



# **Revenue Growth Management (RGM): An Integrated Framework for Profitable Growth**



## RGM Foundations

Connecting the levers behind sustainable growth

# About the Program

This one-day immersive training provides a **practical and integrated introduction to Revenue Growth Management (RGM) for FMCG and CPG organizations.**

Designed as a pre-conference deep dive, the program walks participants through the **five core RGM levers** and how they work together to drive sustainable, profitable growth.



Rather than focusing on tools in isolation, **the training emphasizes connecting the dots across levers to build a coherent commercial story.** Each session introduces one RGM lever, explains its role in the business system, and concludes by **surfacing the critical business questions** organizations should be asking themselves.

The day closes with a dedicated session on RGM enablement, governance, and performance management, covering how to embed RGM capabilities into the organization through the right KPIs, forums, decision rights, and cross-functional engagement.

Participants leave not only with a strong foundational understanding of RGM, but, more importantly, with a **clear mental framework and a set of powerful questions they can immediately apply within their own businesses.**



# Learning Journey

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### 1. Foundation – What RGM Is (and What It Is Not)

- Build a clear and shared understanding of what Revenue Growth Management means in an FMCG context
- Explore what RGM is and just as importantly, what it is not
- Understand how RGM differs from pricing or traditional revenue management
- Get introduced to the five-lever RGM framework as a simple and practical way to think about commercial growth
- Start the day with a common language and a clear mental model to support all subsequent sessions

### 2. Deep Dive – Understanding Each of the Five RGM Levers Individually

- Deep dive into the five core RGM levers, explored one by one to build strong conceptual clarity
- Understand the role of each lever in the business and how it contributes to growth and profitability
- Explore the key trade-offs created by each lever
- Focus on what each lever is designed to solve, rather than on specific tools
- Identify the key questions you should be asking within your own organization

### 3. Integration – Connecting the Levers into One Commercial Growth Story

- Learn how the five RGM levers come together as an integrated system
- Understand how decisions in one lever influence outcomes in others
- Recognize why optimizing levers in isolation often leads to value leakage
- Move from tactical thinking to a more integrated, end-to-end commercial perspective
- Gain a clearer view of how effective RGM creates a coherent commercial growth story

# Learning Journey

## 4. Activation - Translating Insight into Governance, KPIs, and Decision-Making

- Focus on how to make RGM work in real organizations
- Explore how RGM is embedded through the right governance structures
- Understand the role of meaningful KPIs, decision forums, and clear ownership
- Identify what needs to be in place to move RGM from concept to everyday commercial decision-making

## 5. Reflection – Leaving with Concrete Questions to Apply Back in the Business

- Reflect on key learnings from the training and their relevance to your organization
- Leave with a set of high-quality questions to sharpen commercial judgment
- Learn how to challenge existing practices constructively, without relying on prescriptive answers
- Leave the training with greater clarity, stronger integrated thinking, and a practical lens to apply RGM principles from the very next working day

## How Each Lever Is Explored

### Each lever session follows a consistent rhythm:

- Concept and role in the business
- Practical examples and trade-offs
- Key questions participants should be asking in their own organizations



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# Learning Objectives

By attending this training, you will learn **how to build and strengthen a solid Revenue Growth Management (RGM) foundation**, understand **how the core RGM levers interact**, and **define clear priorities** to drive sustainable, profitable growth in FMCG and CPG organizations. You will:

- 1 Develop** a clear understanding of the five core RGM levers and their individual role within the commercial system.
- 2 Learn** how to connect and integrate RGM decisions across pricing, portfolio, and trade, moving beyond isolated actions toward a coherent growth logic.
- 3 Understand** how RGM levers reinforce each other in complex and fast-evolving markets, including Asian FMCG environments characterized by high competition, channel diversity, and consumer heterogeneity.
- 4 Identify** the critical business questions needed to diagnose growth and profitability challenges, rather than focusing only on tools or tactical fixes.
- 5 Gain** clarity on RGM enablement and governance, including KPIs, decision forums, and cross-functional collaboration required to make RGM work in practice.
- 6 Benefit** from real-world examples and practitioner insights to help translate RGM concepts into actionable thinking applicable to your own business context.



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### For Whom

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This training is designed for:

- Junior to mid-level RGM practitioners
- Commercial, finance, marketing, or strategy professionals transitioning into RGM roles
- FMCG / CPG companies at an early or developing stage of RGM maturity
- Organizations looking to build RGM acumen and capability, not just deploy tools
- Teams seeking a common language and integrated understanding of pricing, promotions, mix, and portfolio decisions

No prior deep RGM expertise is required. **The program is especially suited for participants who want to understand what RGM really is, how the levers fit together, and how to start asking the right questions internally.**



# Agenda

## Morning - RGM Foundations & Core Levers

- Introduction to RGM and its role in FMCG growth
- Overview of the five core RGM levers: Pricing, Promotions, Price-Pack Architecture, Product Mix, and Trade Terms
- Understanding the purpose of each lever and its impact on growth and profitability
- From isolated decisions to integrated commercial thinking

## Afternoon - Integration, Enablement & Application

- Connecting the RGM levers into a coherent commercial growth story
- Identifying the right business questions to diagnose growth and profitability challenges
- RGM enablement: governance, KPIs, and decision forums
- Cross-functional alignment and organizational implications
- Final discussion and key takeaways

## Meet your faculty



### Cantekin Ünlü | Head of RGM & Transformation

Cantekin is a senior Revenue Growth Management (RGM) leader with 17+ years of FMCG experience across developed and emerging markets.

Former Head of RGM & Transformation for China and Southeast Asia at Unilever, he has led pricing, mix, and performance strategies delivering significant incremental growth.

In July 2025, he co-founded RGM Partners, a boutique RGM consultancy based in the Netherlands, supporting FMCG and retail clients in building sustainable RGM capabilities.

# About EPP

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EPP is dedicated to advancing pricing and Revenue Growth Management excellence. Our mission is to provide professional guidance and to advocate on behalf of the pricing and RGM community, **ensuring value creation for companies, their commercial partners and customers.**

Through a broad portfolio of educational offerings - from open trainings and certified programs to self-paced eLearning and customized in-company initiatives - **we support organizations at every stage of their pricing maturity journey.**

By combining expert instructors, peer-to-peer learning, real-world case studies and tools designed for practical application, EPP equips professionals and teams to **build stronger pricing capabilities and drive sustainable revenue performance.**

## Trusted By

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## TALK TO OUR TEAM!

If you need help learning more about the program, understanding how it fits your needs, or have any other question, our team is here to assist you.

**CONTACT US**

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