



# EGE **EPIC** Growth Exchange

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



# Beatriz Neves

Global COE RGM Manager at Heinz

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*Category resets and driving best RGM practice in  
developing markets - Case Study*



# Global strategy > Local execution

**Beatriz Neves**

Global Snr Manager, COE RGM – Kraft Heinz

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# What's THE PLAN?

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1

BEATRIZ NEVES

2

KRAFT HEINZ

3

THE GLOBAL RGM  
TEAM

4

BRAZIL CASE

5

KEY LEARNINGS

6

Q&A

**WHO AM I?**



**Kraft***Heinz*







# WHAT DOES IT MEAN TO BE PART OF A GLOBAL TEAM?

- Global expertise -> local execution
- Market dynamics
- External & Internal Pressures
- Capabilities



# GLOBAL RGM COE AT KRAFT HEINZ

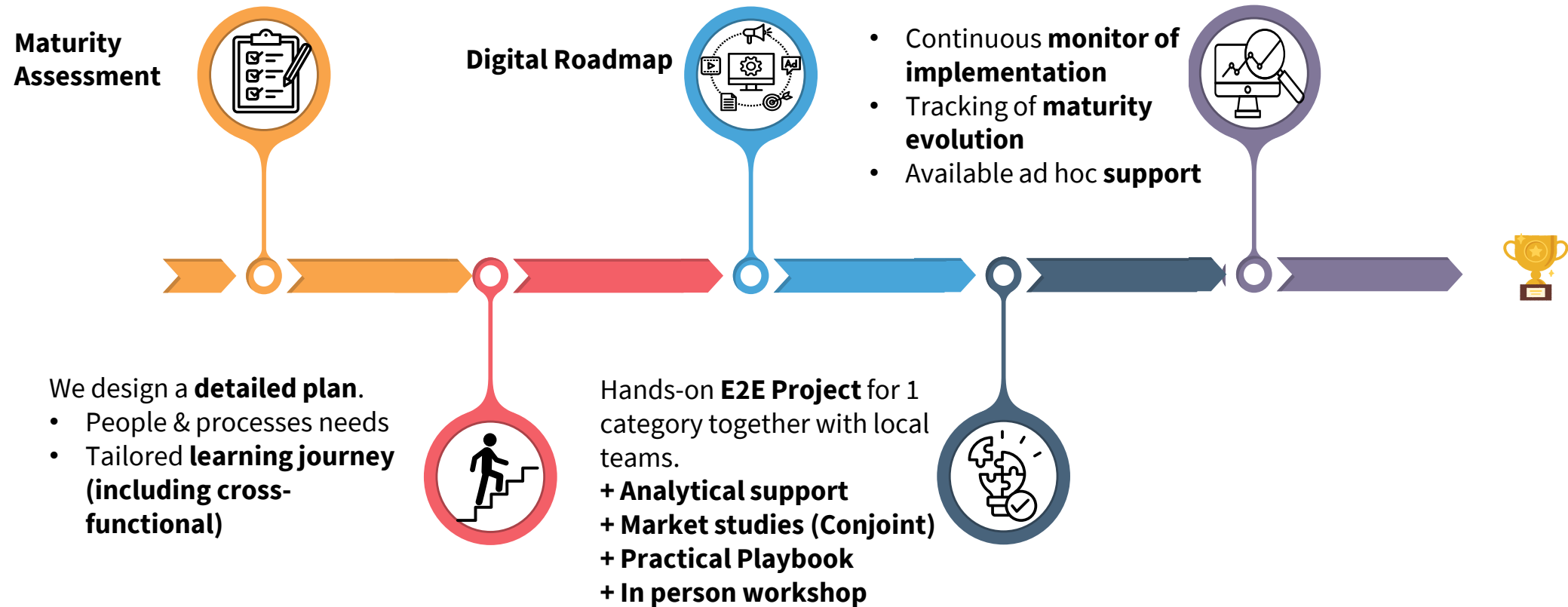
- **Best team!**
- Strategy & Insights
- Transformation (Process)
- Capabilities (People & Tools)



Our goal is to equip every KHC market with the relevant skills, processes and tools needed to achieve **BEST IN CLASS RGM.**

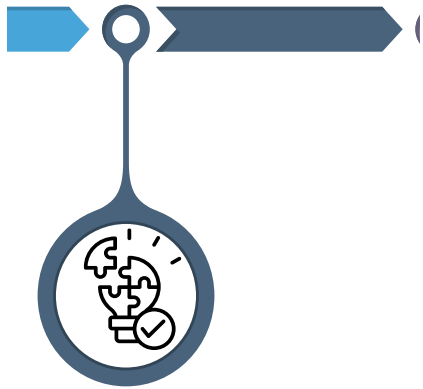


# THE PROCESS



# THE PROCESS

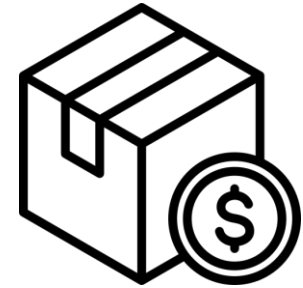
Hands-on **E2E Project** for 1 category together with local teams.



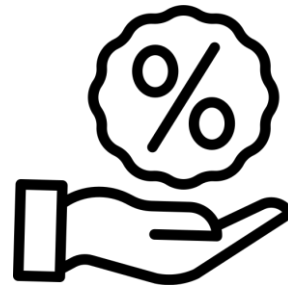
CATEGORY



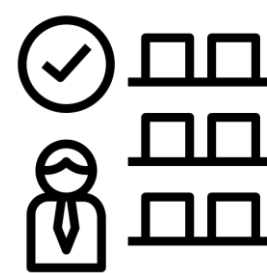
PRICE



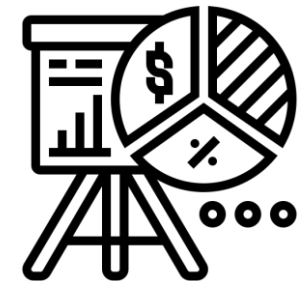
PPA



PROMOTIONS



MIX



PLAN



## BRAZIL CASE

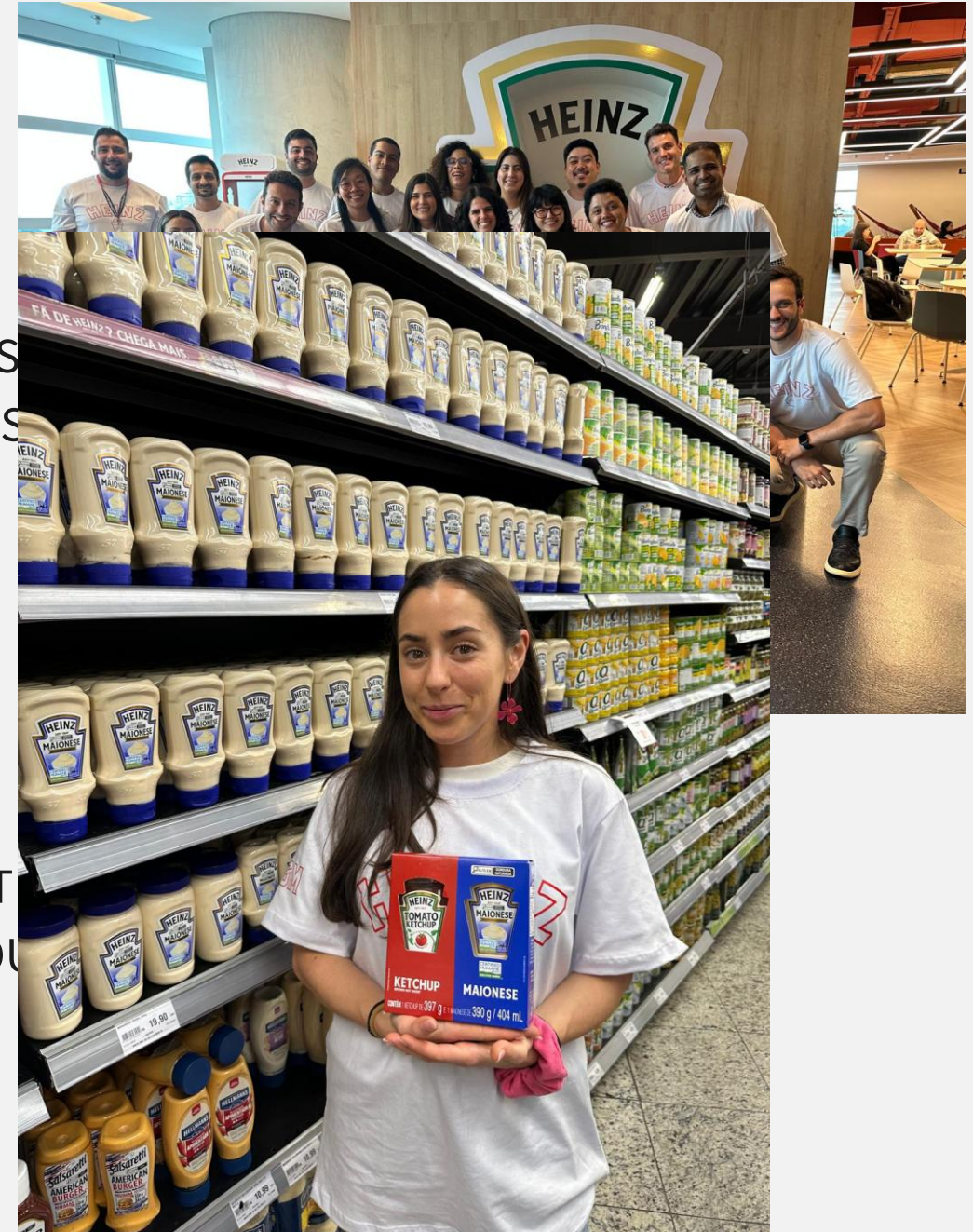
### RESET MAYO CATEGORY

#### SCENARIO

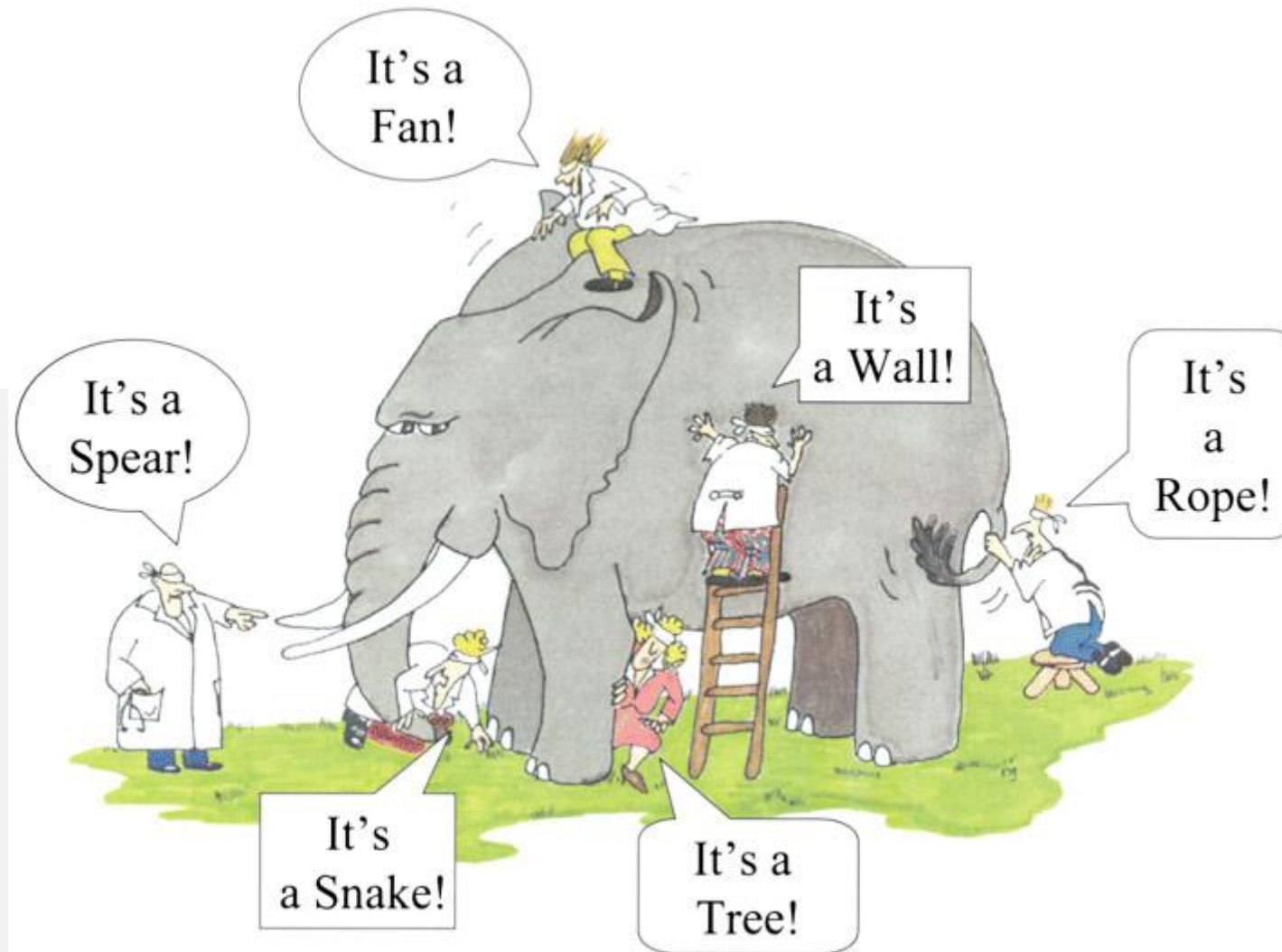
- COMPLEXITY  
INTERNAL PRESSURES  
EXTERNAL PRESSURES

#### PROJECT

- 4 MONTH PROJECT  
GLOBALLY LED  
CROSS FUNCTIONAL T  
2 WEEKS ON THE GROU



# CHALLENGES





# KEY FINDINGS

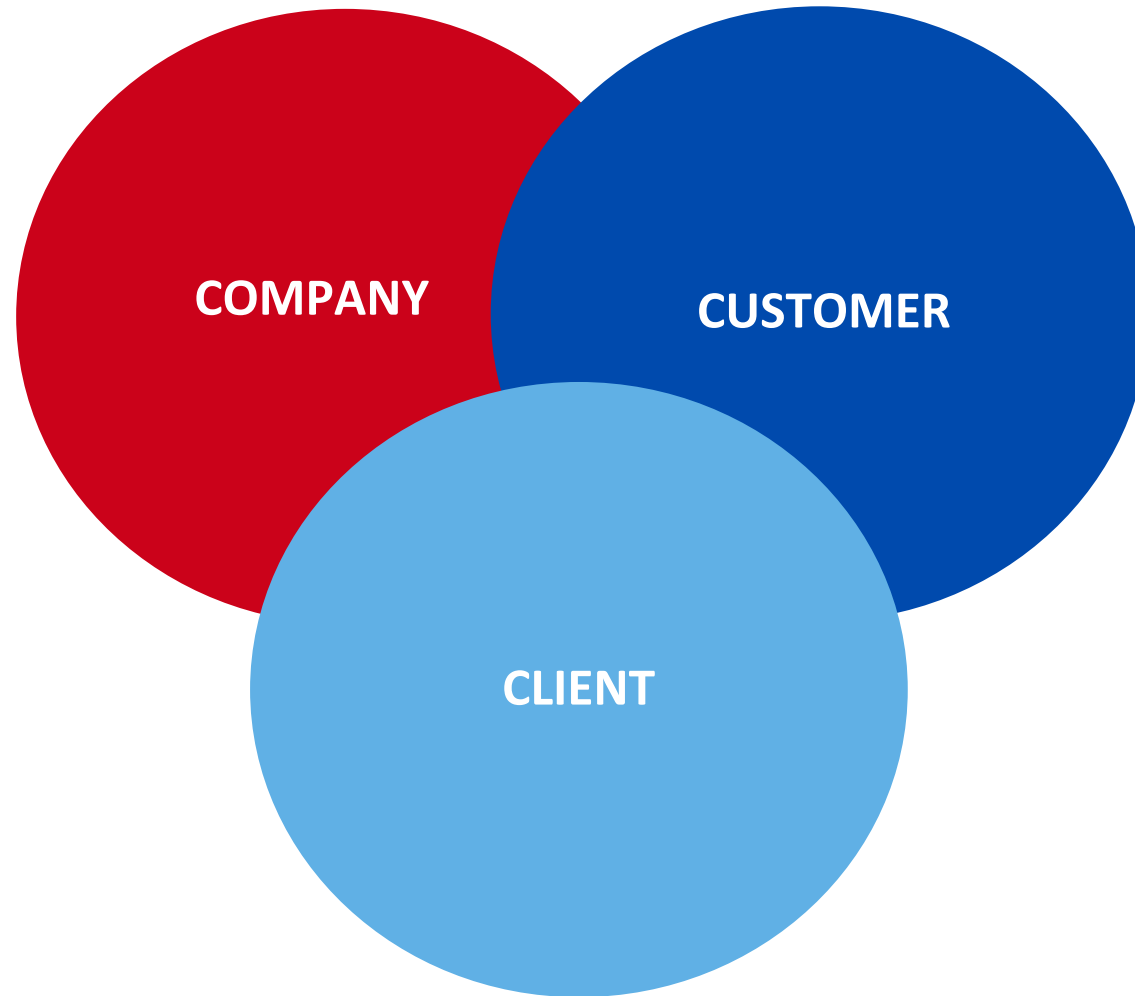
NEW VIEW ON **BRAND INTERACTION**

**NEW BRAND JOBS TO BE DONE** & OVERALL  
BUSINESS DIRECTION

**REGIONALIZED** APPROACH

“ (...) true global  
partner with the  
local team! (...) **understand the local  
business (...).**”

# NOT WITHOUT MAKING MISTAKES



# KEY LESSONS

## UNBIASED APPROACH

COLLECT AS MANY DATA  
POINTS AS POSSIBLE

## CROSS-FUNCTIONAL APPROACH

## WORK TOGETHER

GUARANTEE EXECUTION

*Heinz*

**QUESTIONS?**

Kraft



Thank you!

