



# EGE **EPIC** Growth Exchange

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



# James Stok

RGM Consultant, ex Coke, Diageo, Birdseye

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*Driving RGM while the org around it is changing*

# An introduction to James Stok

## ‘Always growing’



**DIAGEO**

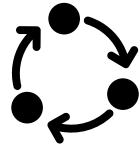
**StanleyBlack&Decker**



# Lessons and learnings



What is RGM and how is it relevant to me?



Embedding RGM in the business



Building the RGM team

Q:

How would people in your business describe  
RGM?

# What is RGM?





# What is RGM?

Understand the shopper



Execute at the point of purchase



There are three ways to grow the overall value pool

More shoppers



**PENETRATION**

Shopping more often



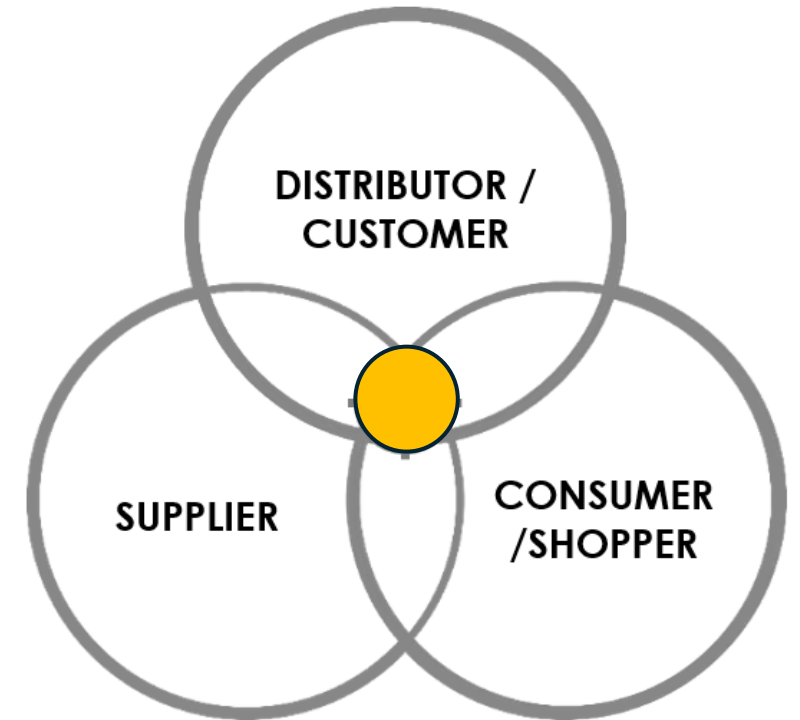
**FREQUENCY**

Spending more



**BASKET SIZE**

- Number of litres
- Price per unit

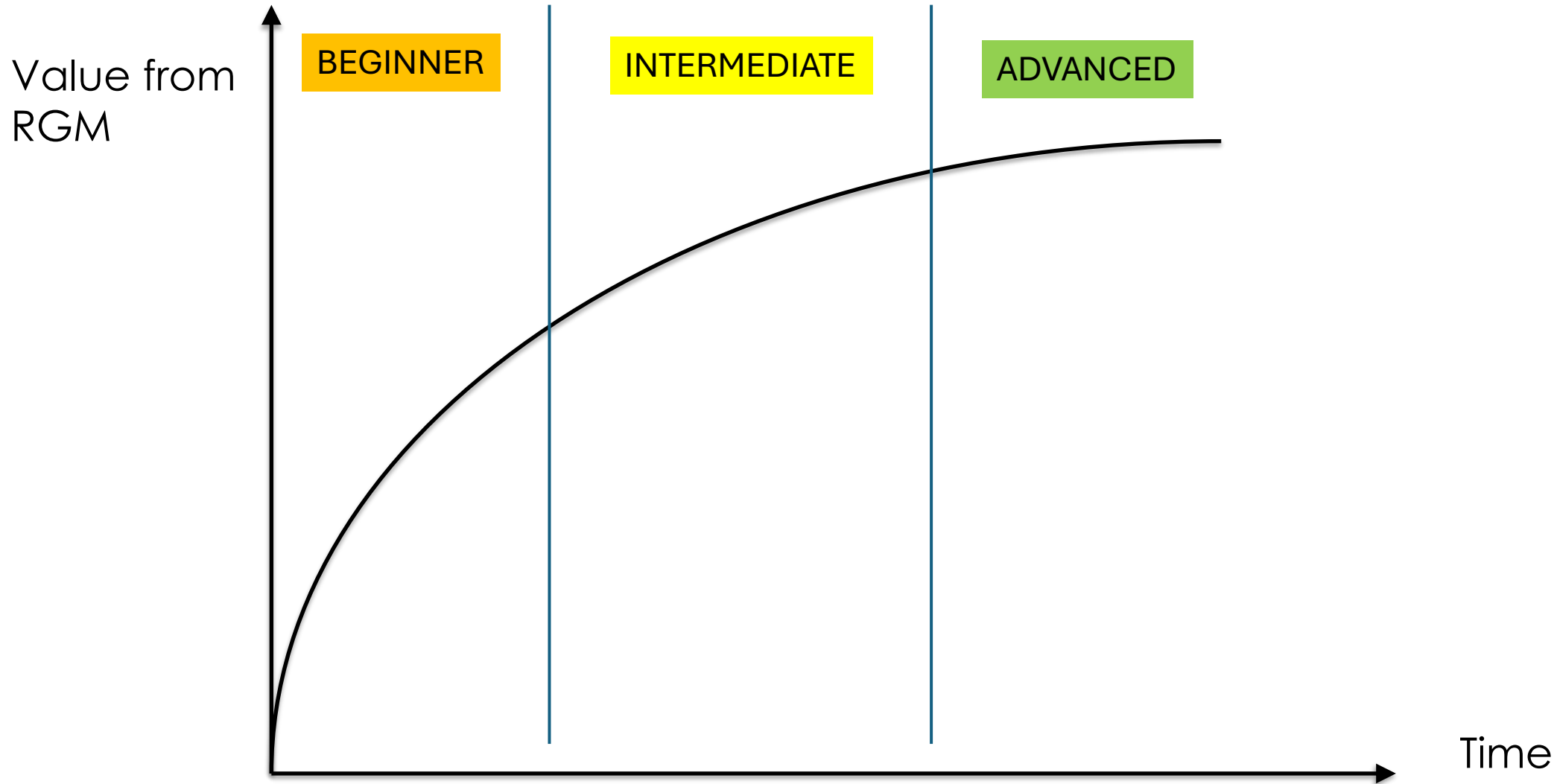


Q:

What have been some challenges with 'doing'  
RGM?



# Where are you today?



# ‘Doing’ RGM



# How to put theory into business action?









Summarise the Situation: 3-4 slides		The Idea: 1 slide
Explain How It Works: 1-4 slides		
The Benefits: 1 slide		Close: 1-2 slides

# How to put theory into business action?

## Make it feel relevant:

### Leadership



	5C – Context	<ol style="list-style-type: none"><li>1. What are we trying to achieve in the category? (e.g. grow penetration, frequency, restore value, etc)</li><li>2. What are the key business issues we need to solve in order to accomplish this?</li></ol>
	Strategic Pricing	<ol style="list-style-type: none"><li>1. Does our current pricing strategy reflect the business objectives? What needs to change?</li><li>2. Is our pricing aligned to consumer value perception? Willingness to pay?</li></ol>
	Pack Price Architecture	<ol style="list-style-type: none"><li>1. Do we have the right brand/formats to serve each attractive occasion and shopping mission in each customer?</li><li>2. Where do we need to move headline pricing and pack architecture to achieve our business objectives?</li></ol>
	Trade & Portfolio Mix	<ol style="list-style-type: none"><li>1. Are we investing in our portfolio where we have the right to win profitable share?</li><li>2. Can we align our Availability strategy (Distribution and Assortment) to brand strategy and profit headroom?</li></ol>
	Promotional Effectiveness	<ol style="list-style-type: none"><li>1. Total investment bucket: do we want to invest more, less or the same?</li><li>2. What are we trying to achieve with the investment?</li><li>3. What is the most effective mechanic to achieve our objective?</li><li>4. What is the right timing, frequency, duration to maximize effectiveness?</li></ol>
	Trade Terms	<ol style="list-style-type: none"><li>1. Where do we want to invest to incentivise desired customer actions?</li></ol>

## Common pitfalls observed:



### 1. VALUE CHAINS



### 2. PROMO PLANNING



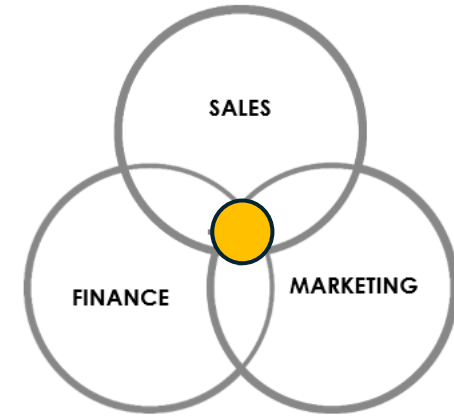
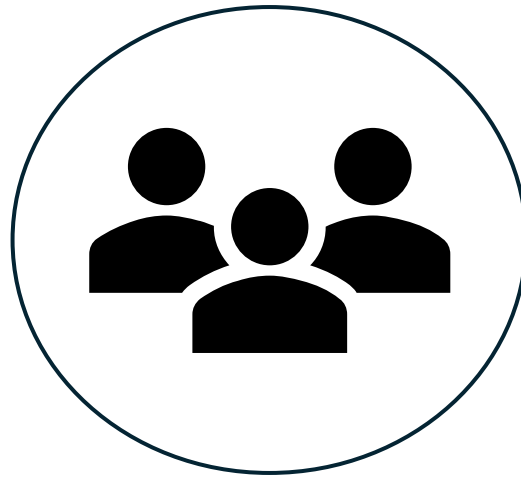
### 3. M&E



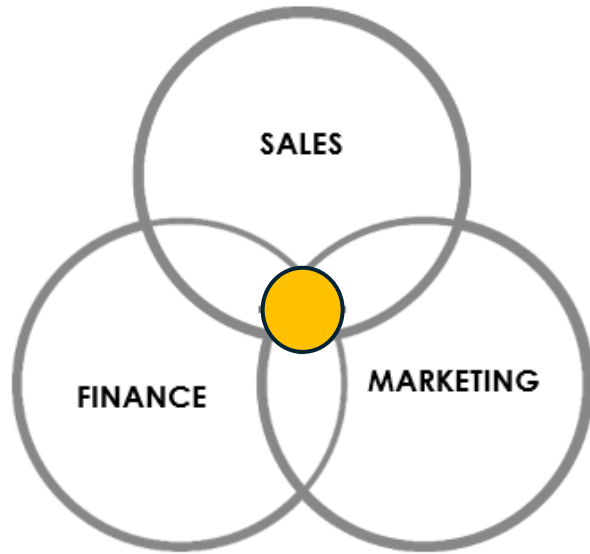
Q:

What is your experience of recruiting for an RGM team?

# Building RGM teams



# Building RGM team and RGM capability across the business





Q:

Any questions?