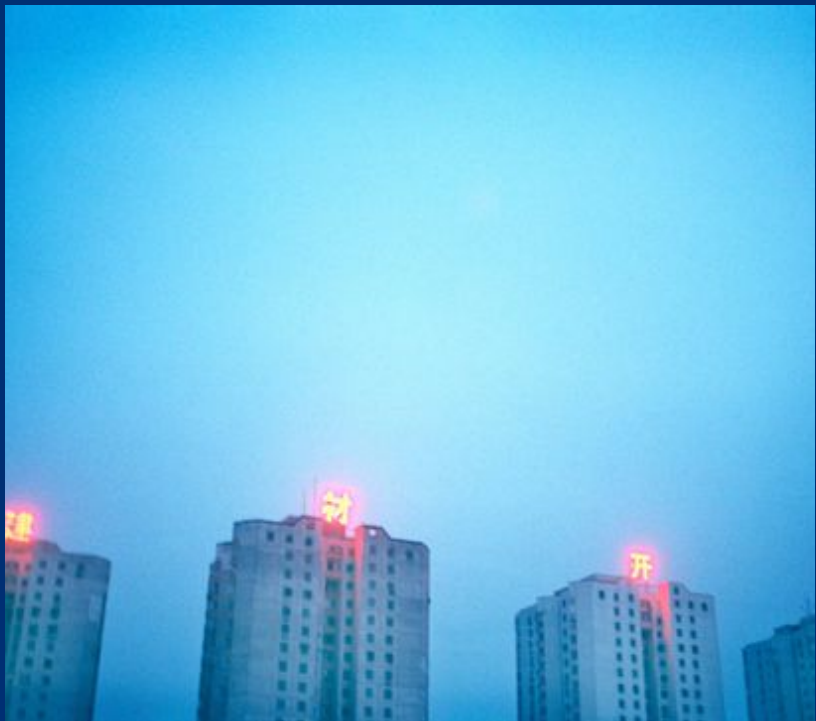
Metallica



Is RGM Sales
Prevention?

Mr. Brightside

The Killers



The Journey So Far...

Love and Memories

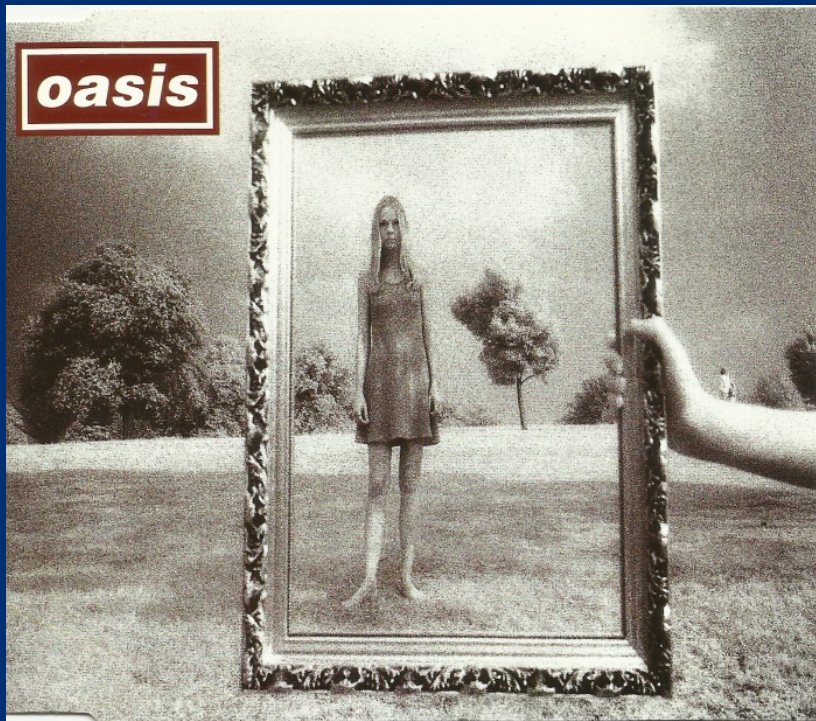
Of A Revolution



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



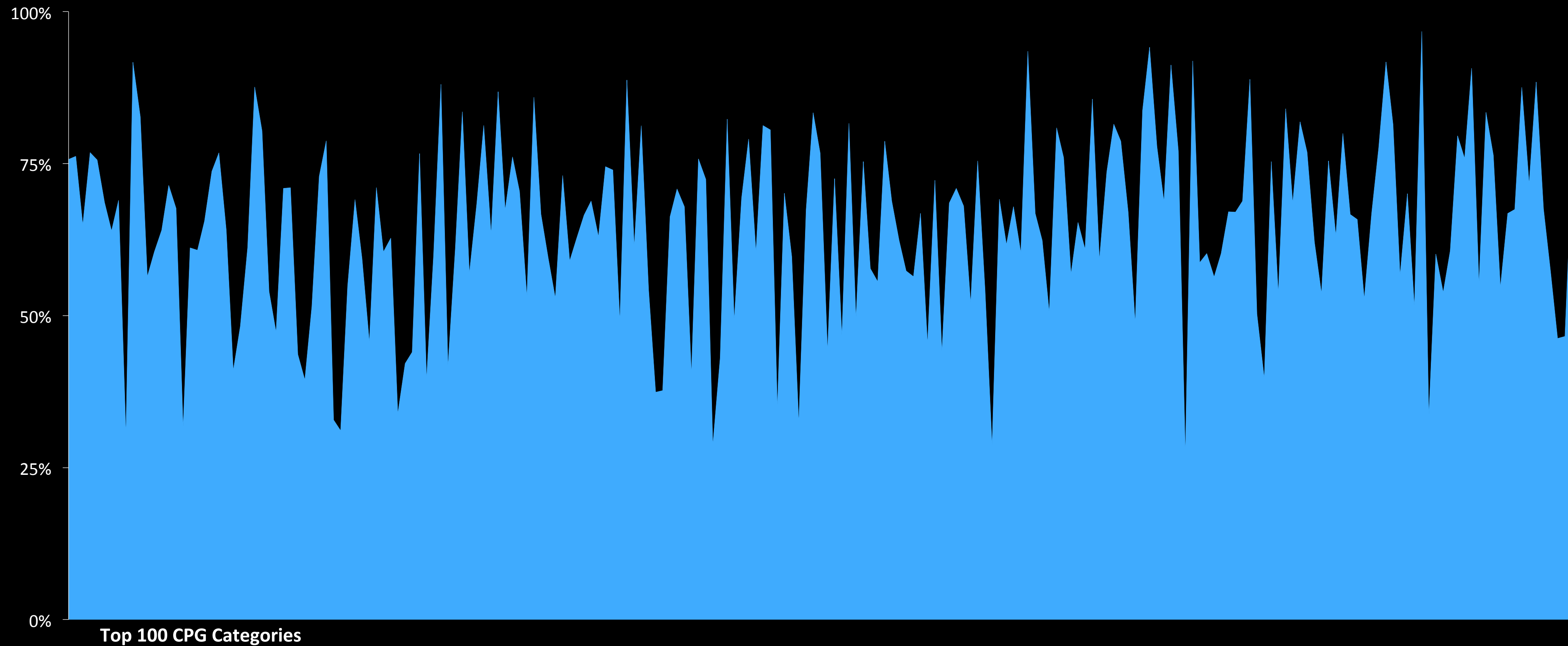
Evolving Retail

Channel
Omni
Private Label

CPG is
hard!

we are all feeling it...

% of Category Events that Don't Break Even



Top 100 CPG Categories

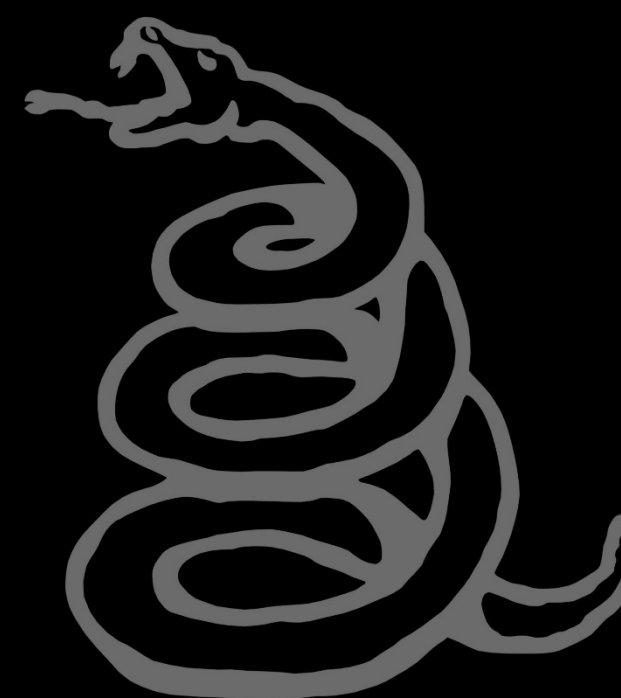
Source: Nielsen Trade Promotion Landscape Analysis

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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

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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

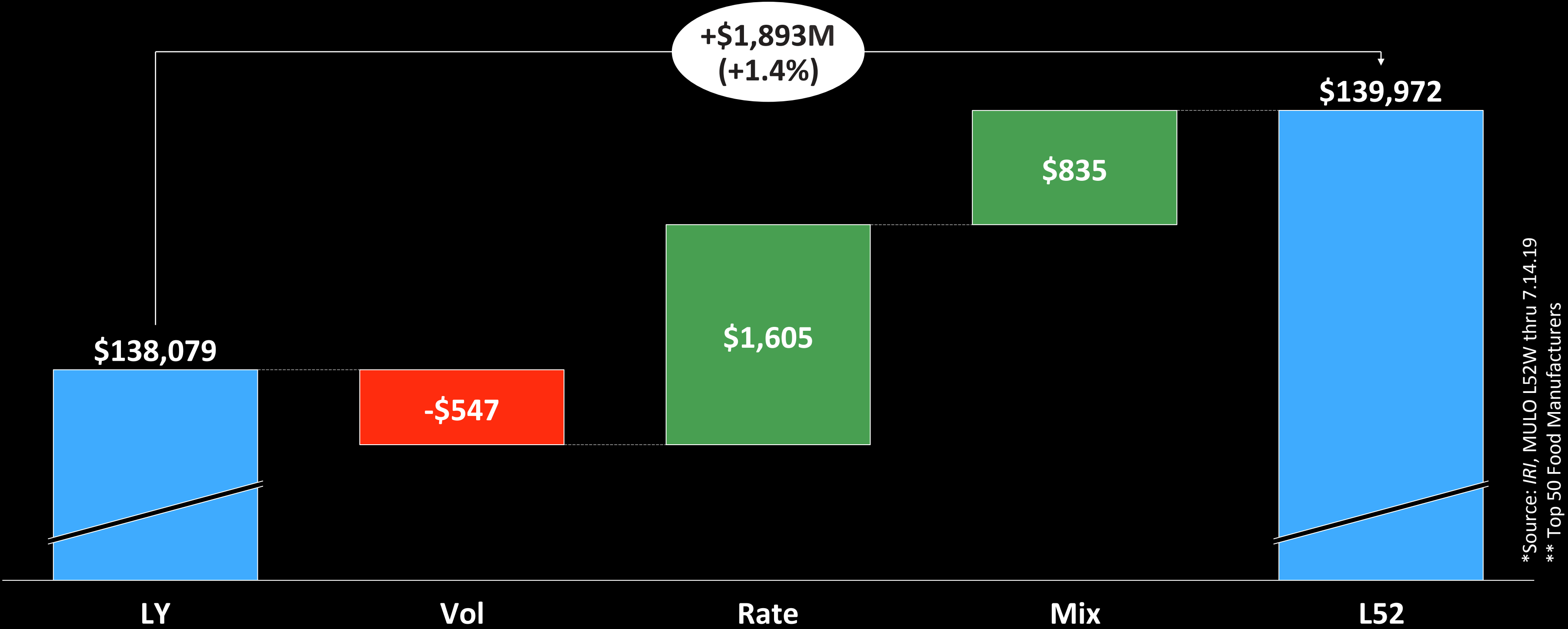
- **CEOs are dropping like flies**
6h ago • 10,568 readers
- **Scores drop as more take SAT**
13h ago • 14,786 readers
- **Match.com sued for tricking users**
12h ago • 10,179 readers
- **Thomas Cook employees say goodbye**
17h ago • 74,878 readers
- **Best Buy to cut \$1B in costs**
7h ago • 18,814 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

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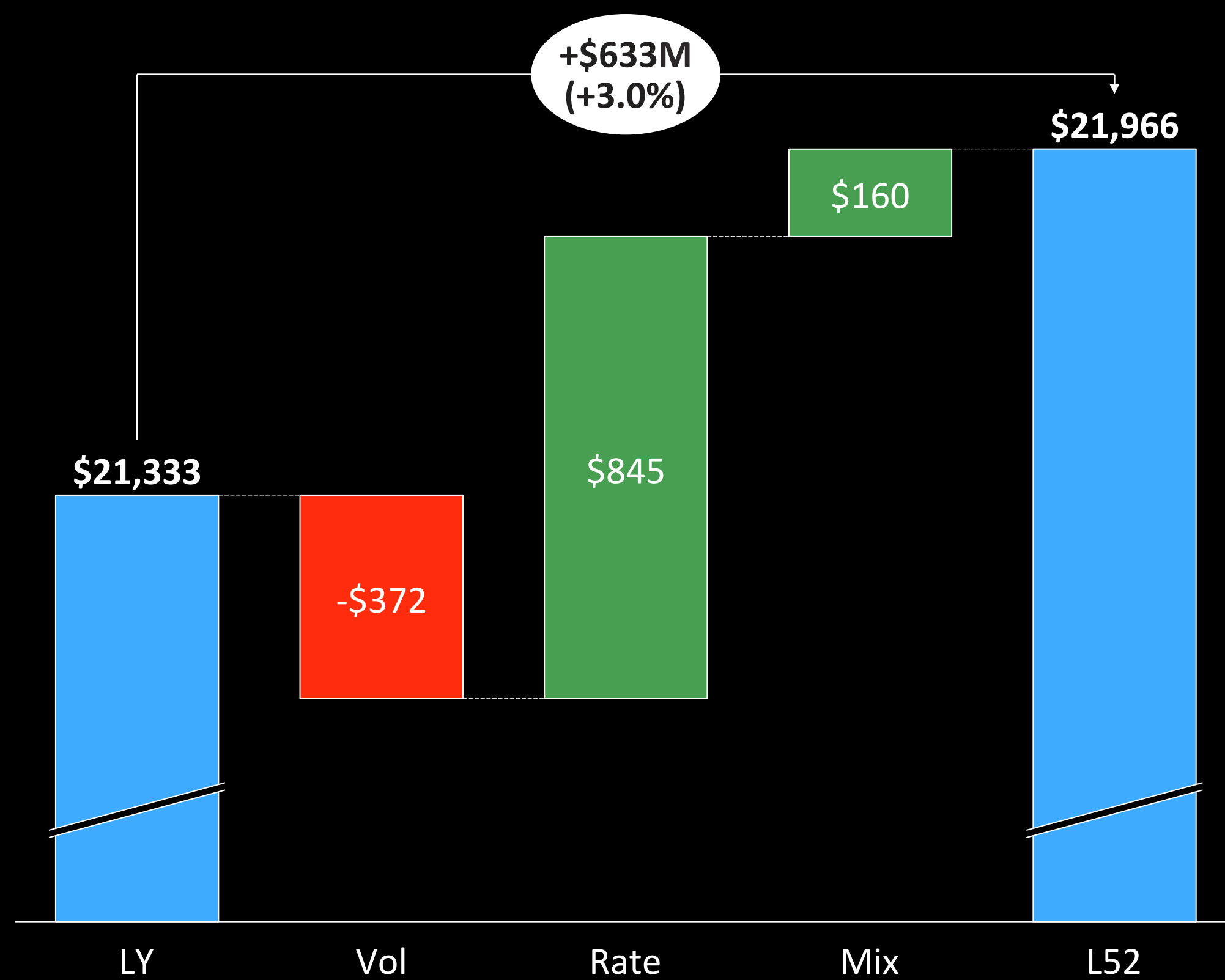
RGM vs Pricing vs Sales Prevention!



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?

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*Source: IRI, MULO L52W thru 7.14.19

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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

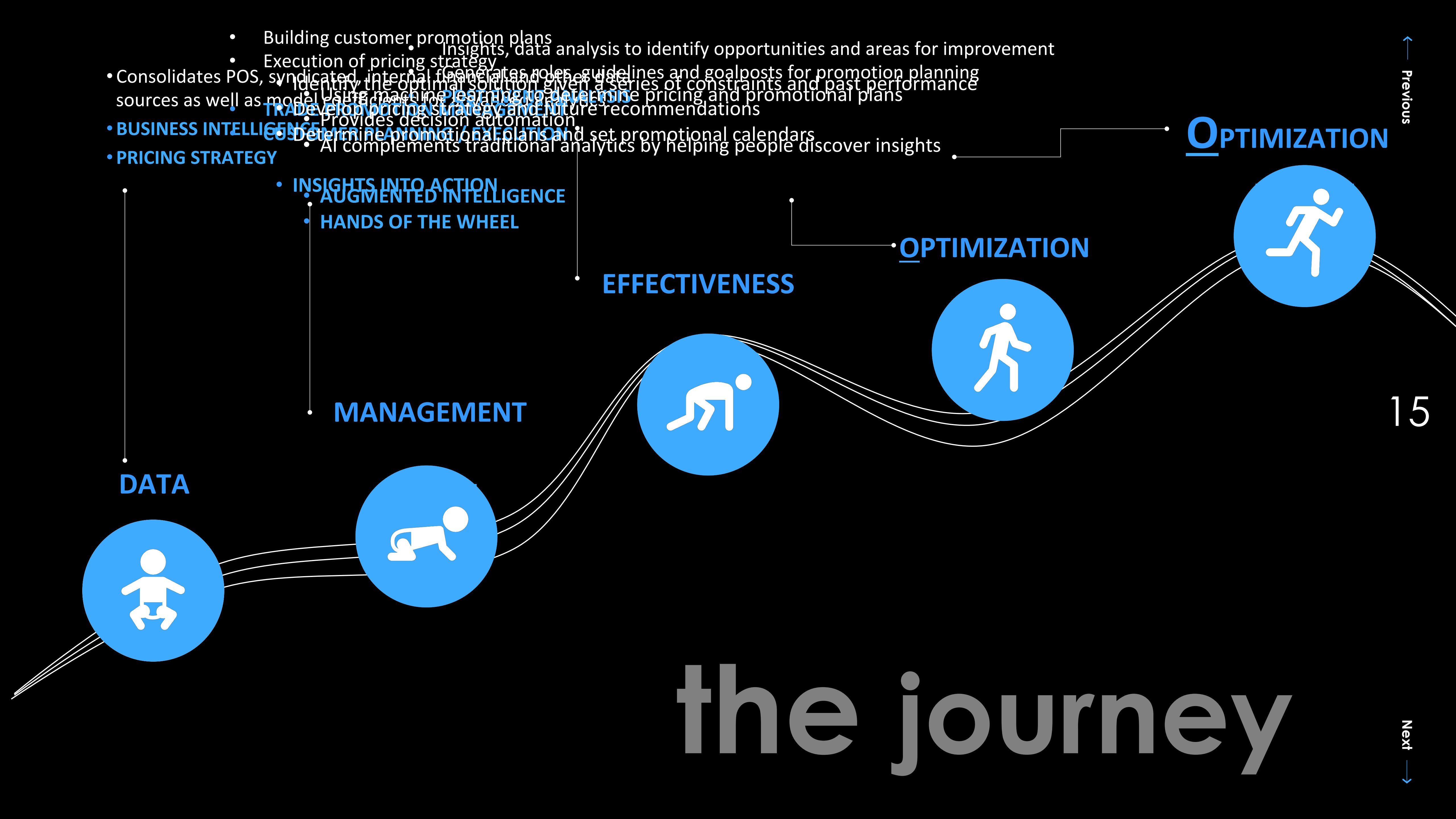


i'm coming
out of my cage
and i've been
doing just
fine

THE KILLERS

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





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

MERCH
display
feature
POS

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

TIMING
seasonality
frequency

CONSUMER
households | segments
trips | items in basket

GEOGRAPHY
channel | customer | banner
cluster | region | store

CATEGORY
competition | private label
growth vs margin

**MY
HEAD
HURTS**



More things to sell

At more places

Fewer people

**MY HEAD
EXPLODES!**

!!



A thought experiment...

Iterations

▶

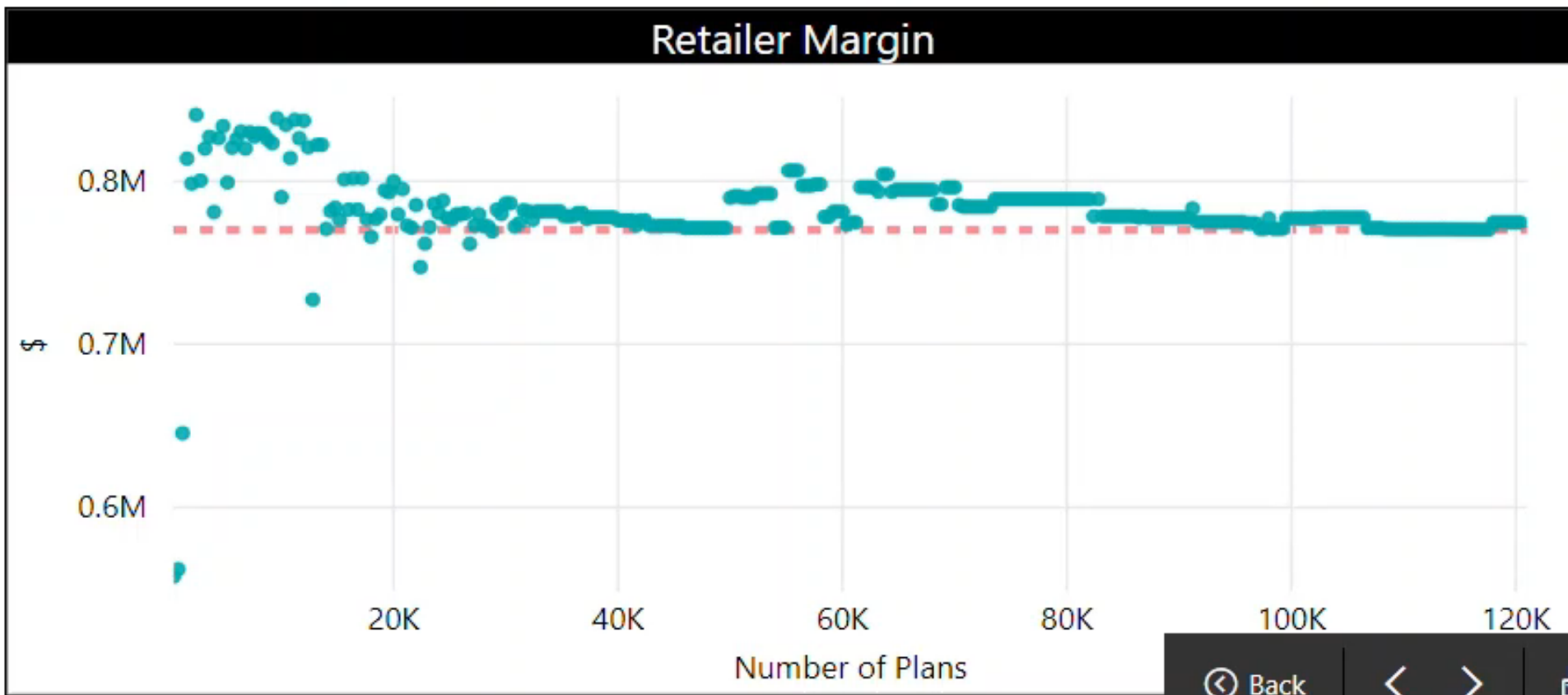
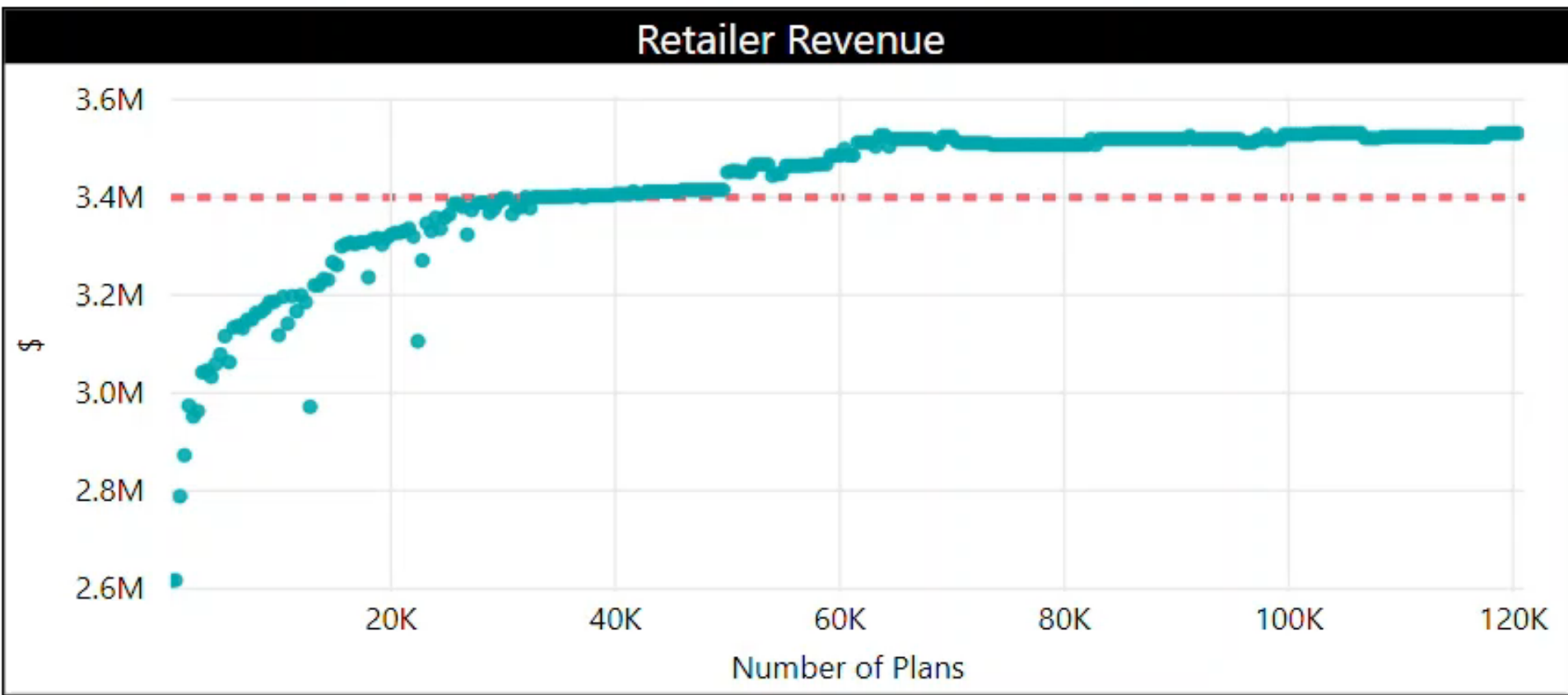
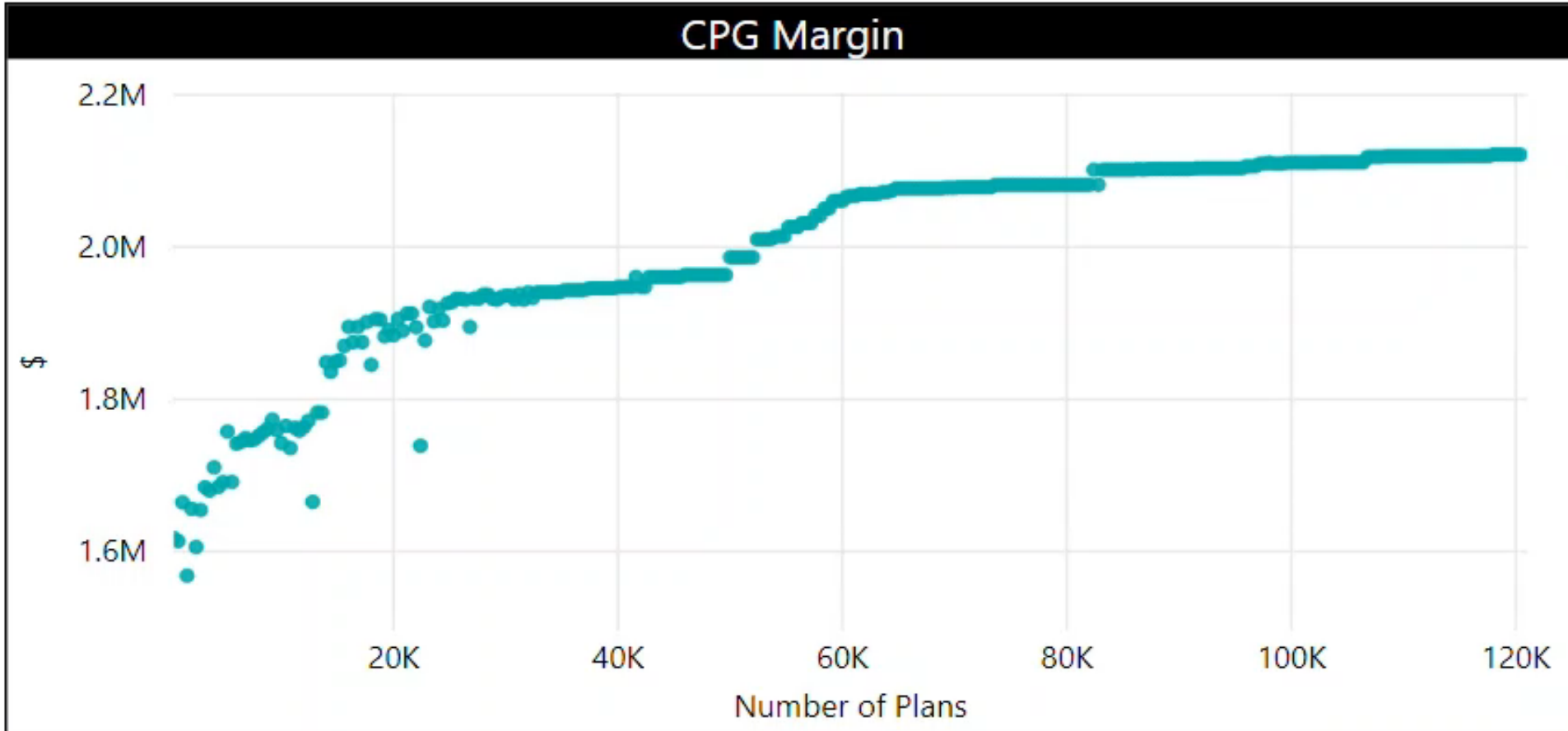
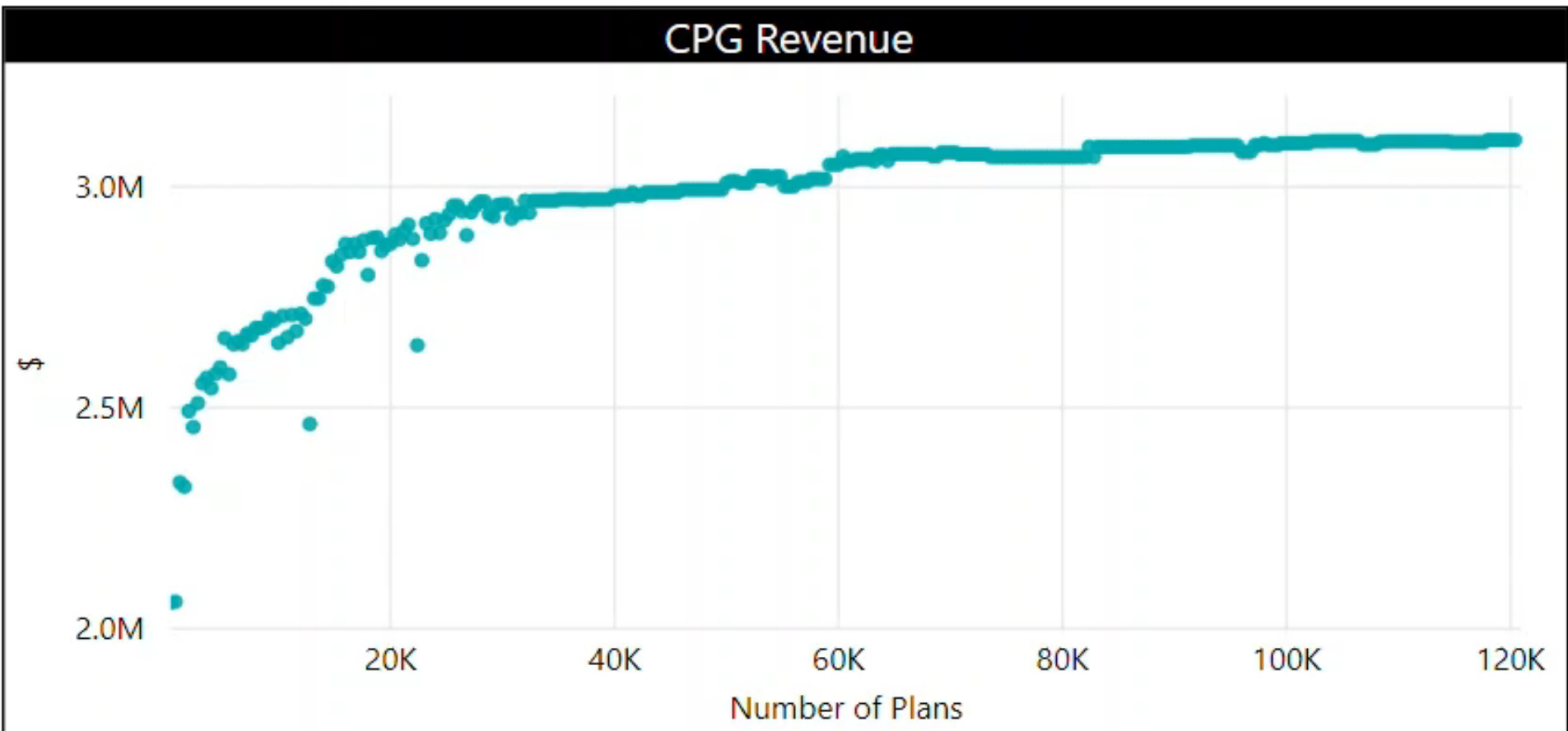
⏸

■

⏮

⏭

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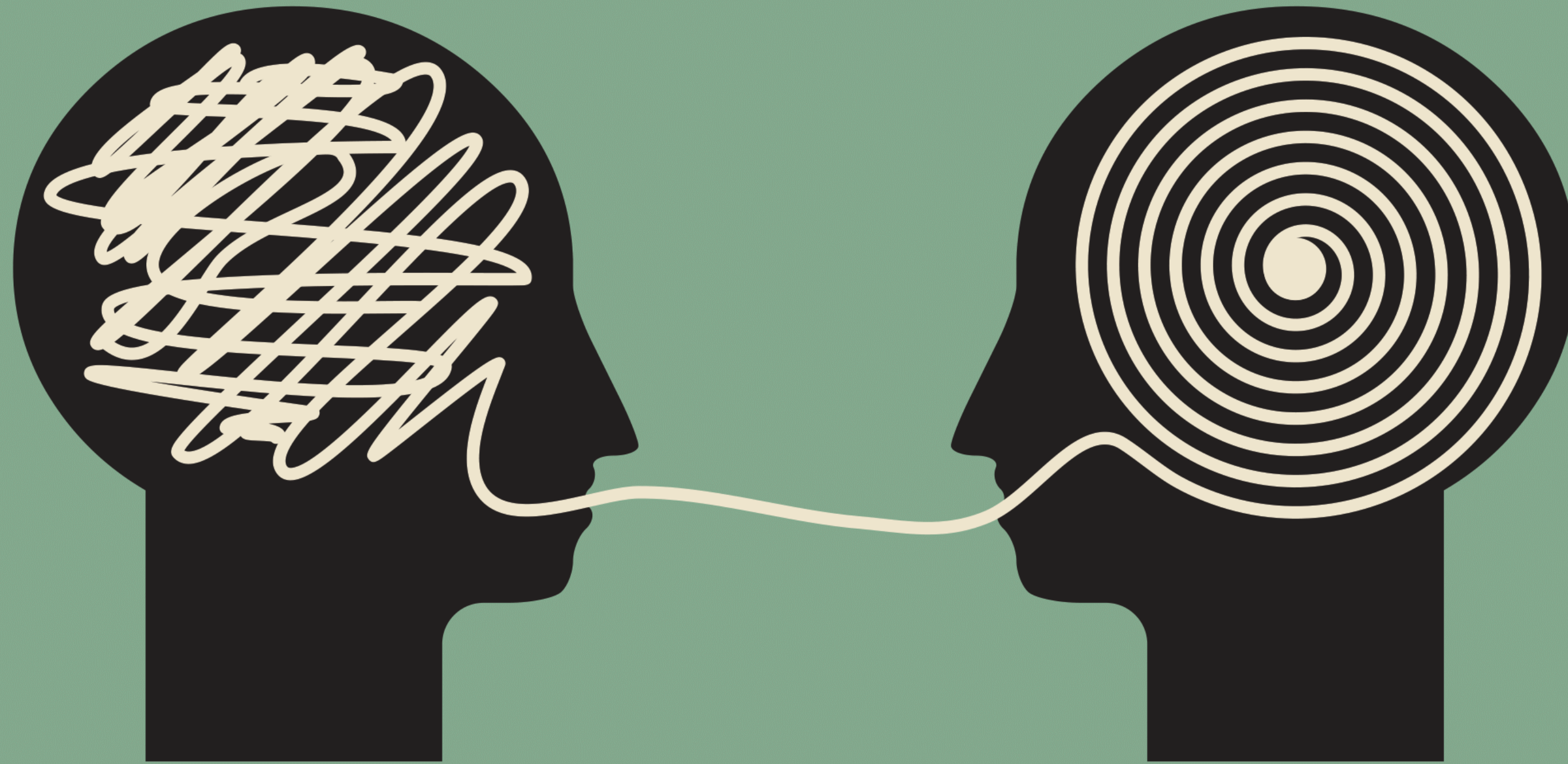


⏮ Back

⏪ ⏩

🖨️ ↗️

What if AI could...?



MY HEAD IS BACK IN ONE PIECE...



AND ALL THE ROADS THAT LEAD YOU THERE ARE
AND ALL THE LIGHTS THAT LIGHT THE WAY ARE B

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

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↓

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

» Smack dab
in the middle! «

contraction

...under pressure

Exit light, enter night!

...drowning deep inside your sound

All the roads that lead you there are winding

Destiny is calling!



hank you



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