



# EGE **EPIC** Growth Exchange

27<sup>th</sup> and 28<sup>th</sup> March 2025, Dublin, Ireland



# Gerald Schreiber

RGM Transformation Consultant

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*Transformation of RGM*

# RGM Transformations Evolution & Learnings

Gerald Schreiber

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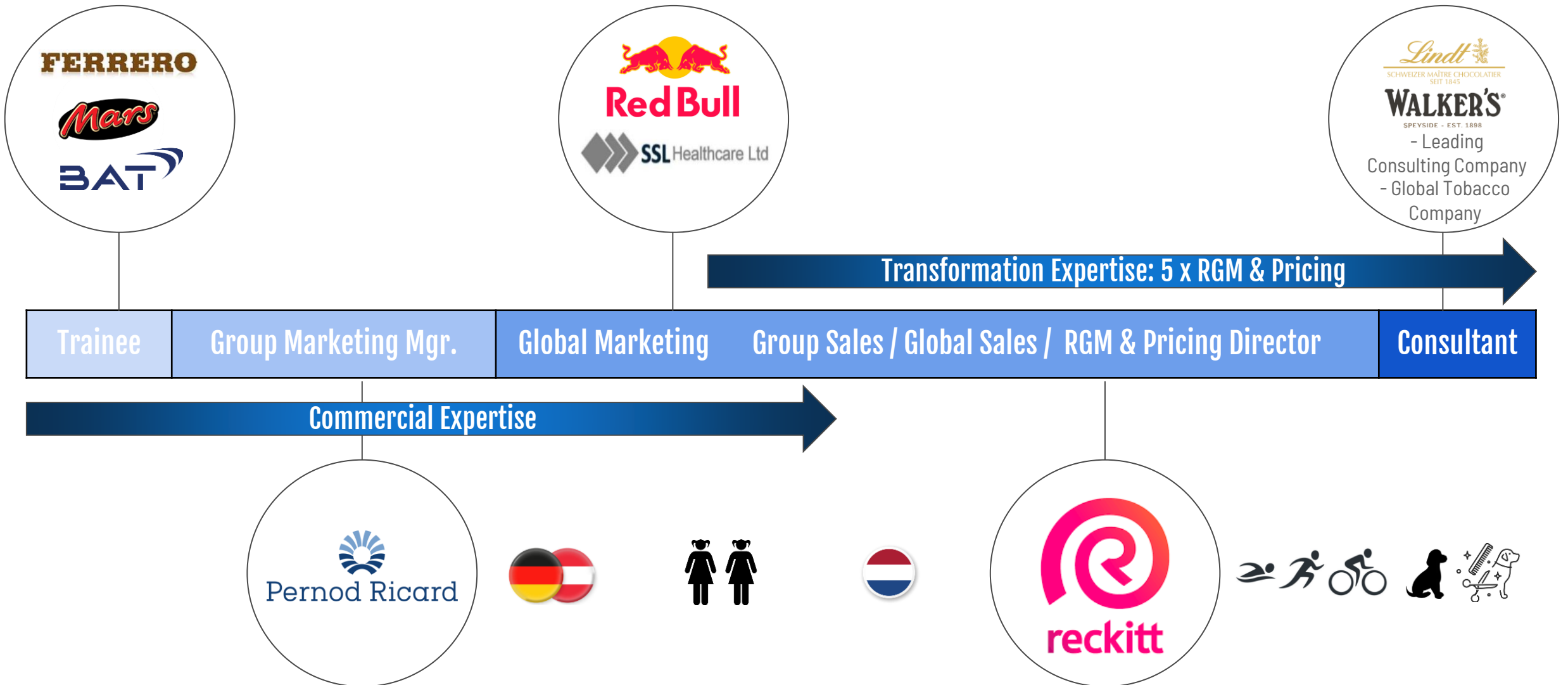


**Growth Exchange**

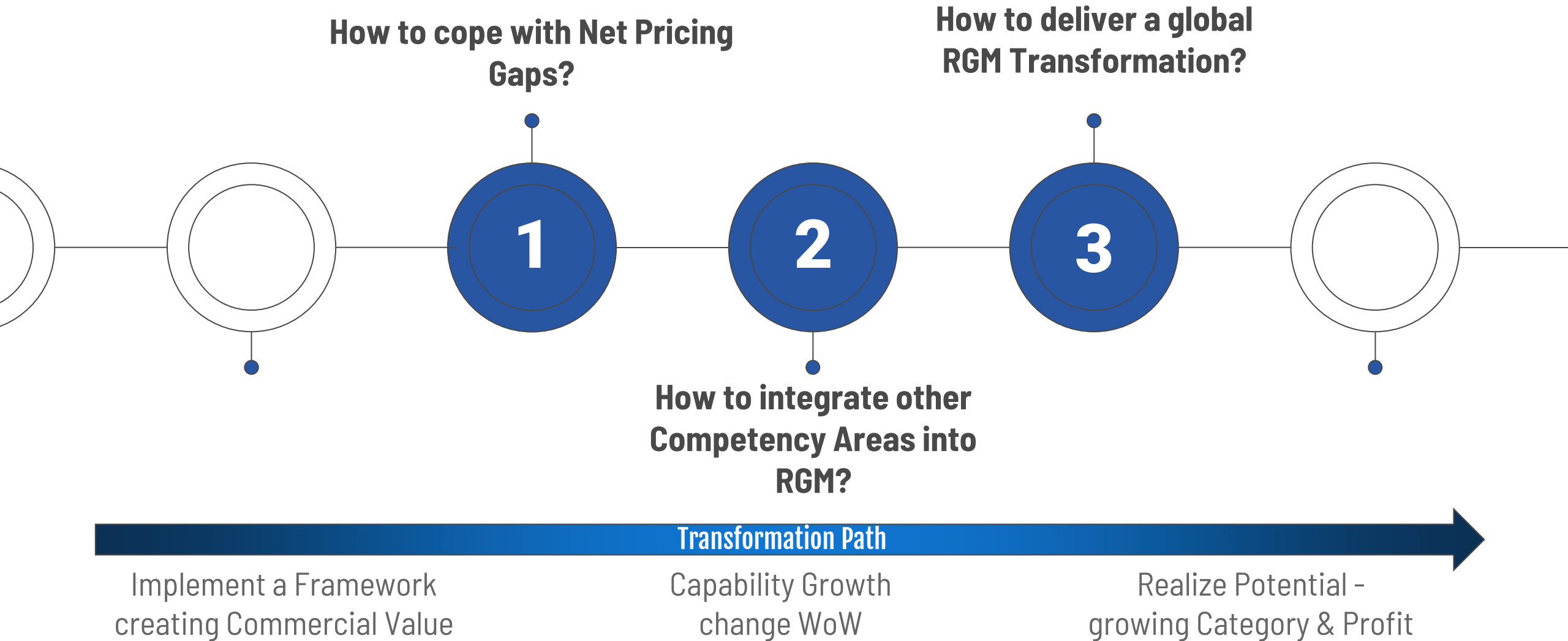
**- Dublin -**

**27.03.25**

## Professional background



# Evolutionary Steps of RGM from Pricing to Integration to Global



# 1. Cope with Pricing Gaps? Net Pricing Target Governance

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**Pricing Gaps** causing parallel Imports\* and Trade Exposure  
No **Net Pricing visibility**

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**Trade Terms Harmonization** to attain consistency & transparency  
**Net Pricing Targets** per SKU via Bottom up and Top Down Exercise

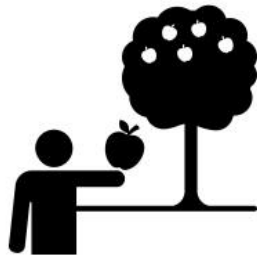
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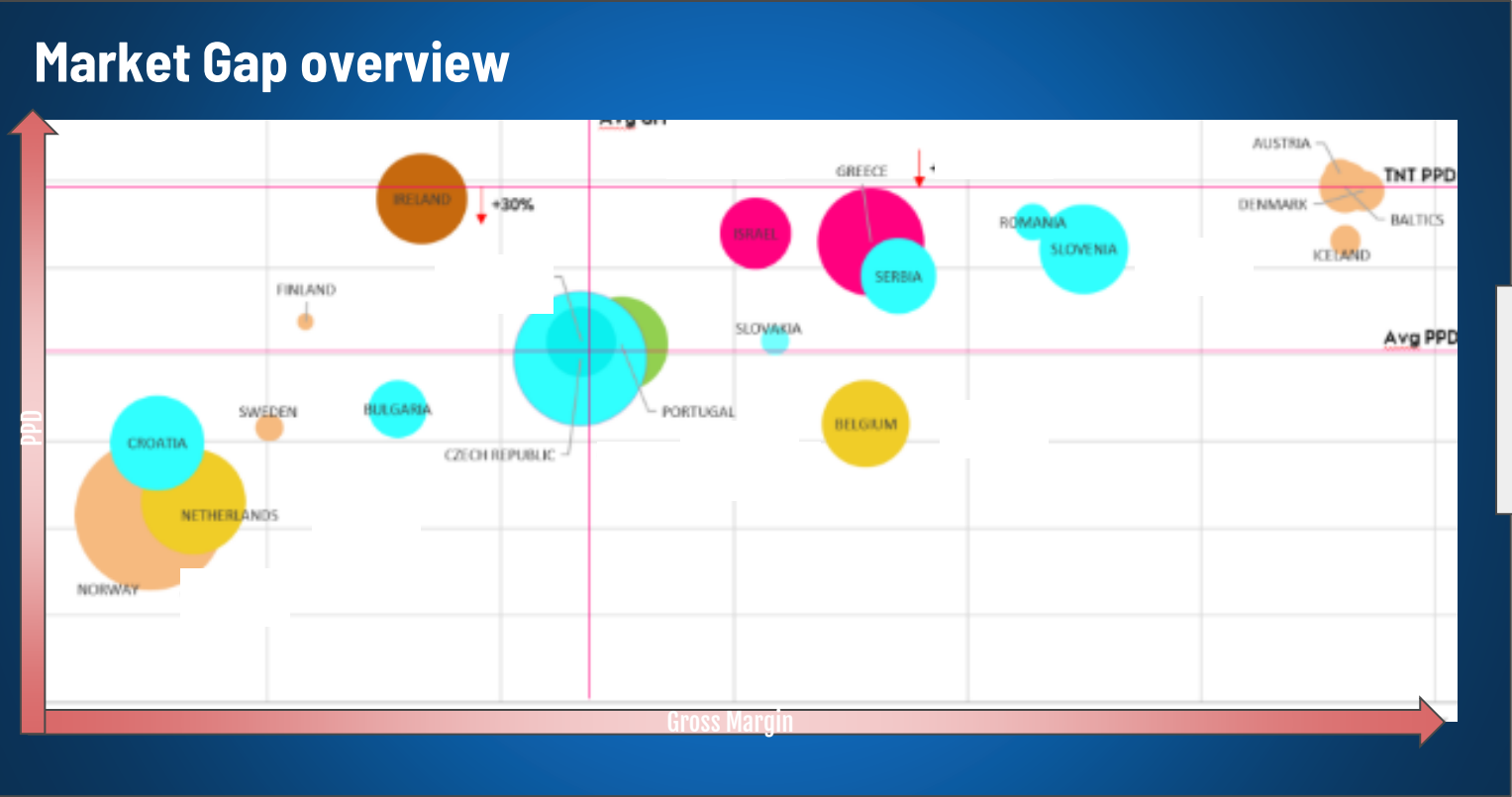
**GM GAP** Reporting Tool on Market Brand/Cat/SKU/Customer  
Tracker: NPI / EPD & NPD / Exposure  
Budget Planning

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# NPT Gap Reporting Example



**Market Gap overview:** Indicating Country GM Opportunities and Gap to targets

**Customer overview:** Identifying Opportunities on a SKU Customer base

Customer Opportunity overview	
Norway	Customers
	Price Per Dose (GBP)
	Gap%NR
	GM % NR For customer segment
	Violations FY 2022
Netherlands	Violation trend vs PY
	Customers
	Price Per Dose (GBP)
	Gap%NR
	GM % NR For customer segment
Czech Republic	Violations FY 2022
	Violation trend vs PY
	Customers
	Price Per Dose (GBP)
	Gap%NR
Croatia	GM % NR For customer segment
	Violations FY 2022
	Violation trend vs PY
	Customers
	Price Per Dose (GBP)
Belgium	Gap%NR
	GM % NR For customer segment
	Violations FY 2022
	Violation trend vs PY
Ireland	Customers
	Price Per Dose (GBP)
	Gap%NR
	GM % NR For customer segment
	Violations FY 2022
	Violation trend vs PY

## 2. Integration other Areas into RGM: Supply & Finance

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**Fire Fighting** - 3 Heads @ €2,5Bln. & 16 Markets

Centrally RGM Team leading DD - **limited Market** buy in and impact

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**X-Functional Team:** + 6 Supply Finance E2E Controllers

**New Op-Model:** Leading KPI's defining DD Agenda & Integration of RGM into Budget Planning

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**NR Coverage:** 85% after 16 Months

**RGM E2E Champion:** Matrix Organisation in Markets (+7 Heads)

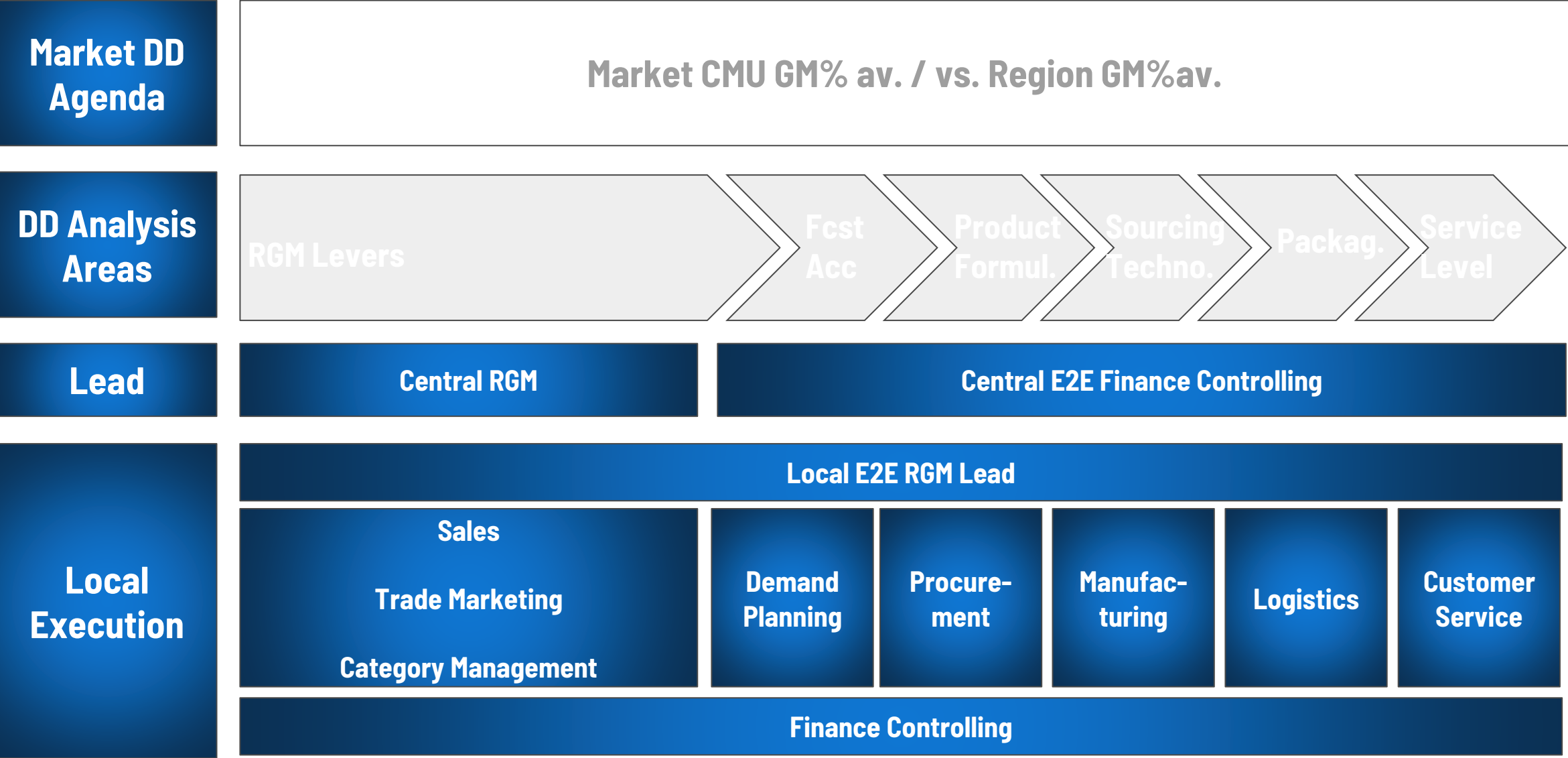
Holistic Category reviews from commercial and supply side

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# RGM & E2E Market DD control sections



### 3. How to deliver a global RGM Transformation?

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**No Global** RGM Standard & WOW

No global Opportunity Scaling, RGM Skills, Data, Tools, Op-Model

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**Market Opportunity Heatmap:** topdown RGM Impact estimation on CMU

Prepared Roll-out: RGM **Tools, Playbook**, Capability **trainings**

Central Team support on key Categories DD (with bottom up Heatmap validation)

Local **Champions**

**Local repetition on 2nd Categories**

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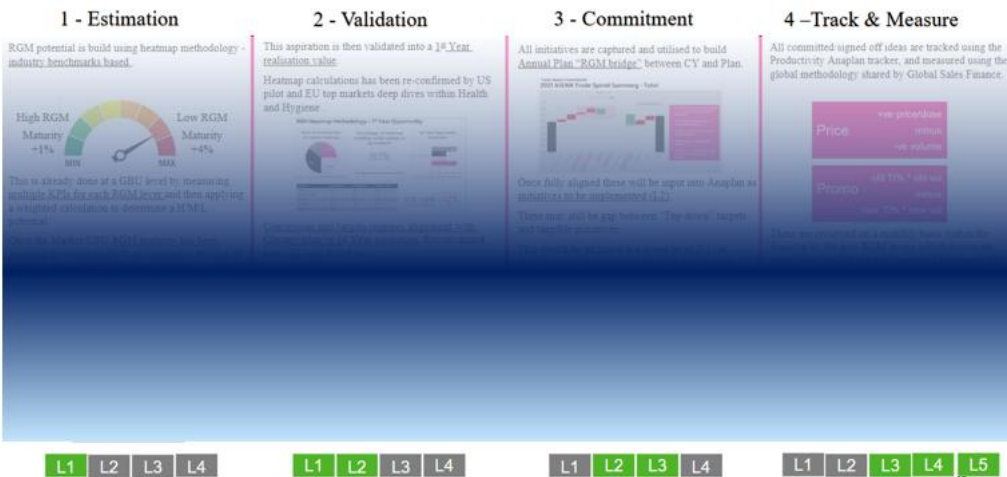
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High Standardization Markets, Best Practices feeding Playbook

Strong **Board** Sponsorship due to fast localization & establishing a **School of thought**

Central **Governance** to **local Execution**

# Strong Global Execution: sustainable RGM integration



## Powerful RGM Operating Model

- ★ Impact Estimation to Target Realization
- ★ Standardized In-Market Validation
- ★ Financial Commitment (Budget)
- ★ Financial Impact Track & Measuring



## KPI view of market's RGM performance indicators

- ★ Market KPI's performance & trends
- ★ KPI Status across all RGM Levers
- ★ High Level overview to indicate Risks & Opportunities
- ★ One RGM Performance Formula unifying the performance and aspiration

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3Y **Heatmap** topdown estimation

RGM **Cockpit**

Core RGM **Tools, Playbook**, Capability status and **trainings**

Roll - out in **Waves** on key categories with bottom up validation

Local **Champions**

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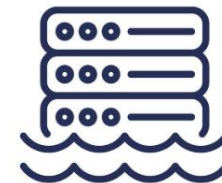
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Strong **Board** Sponsorship & fast localization & establishing a **School of thought**

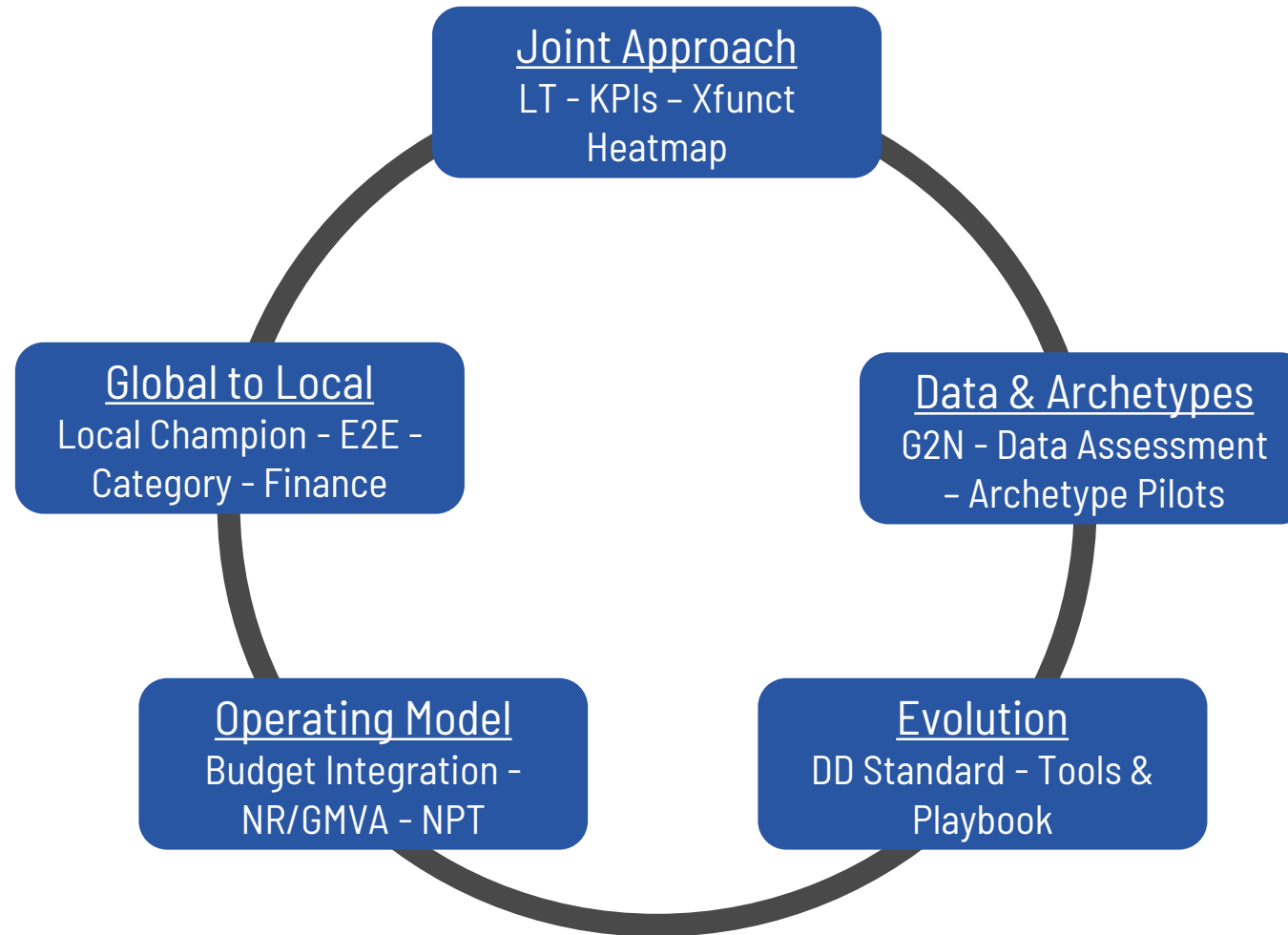
Central **Governance** to **local Execution**

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# Learnings: My key Transformation Success Components



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*Altering a price\* moves a product.*

*Building RGM capabilities moves a business.*

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**Let's stay in contact!**