



## ONE VISION, ONE TEAM, ONE PRICE



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Nataliya Nevzorova is a seasoned Revenue Growth Management professional with over 13 years of experience driving profitable growth and transformational change across global CPG brands. In her role as a Regional RGM Manager for a leading global consumer goods company, she specializes in harnessing data-driven insights to maximize revenue and profitability. With a proven track record in optimizing pricing architectures, managing cross-functional projects, and building high-performing teams, she is passionate about shaping the future of RGM. Her commitment to innovation and strategic thinking positions her as a trusted voice in the RGM community.

### ABSTRACT

This article explores how Revenue Growth Management (RGM) is evolving in response to today's volatile market dynamics. From inflation and supply chain disruptions to shifting consumer behavior, RGM professionals face unprecedented challenges. Yet, within this complexity lies opportunity. This article delves into actionable strategies for navigating these challenges, including leveraging emerging markets, fostering win-win partnerships, and drawing inspiration from timeless Chinese stratagems. By balancing short-term tactics with long-term strategy, embracing data-driven insights, and fostering cross-functional collaboration, RGM can transform from an operational function into a strategic powerhouse. Whether you're a seasoned RGM leader or an aspiring professional, this article offers a fresh perspective on driving sustainable growth in an increasingly competitive landscape.



## "THE FUTURE OF RGM: NAVIGATING COMPLEXITY WITH AGILITY, INNOVATION, AND WISDOM"

### THE EVOLVING ROLE OF RGM IN A VOLATILE WORLD

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The world of Revenue Growth Management (RGM) is at a crossroads. Inflation, supply chain disruptions, and shifting consumer behavior are reshaping the landscape, forcing RGM professionals to rethink their strategies. But amidst the chaos lies opportunity — an opportunity to transform RGM from an operational function into a strategic powerhouse.

As someone deeply embedded in the RGM discipline, I've witnessed firsthand how the function has evolved. Today, RGM is no longer just about pricing and promotions; it's about understanding the broader market dynamics, anticipating consumer needs, and leveraging technology to stay ahead of the competition. In this article, I'll explore the key challenges and opportunities facing RGM today, share actionable strategies, and draw inspiration from timeless Chinese stratagems to offer a fresh perspective on navigating complexity.

### THE PRESENT MARKET CONTEXT: INFLATION, DISRUPTION, AND CONSUMER SHIFTS

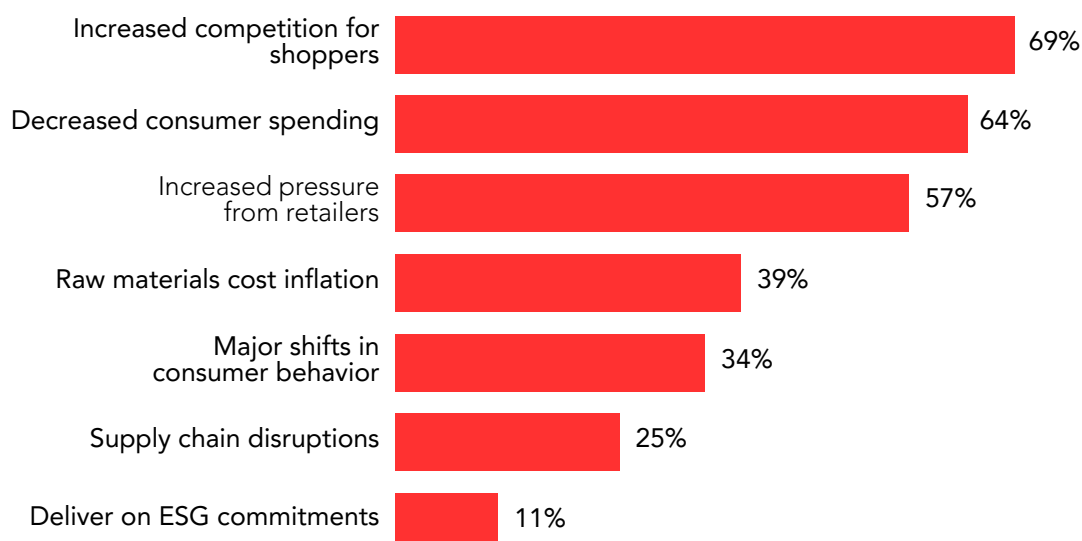
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**Inflation and cost pressures, while still significant, are becoming less central to the RGM conversation.** Rising operational costs and inflation continue to challenge pricing strategies, forcing frequent adjustments that risk alienating consumers and eroding margins. As Bain & Company highlight in their report "Consumer Products Report 2025: Reclaiming Relevance in the Gen AI Era", globally, retail sales value for the consumer products industry — spanning food, beverages, and household and personal care products — is estimated to have grown 7.5% year over year in 2024, reaching \$7.5 trillion. This marks a slowdown from 9.3% growth in 2023 and 9.8% in 2022. Notably, about 75% of 2024's sales growth came from price increases rather than volume gains. While this is an improvement from 2023, when price increases accounted for 90% of growth, it remains more unbalanced than pre-pandemic norms. With limited room for further price hikes, volume recovery will be critical to reigniting overall sales growth.

**At the same time, supply chain disruptions, tariffs, and geopolitical risks are reshaping the landscape.** These factors impact product availability and manufacturing costs, compelling RGM teams to adapt pricing dynamically while preserving customer loyalty. Adding to the complexity is heightened competition for shoppers, declining consumer spending, and mounting pressure from retailers. Companies that proactively anticipate external shocks are better positioned to thrive. For instance, leveraging real-time data to respond to cost fluctuations, diversifying supply chains to reduce dependency on single sources, and employing scenario planning to simulate potential disruptions can build resilience. During the COVID-19 pandemic, companies with robust e-commerce capabilities and agile pricing strategies outperformed their peers by meeting shifting consumer demands and sustaining profitability.

**Consumer behavior, meanwhile, presents a dual challenge.** While some preferences remain consistent — such as the pursuit of value-for-money offerings and convenience — others are evolving. Demand for sustainable products and preferences for new ways of engaging with brands, like social commerce, are complicating category leadership and pricing strategies. The modest rebalancing of growth away from price increases in 2024 reflects easing input cost pressures, which had driven prices higher in previous years. Notably, Bain & Company highlight that while raw material costs topped the list of external challenges for consumer products executives in 2023, cited by over 80% of respondents, they now rank fourth. Looking ahead to 2025, executives identify increased competition for shoppers, decreased consumer spending, and heightened retailer pressure as their primary concerns.

### SHARE OF EXECUTIVES SELECTING AS A TOP THREE CHALLENGE IN 2025



Source: Bain Consumer Products Annual Report Executive Survey, September 2024 (n=96)

Ultimately, shoppers are seeking 'value' — but this goes beyond price. It encompasses better quality, stronger differentiation, and clear benefits. RGM teams must navigate this evolving landscape by balancing cost pressures, consumer expectations, and competitive dynamics to unlock sustainable growth.



## WHERE TO PLAY: EMERGING MARKETS AND PORTFOLIO EXPANSION

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According to Bain & Company's report, **developed markets are experiencing a pronounced slowdown**, with growth in the U.S. and EU dropping to 4.5% in 2024 and volumes remaining flat. **In contrast, emerging markets continue to drive global growth for consumer products**, posting an 11% year-over-year increase in retail sales value — more than double the rate of developed markets. Notably, emerging markets contributed nearly all of the global volume growth in 2024, with a 3% increase supported by smaller price hikes. This underscores their critical role as the primary engine of growth for the industry.

**However, expanding into new regions brings its own challenges, particularly in managing cross-border pricing.** Strategies that succeed in one market often fail in others due to disparities in purchasing power, competitive landscapes, and regulatory environments. Success in global markets requires a nuanced approach to pricing, tailored to local dynamics while maintaining alignment with broader RGM objectives.

**Beyond market expansion, companies must also focus on portfolio growth through new categories, product innovation, and strategic M&A.** While foundational elements like distribution and shelf price execution remain critical, they are no longer sufficient in today's fast-evolving and hyper-competitive landscape. Simply offering more of the same products won't cut it — companies must deliver something new, better, or distinctly different from both their past offerings and those of competitors. This shift demands a relentless focus on innovation and differentiation to capture consumer attention and drive sustainable growth.

## HOW TO WIN: STRATEGIC PORTFOLIO MANAGEMENT, WIN-WIN PARTNERSHIPS, AND AGILITY

### STRATEGIC PORTFOLIO MANAGEMENT: BALANCING LOCAL REALITIES AND GLOBAL AMBITIONS

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**Strategic portfolio management is critical.** More developed markets demonstrate the rise of the premium segment and private labels at the expense of the mainstream, according to NielsenIQ analysis "The rise of private labels: A global perspective on growth and consumer trends". Across the emerging markets however, a comparatively lower share of private labels often comes from certain loyalty and trust consumers have in brands — whether global or local — and affordability is a top-of-mind factor that complicates the development of the premium segment.





To succeed, companies must adopt a forward-looking approach, anticipating emerging consumer and market trends to proactively offer products that fit evolving contexts. This requires a blend of consumer segmentation, diverse product offerings across price tiers, strong brand equity, and channel differentiation. It's a discipline that sits at the intersection of RGM, Category Leadership, and Marketing, demanding collaboration and foresight.

Sustainability expectations are increasingly shaping portfolio strategies. Consumers demand eco-friendly products, and governments are enforcing stricter environmental regulations. This dual pressure creates an opportunity for premiumization, allowing brands to align profitability with sustainability goals.

## WIN-WIN PARTNERSHIPS: DRIVING GROWTH THROUGH COLLABORATION

Price hikes alone are no longer sufficient to drive growth. Volume must make a comeback, and this requires innovation, relevance, and genuine consumer connection. **Retailer relationships will be a key differentiator in 2025, with brands that deliver real category value — beyond price negotiations — emerging as winners.** The RGM role is to navigate this complexity by balancing the strengths of private labels and branded products, creating win-win partnerships that benefit suppliers, retailers, and consumers alike.

*Another example is Coca-Cola's decades-long partnership with McDonald's. By aligning with McDonald's global reach, Coca-Cola ensures its products are prominently featured in one of the world's largest fast-food chains, driving consistent sales growth. This allows Coca-Cola to focus on innovation and marketing while McDonald's handles distribution — a win-win strategy that strengthens both brands.*

## LEARNING FROM DISRUPTORS: AGILITY MEETS SCALE

**Emerging markets cannot be an afterthought.** If brands focus solely on the largest (and usually developed) markets, they risk missing the biggest growth engine. Markets like India and Brazil, as well as the U.S. and China, are increasingly dominated by local players who combine affordability, quality, and cultural relevance. Meanwhile, retailers are expanding private labels, squeezing margins for global brands.

What international brands can learn from the disruptors' playbook?

- Identifying whitespace opportunities - whether through premium offerings or new category entrants — and tailoring pricing strategies to capture value.
- Trade spend optimization and channel-specific strategies that drive awareness and conversion without overextending resources.
- Simplifying portfolios and prioritizing high-margin, high-velocity products.
- Encouraging data-driven experimentation and rapid adaptation to market shifts.



Smaller brands often have an edge — they're closer to consumers, more flexible, and faster to adapt. By combining the agility of disruptors with the scale of established brands, companies can unlock sustainable growth in an increasingly competitive landscape.

## TIMELESS WISDOM FOR MODERN RGM: LESSONS FROM CHINESE STRATAGEMS

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The 36 Chinese Stratagems, a collection of ancient military strategies, **offer timeless wisdom for navigating uncertainty**. These principles can inspire modern RGM strategies:

- Focus on long-term goals, not short-term distractions. Balance short-term tactics with long-term strategy. Patience can be a competitive advantage.
- Act decisively during market disruptions. Leverage chaos to outmaneuver competitors.
- Protect your strategy by anticipating competitor moves. Monitor competitors' reactions to your moves. Use competitors' actions to inform and refine your own strategies. Use competitors' missteps to identify opportunities for growth.
- Use diversions smartly to outmaneuver competitors and achieve strategic goals.
- Leverage partnerships to amplify your strengths without overextending resources. Focus on collaboration to achieve mutual growth and outmaneuver competitors.

## DATA, TECHNOLOGY, AND COMPLIANCE: OVERCOMING BARRIERS

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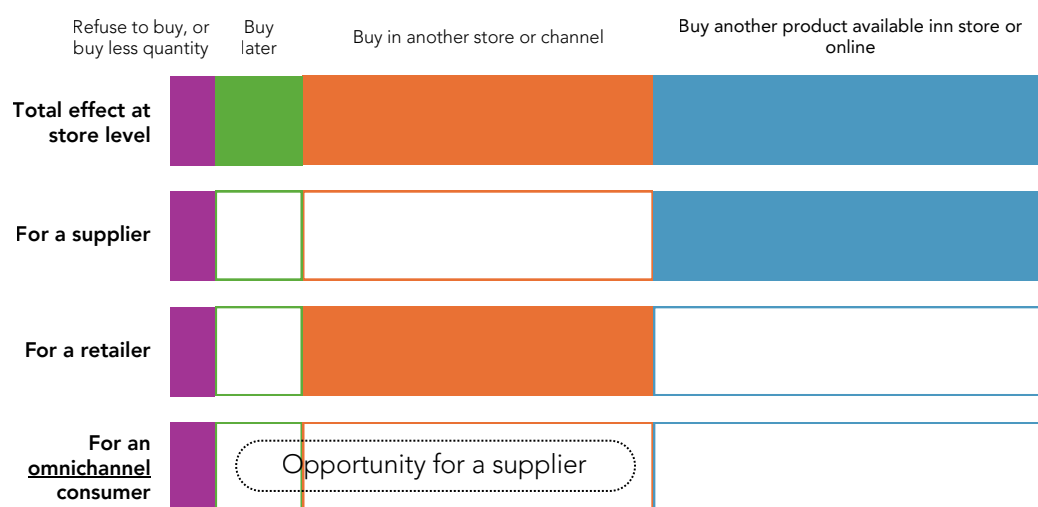
**Advanced data analytics has transformed RGM, enabling precise decision-making and growth opportunity identification.** However, challenges remain, particularly in emerging markets where data accuracy and availability are limited. Traditional trade channels dominate in some regions, while modern trade in others generates vast amounts of shopper data. Retailers in modern trade-oriented markets often offer commercial solutions to suppliers, enabling deeper insights into shopper behavior and promotional efficiency.

**Technological integration is another hurdle.** While the technology ecosystem evolves rapidly, market readiness to adopt new solutions — like AI for dynamic pricing or predictive analytics — varies widely. This limits the ability to respond effectively to market fluctuations.

**Finally, regulatory compliance is increasingly complex.** ESG standards, data privacy laws, and other regulations require RGM professionals to align strategies with compliance without sacrificing profitability.

## HOW TO EXECUTE: ORGANIZATIONAL TRANSFORMATION AND TALENT DEVELOPMENT

**The rise of omnichannel consumer journeys demands a step change across all RGM levers and channels.** Success hinges on leveraging data and technology to create seamless, personalized experiences that drive revenue growth. However, this shift also highlights the growing challenge of talent retention and development. As competition for skilled RGM professionals intensifies and skill requirements evolve, organizations must invest in attracting, nurturing, and retaining top talent to stay ahead.



Source: cross-industry benchmarks of price elasticity and assortment changes.

**The RGM function is undergoing a profound transformation, evolving into a strategic partner within organizations.** Thriving in this new era requires a unique blend of deep analytical expertise, cross-functional collaboration, and a relentless curiosity for innovation. Breaking down silos, adopting AI-driven tools, and fostering a culture of adaptability are no longer optional — they are essential.

**As RGM practitioners, our role extends beyond responding to challenges; we must anticipate them.** By combining data-driven insights with empathy, we can craft strategies that resonate with consumers and stakeholders alike. Insights only drive impact when they are actionable and tied to tangible business outcomes. This emphasis on curiosity and imagination is particularly relevant in today's fast-changing landscape.

Reflecting on my own journey — coming from an engineering background — I've always been drawn to the precision and curiosity required to solve complex problems. The mindset is the same: breaking things apart, understanding the system, and rebuilding them better.



**To thrive in this new reality, companies must embrace a mindset shift — from top to bottom and across all functions.** The role of RGM is to enable and guide this transformation, ensuring that organizations are equipped to navigate the complexities of today's market while unlocking sustainable growth.

## CONCLUSION: THE FUTURE OF RGM

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The challenges facing RGM today are daunting, but they also present an opportunity to transform the function from operational to strategic. By embracing emerging markets, forming win-win partnerships, and drawing inspiration from timeless wisdom, RGM professionals can navigate this volatile landscape and drive sustainable growth.

As we look to the future, the role of RGM will continue to evolve. It's no longer just about pricing and promotions — it's about understanding the broader market dynamics, anticipating consumer needs, and leveraging technology to stay ahead of the competition. The journey won't be easy, but with the right strategies and mindset, the opportunities are limitless.





## SOURCES

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