



## Strategic Revenue Growth Management :

A detailed overview of Bacardi's approach,  
in partnership with XTEL.



**Stuart Hartley**  
Global Technology Director – RGM &  
Global Travel Retail

Bacardi



**Bertrand Pantou**  
Customer Success Director RGM

XTEL

# Today's agenda:

- 01** About us

---

- 02** Unlock the RGM journey across markets overcoming data challenges.

---

- 03** Benefits and value creation enabled by Promo optimization as a cross-functional process.

---

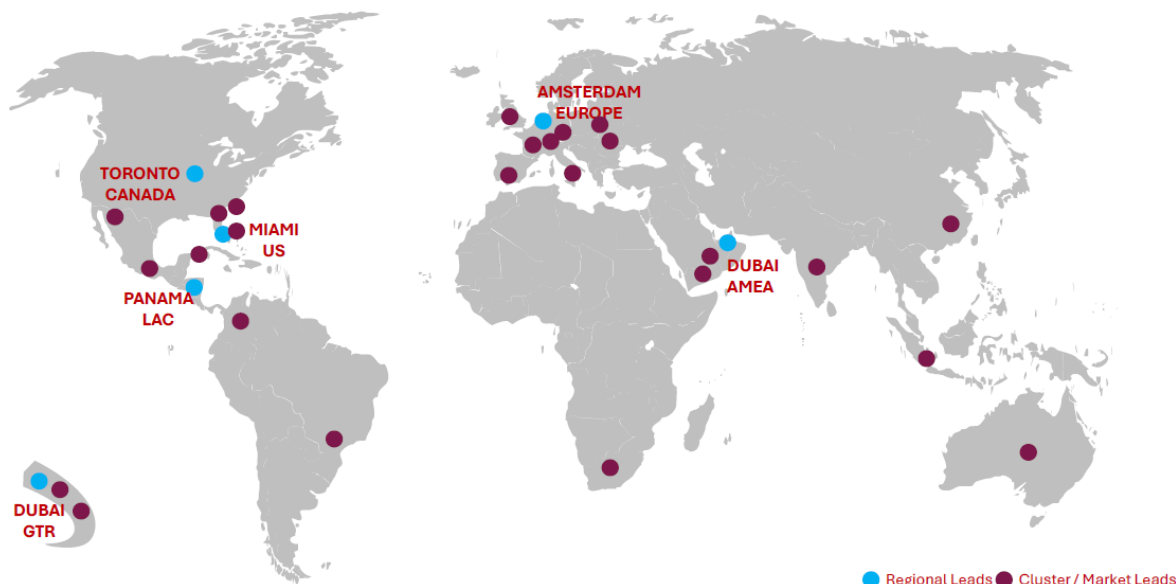
- 04** BACARDI and XTEL adaptation to market changes and technological advancements

---



## LARGEST PRIVATELY HELD INTERNATIONAL SPIRITS COMPANY

GLOBAL PRESENCE IN 170 COUNTRIES ACROSS 4  
REGIONS & GTR



✓ 163+ YEARS HISTORY

✓ 8K EMPLOYEES

✓ 8 CATEGORIES

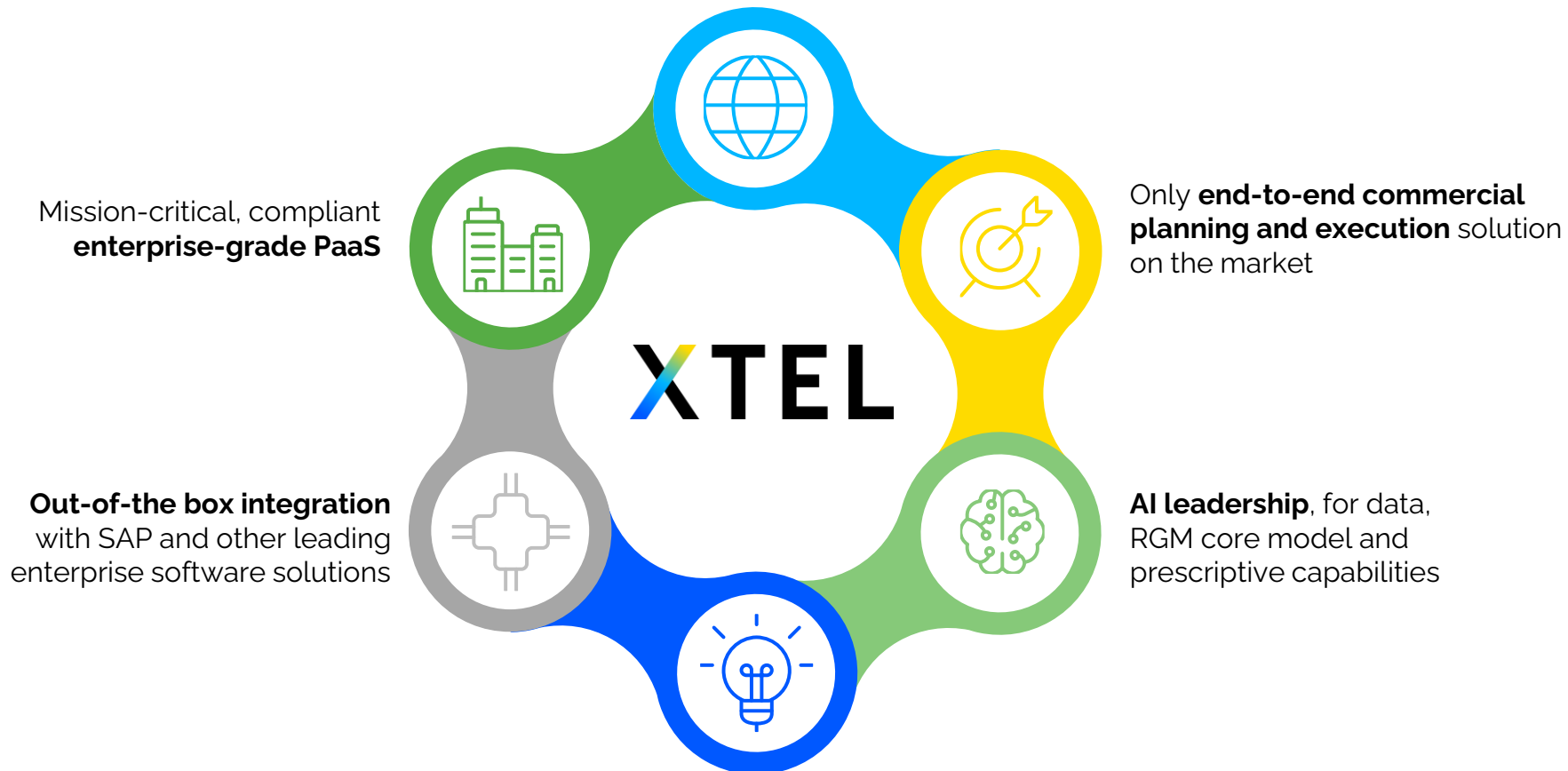
✓ ICONIC BRANDS

✓ 76M 9L CASES



# XTEL helps CPGs boost productivity and value creation

The largest **CPG install base** for TPM and RGM solutions, in scale and reach



**100k** users

**120+** countries live

**100+** CPG clients

**\$150bn** revenue managed

**+13%** trade ROI

**+25%** productivity



# Today's agenda:

**01** About us

---

**02** Unlock the RGM journey across markets overcoming data challenges.

---

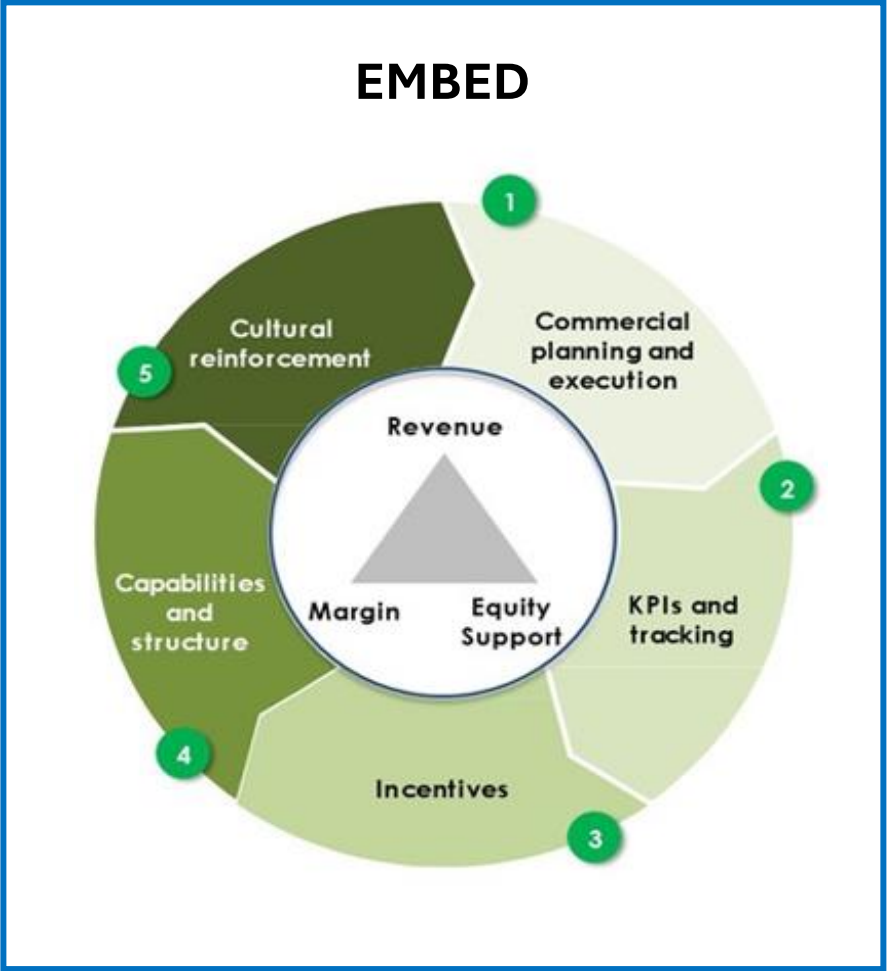
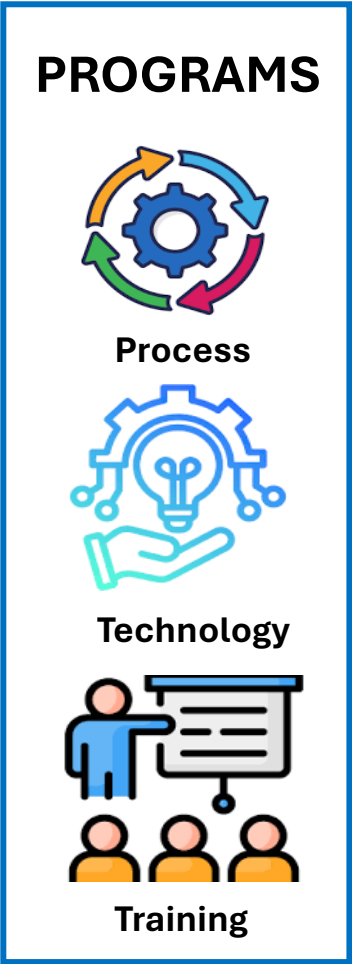
**03** Benefits and value creation enabled by Promo optimization as a cross-functional process.

---

**04** BACARDI and XTEL adaptation to market changes and technological advancements

---

#1 CONTRIBUTOR TO 3 YEAR GROSS PROFIT GENERATION



# UNLOCKING DATA IS CRITICAL TO GROW IN A CHALLENGING ENVIRONMENT

## Business Challenges



External

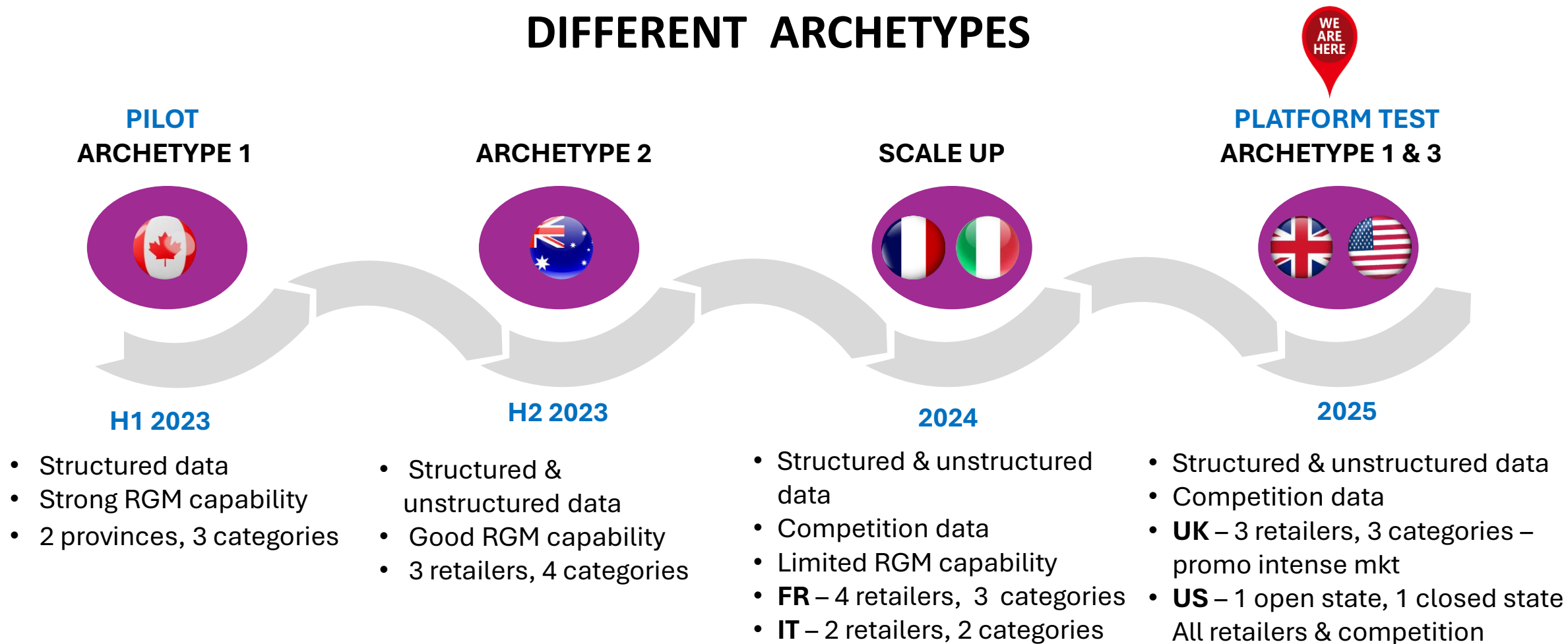


Internal

## Questions To Answer



# OUR JOURNEY WITH XTEL ENABLES BACARDI TO CRAWL & WALK ACROSS DIFFERENT ARCHETYPES





## Enabler #1: Bringing Data from 50-60% to 90-95% Accuracy

### Mixed Hierarchies



- Intermarché: Monthly to weekly
- Leclerc: modelling Nielsen-Intermarché
- Intermarché: "Avantage carte" costs special treatment
- ...



- Kaufland: mixed in Circana/Nielsen
- Rewe: regional split
- Penny/ Rossmann: Datasharing @ Group level
- Lump sum ROI calculation
- ...



- Coop & Conad: Aggregated to Region
- Carrefour: split H/S - central WH
- Esselunga modelling
- Baseline and ROI calculation
- South Italy retailers; fragmentation
- ...

### Non-Standardized Sell-Out Data



### Retailers not Sharing



- Dia/ Mercadona: monthly to weekly sell out modelling
- Same for retailers without Nielsen/ Circana data
- ...



- ITM datasharing
- ...



- Limited additional data modeling required

### Execution Issues

### Missing Cost Information

# EPP GLOBAL FMCG/CPG REVENUE GROWTH MANAGEMENT FORUM 2025

Enabler #1: Bringing Data from  
50-60% to 90-95% Accuracy

Enabler #2:  
Bringing Analytics to Life



Able to deliver strong KPIs  
including all parties : Supplier,  
Retailer, consumer

## RGM practitioner role

- Provide interpretation using easy-to understand KPIs
- Deliver insights helping to build customer execution plan.

Supporting an easy path from  
analysis to insights

Easily adaptable to your  
current way of working



# EPP GLOBAL FMCG/CPG REVENUE GROWTH MANAGEMENT FORUM 2025

Enabler #1: Bringing Data from  
50-60% to 90-95% Accuracy

Enabler #2:  
Bringing Analytics to Life

Enabler #3:  
Understanding Competition



# Today's agenda:

**01** About us

---

**02** Unlock the RGM journey across markets overcoming data challenges.

---

**03** Benefits and value creation enabled by Promo optimization as a cross-functional process.

---

**04** BACARDI and XTEL adaptation to market changes and technological advancements

---



### BUSINESS BENEFITS:

**BASELINE  
UNDERSTANDING**

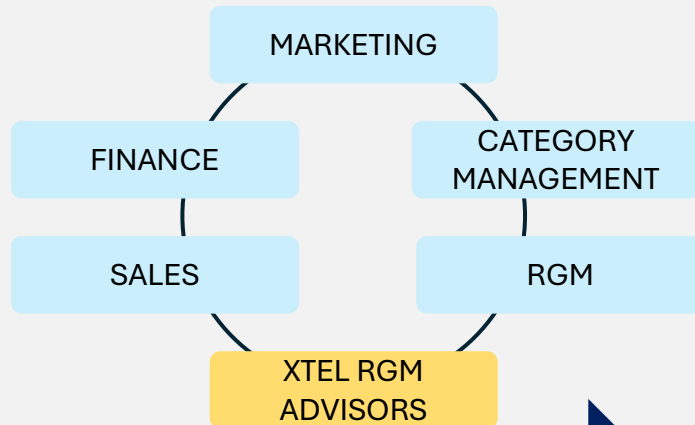
**GP GROWTH**

**STRONGER PROMO  
GUIDELINES**

**ENABLER FOR  
IMPROVED RETAILER JBP  
CONVERSATIONS**

### LEARNINGS:

#### BE CLEAR ON YOUR BUSINESS QUESTIONS



**Settle the foundation**

#### LEVERAGE RGM MATURITY ACROSS THE ORGANIZATION AND CREATE BELIEF

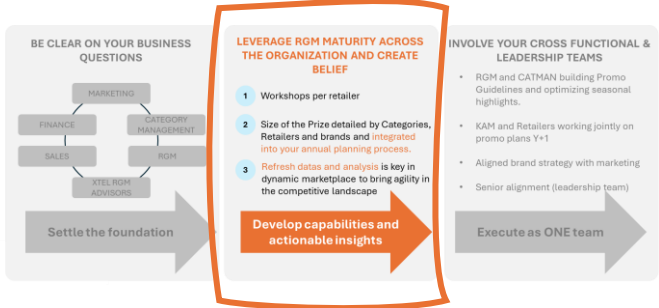
- 1 Workshops per retailer
- 2 Size of the Prize detailed by Categories, Retailers and brands and **integrated into your annual planning process.**
- 3 **Refresh datas and analysis** is key in dynamic marketplace to bring agility in the competitive landscape

**Develop capabilities and  
actionable insights**

#### INVOLVE YOUR CROSS FUNCTIONAL & LEADERSHIP TEAMS

- RGM and CATMAN building Promo Guidelines and optimizing seasonal highlights.
- KAM and Retailers working jointly on promo plans Y+1
- Aligned brand strategy with marketing
- Senior alignment (leadership team)

**Execute as ONE team**



A deeper dive on how workshops help Bacardi to build clear insights and promo guidelines.

1

TOPLINE: ROLE OF PROMO

Measure real promotion impact on sales and profitability and determine the role of promotion in the company.

INCREMENTAL VOLUME: extra volume sold during promo period, thanks to the promotion.  
BASELINE POTENTIAL: what we would have sold if we would not have done a promotion.  
PROMO VOLUME: promo volume sold.  
STANDARD VOLUME: volume sold during promo period in non-promotional period.

Your company is actually well positioned to take new opportunities in promotion strategy.

External benchmark

2

UNDERSTANDING CONTRIBUTION PLOTS

Identify which category, brand, retailer and/ or promotions have the biggest impact on sales and profits. Focus on the most dilutive promotions and define specific objectives by category/brand

BRAND X  
BRAND Y  
BRAND Z

3

DEEP DIVE ANALYSIS

Optimize the promotional plan by category and retailer using the best mechanics, products & frequency. Define the best promotional strategy for your company.

DEEP DIVE ANALYSIS

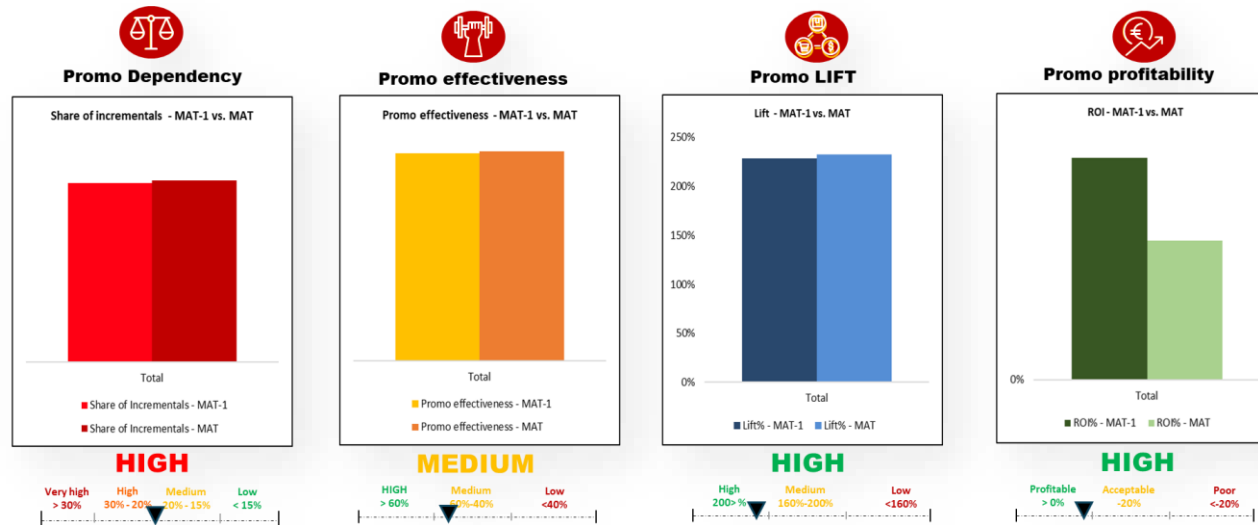
4

BIG BETS AND PROMO STRATEGY

Validate the findings and write the promotional strategy for Y+1, to be applied at retailer level.

PROMO STRATEGY

## Step 1: understanding the role of promotion at global, retailers and brands level.

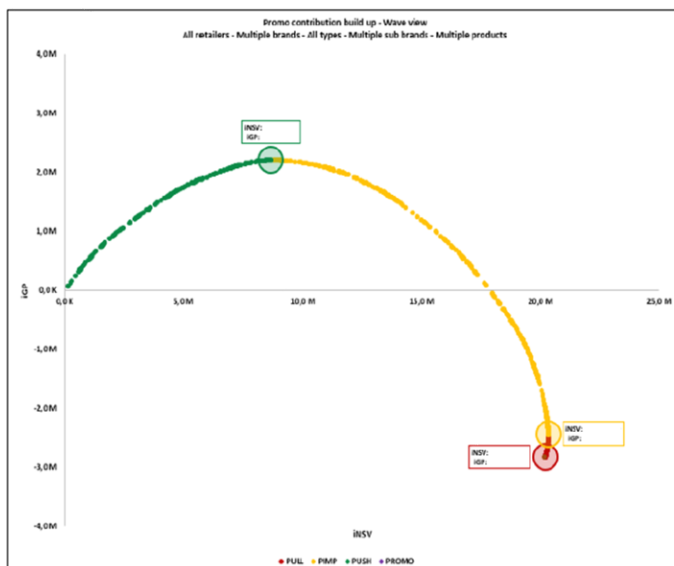


By calculating the real impact of our promotion, we can first understand and benchmark our level of dependency, elasticity and profitability.

What is our promo role?

- Are we in a baseline business?
- Is promo the name of the game?
- Are we in a promo trap?

### Step 2: Understand our activations are contributing to final promo profitability



**+IGP / +INSV**  
# of events:  
Average ROI:  
Average lift:  
Cost Of Promo:  
Incr. Units:

**PUSH**

The absolute top promotions. Must find ways to do more of these.

**-IGP / +INSV**  
# of events:  
Average ROI:  
Average lift:  
Cost Of Promo:  
Incr. Units:

**PIMP**

Needed to gain volume. Poor profitability and must find ways to optimize.

**-IGP / -INSV**  
# of events:  
Average ROI:  
Average lift:  
Cost Of Promo:  
Incr. Units:

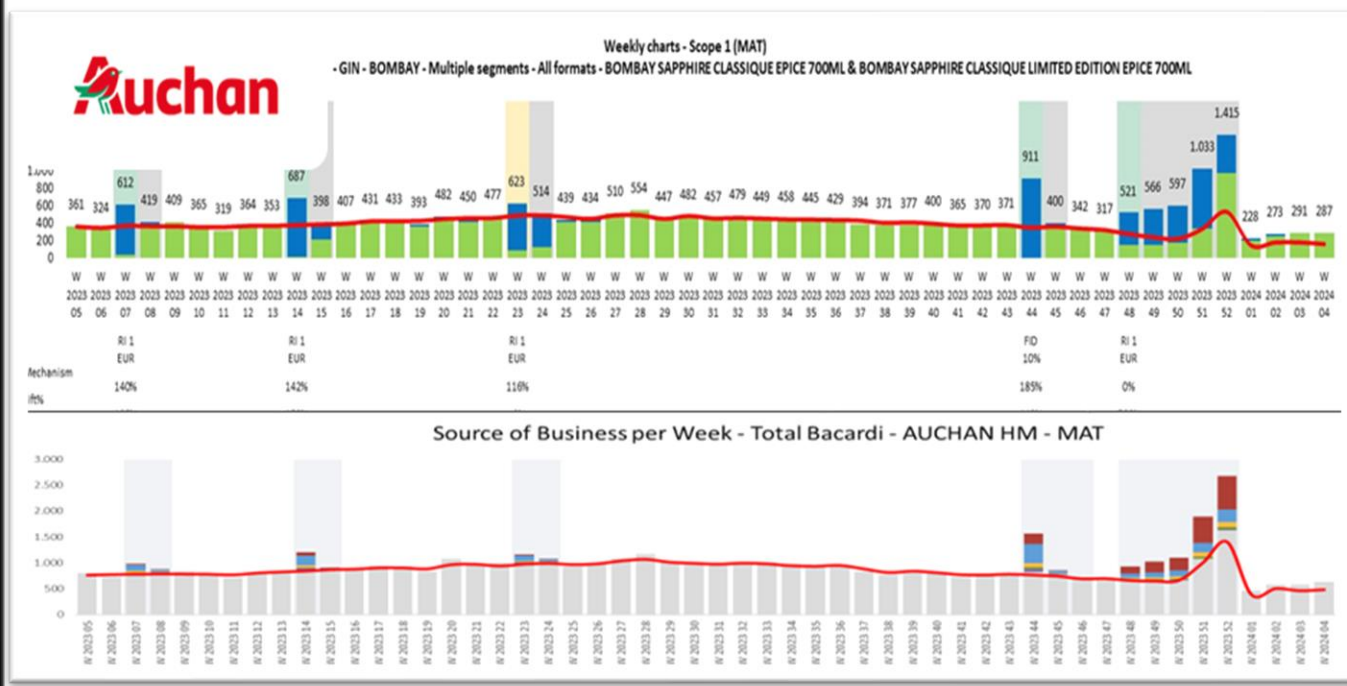
**PULL**

Cashing in less than we are giving out. Must stop these promotions and spend elsewhere.

- Identify which category / brand / retailer or single promotion have the biggest impact on sales and profits.
- Focus on the most dilutive promotions
- Define specific objectives or priorities by category & brand.



## Step 3: Deep dive per retailer, per brand and SKU to drive insights on what, when and how to play.



Answer the key questions through weekly analysis :

- What to play ?
- How to play ?
- When to play ?


The source of incrementality help us understand the decomposition of the incremental volume :

- What is stockpiling?
- Own cannibalisation?
- Comp stealing?
- Retailer switching
- Real category expansion.

## Step 4: Establish general guidelines and write retailer-level Y+1 promo strategies

### BIG BETS SESSION

- X% OF TOTAL INVESTMENT
- X% OF IGP CONTRIBUTION
- X% OF DILUTIVE PROFIT PROMOTIONS




### PROMO GUIDELINES - BOMBAY

**PUSH XXX**


SUMMARY

- XXX
- XXX

PROMO ROLE	
PROMO DEPENDENCY	PROMO EFFECTIVENESS
X% LOW	X%
	PROFITABILITY
	X%



Mechanism view - MAT



Size of the prize :

**XK€**

Ruchan	XXX
F&B	XXX
G&M	XXX
Adm. Support	XXX

Size of the Prize detailed by Categories, Retailers and brands and integrated into your annual planning process.

BIG BETS LIST		The big bets are the results from Key account workshops. This is the moment where we build general insights from retailers/skus deep dive.	
		VOLUME	IQP
SUMMER MOMENTUM: xx		++HL	-IE
SPECIAL PACKS : xx		++HL	-IE
MECHANISM AGGRESSIVITY: - xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx		++HL	-IE
WHAT TO PLAY amongst brands? xx		++HL	-IE
		+xxxHL	+x xxxIE

# Today's agenda:

- 01 About us
- 02 Unlock the RGM journey across markets overcoming data challenges.
- 03 Benefits and value creation enabled by Promo optimization as a cross-functional process.
- 04** BACARDI and XTEL adaptation to market changes and technological advancements

## How Bacardi and Xtel adapt to market changes and technological advancements?

### How AI helps to build a successful RGM practice today



#### Augmented AI data foundations

Use data & advanced AI to unlock new business opportunities, quickly gain insights and improve efficiency, productivity and growth across the organization.



#### Scalable AI-powered platform

Build a strong, flexible platform that easily connects with current systems, ensuring clear AI processes and reliable data for making informed decisions.



#### Enterprise-wide adoption

Make advanced tools accessible to everyone, encouraging informed decisions and innovation. Support adoption with easy-to-use interfaces and natural, intuitive conversations.



## How Bacardi and Xtel adapt to market changes and technological advancements?

### How AI helps to build a successful RGM practice today



#### Augmented AI data foundations

Use data & advanced AI to unlock new business opportunities, quickly gain insights and improve efficiency, productivity and growth across the organization.

On

**Always on: AI data update every period – [real-time results](#) to adapt your RGM strategy to latest performance review.**

**ADAM** ADAM takes, transforms, improves, generates, stores and serves the data leveraging business knowledge injected in its advanced algorithms and AI models



**Combining descriptive, predictive and prescriptive insights generation**



A holistic AI model based on neural networks improves forecast, volume decomposition, price elasticity, cannibalization assessment...

## How Bacardi and Xtel adapt to market changes and technological advancements?

### How AI helps to build a successful RGM practice today



#### Scalable AI-powered platform

Build a strong, flexible platform that easily connects with current systems, ensuring clear AI processes and reliable data for making informed decisions.



**End to end** holistic solution :

Portfolio, Promo, Pricing, Profit pooling



**Secure** : Sandbox in client Microsoft Azure environment



**Scalable** : Data volumes and users



**Agnostic** to any IT architecture



Continuous **upgrade and support**

## How Bacardi and Xtel adapt to market changes and technological advancements?

### How AI helps to build a successful RGM practice today



#### Enterprise-wide adoption

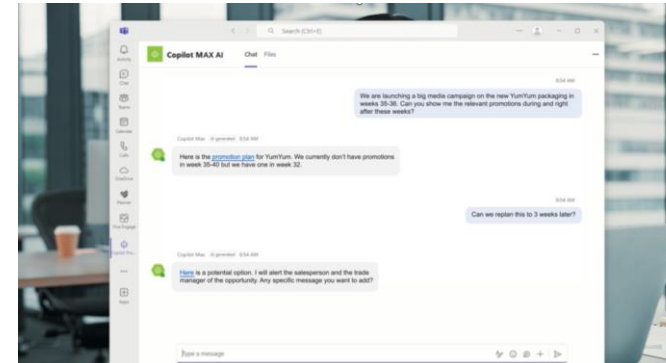
Make advanced tools accessible to everyone, encouraging informed decisions and innovation. Support adoption with easy-to-use interfaces and natural, intuitive conversations.



**One source of truth:** cross-market/ organisation KPIs, supporting process and language alignment



**Adoption support : CoPilot agent** always available to answer any questions and improve cross organisation flow **integrated in Microsoft Teams**.



## Unlock the value

1

Solve the data challenge

From 50-60 to 90-95% accuracy

2

Focus on execution

With an eye on business outcomes

3

Understand competition

## Get results

4

Build an aligned foundation

Using X-functional workshops

5

Build actionable roadmaps

At retailer level

6

Execute as a team

All the way to top management

## Secure your future

7

Ensure data resilience

With an AI foundation

8

Full rollout will need a platform

Rather than spreadsheets or best of breed

9

Go enterprise

Build a single source of truth and democratize insights

Overcome challenges...

with strong processes and products...

that AI will now be able to automate