

27th and 28th March 2025, Dublin, Ireland



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Transformation of RGM

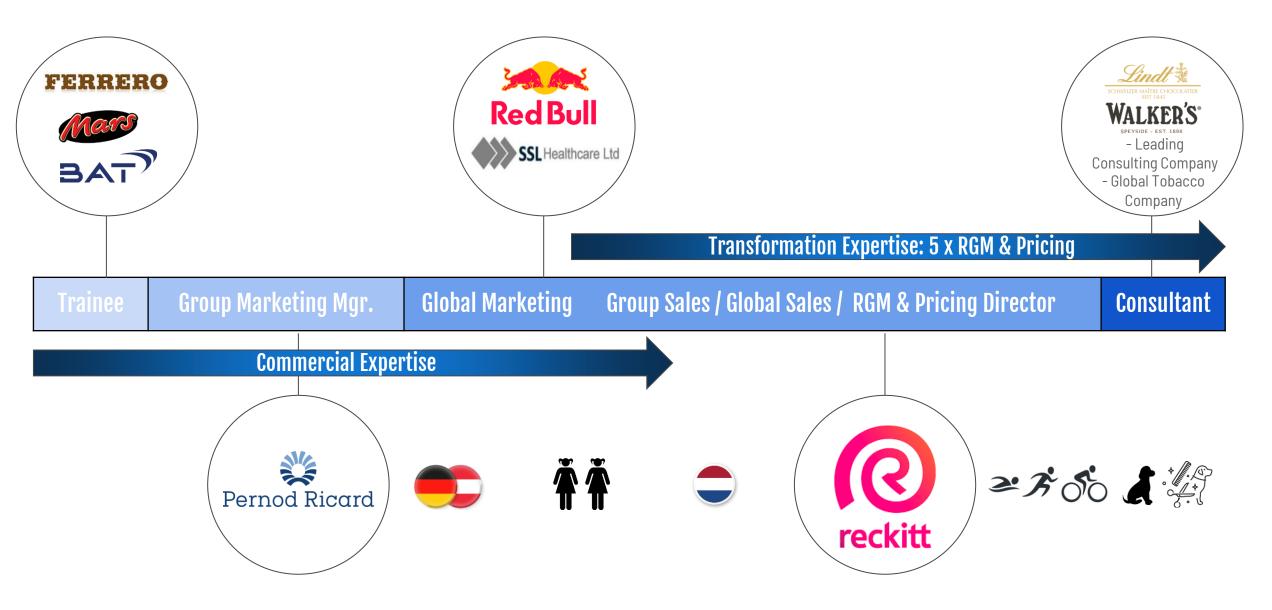
RGM Transformations Evolution & Learnings

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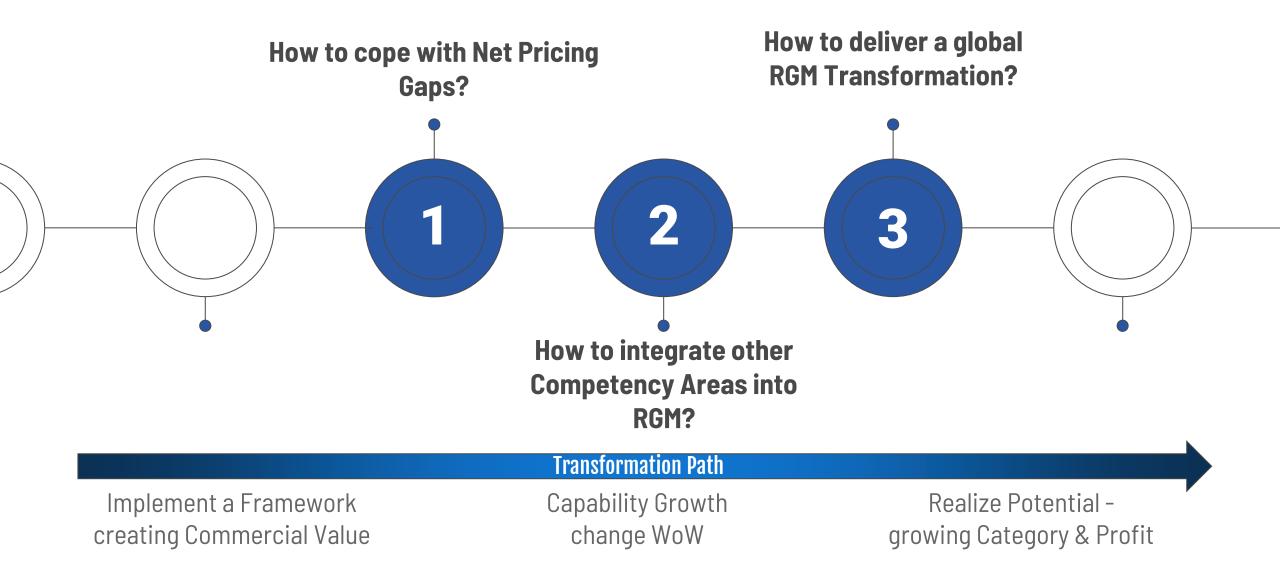


Growth Exchange - Dublin -27.03.25

Professional background



Evolutionary Steps of RGM from Pricing to Integration to Global



<u>1. Cope with Pricing Gaps? Net Pricing Target Governance</u>



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



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

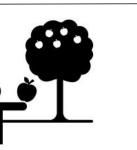


GM GAP Reporting Tool on Market Brand/Cat/SKU/Customer

Tracker: NPI / EPD & NPD / Exposure Budget Planning



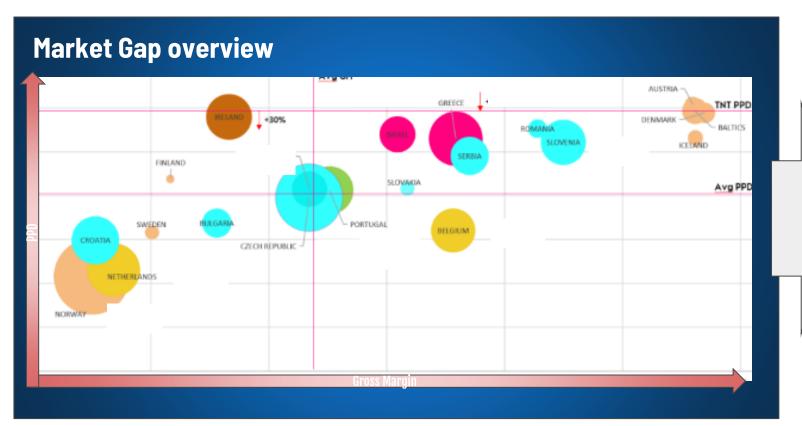








NPT Gap Reporting Example



Market Gap overview: Indicating Country GM Opportunities and Gap to targets Customer overview: Identifying Opportunities on a SKU Customer base

Customer Opportunity overview

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

2. Integration other Areas into RGM: Supply & Finance



Fire Fighting - 3 Heads @ €2,5Bln. & 16 Markets Centrally RGM Team leading DD - limited Market buy in and impact



X-Functional Team: + 6 Supply Finance E2E Controllers New Op-Model: Leading KPI's defining DD Agenda & Integration of RGM into Budget Planning



NR Coverage: 85% after 16 Months **RGM E2E Champion:** Matrix Organisation in Markets (+7 Heads) Holistic Category reviews from commercial and supply side



RGM & E2E Market DD control sections

Market DD Agenda	Market CMU GM% av. / vs. Region GM%av.						
DD Analysis Areas	RGM Levers						
Lead	Central RGM	Central E2E Finance Controlling					
	Local E2E RGM Lead						
	Sales						
Local	Trade Marketing	Demand Planning	Procure- ment	Manufac- turing	Logistics	Customer Service	
Execution	Category Management			turing			
	Finance Controlling						

3. How to deliver a global RGM Transformation?



No Global RGM Standard & WOW No global Opportunity Scaling, RGM Skills, Data, Tools, Op-Model



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



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

1 - Estimation	2 - Validation	3 - Commitment	4 - Track & Measure
RGM potential is build using heatmap methodology - industry, benchmarka based.	This appropring in their validated into a 1 ^o Xpar, realization value. Hosting a relation has been re-confirmed by DS and Hypere.	All initiatives are captured and utilised to build <u>Annual Plan ROAL Paring</u> , between CY and Plan.	All committed signed off ideas are tracked using the Productivity Anaplan tracker, and measured using the global methodology shared by Global Safes Finance.
L1 L2 L3 L4	L1 L2 L3 L4	L1 L2 L3 L4	L1 L2 L3 L4 L5

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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3. How to deliver a global RGM Transformation?



No Global RGM Standard & WOW No global Opportunity Scaling, RGM Skills, Data, Tools, Op-Model



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**



High Standardization Markets, Best Practices feeding Playbook Strong **Board** Sponsorship & fast localization & establishing a **School of thought** Central **Governance** to **local Execution**

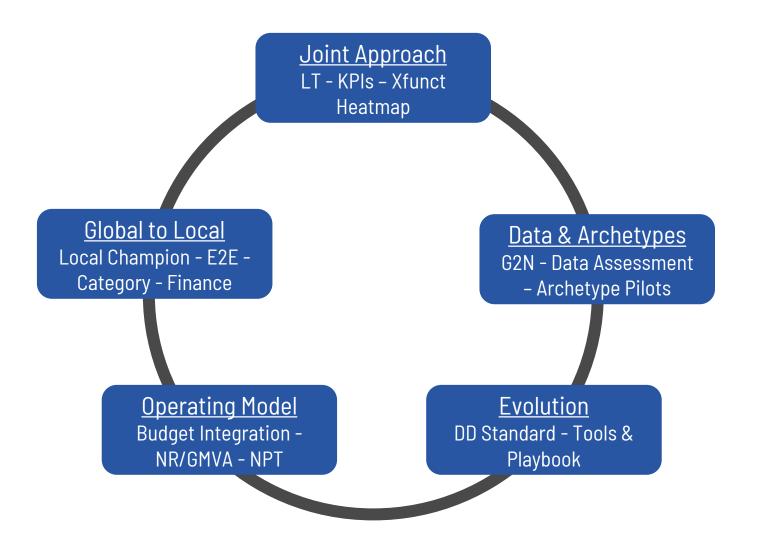








<u>Learnings: My key Transformation Success Components</u>



Altering a price moves a product.*

Building RGM capabilities moves a business.

*Retail pricing, the distribution and re-sales of products is at the sole discretion of the retailer and reseller.



Let's stay in contact!