

Program 2. Commercial Management. Detailed Agenda

Day 1	
Program Overview	<p>Program Overview</p> <p><i>Understand how value is created and lost between retailers and suppliers and the need for strong commercial and revenue management to achieve sustainable commercial outcomes – delivered via JBPs</i></p> <p>3 x Pre Reads – White papers created for the Program: 1. The Retail Landscape & implications for Suppliers / 2. Life as a retailer. Insights into the life of an fmcg buyer. 3. Commercial Management Overview for fmcg</p> <p>Program Overview: The Next 3 Days Introductions & Personal Objectives Program 1 Recap – Presentation from Program 1 Delegates: How to create a Growth Plan. <i>Course overview - Know how to utilise a broad range of category, consumer, shopper & commercial insights to proactively identify and capitalise upon the category levers for joint growth</i></p>
Understanding retailers & their Strategies	<p>Retailer – Supplier Commercial Dynamics <i>Understand the retailer – supplier interface, strategies & KPIs</i> Retail Landscape Whitepaper (pre read) – Group discussion & individual reflection. Life as a Buyer Whitepaper (pre read) – Group discussion & individual reflection. <i>Exercise – How to engage and add value to your buyer.</i> Understanding Your Customer: Strategies, Initiatives, Metrics & KPIs. <i>Gain a detailed understanding of retailer, their priorities & KPIs</i> <i>Show examples of retailer strategy approaches and winning strategies in fmcg markets globally and different consumer goods sectors in Aus. Link to Category role</i> Group discussion & individual reflection Retailer KPIs. <i>Share examples of retailer KPIs. E.g. Comp Sales, Margin explained, return on space, GIMROI., Inventory, OOS, markdowns etc.</i> Customer Segmentation, Prioritisation & Strategy alignment: <i>Segmenting & prioritising your customers. Aligning your strategy with theirs.</i> <i>Case Study Exercise</i> Selecting Your Customer Investment Strategy. <i>Ensuring you have a coherent approach to Customer Investment. Does your trade fund strategy reflect your strategic intent? Case Study Exercise.</i> Review of day... key points. Close</p>

Day 2	
Recap	Recap key points from Day 1. Questions.
Commercial Management & Net Revenue Management	<p>Commercial Management for Sales Professionals <i>Understand the need for good Commercial Management disciplines to improve commercial outcomes.</i></p> <p>Commercial Management Whitepaper (pre read) – Group discussion & individual reflection.</p> <p>Case study Exercise – Interrogate Category, Retailer & Supplier 3 Year P+L's to identify opportunities & present back.</p>

		<p>Revenue Management</p> <p><i>What it is. Why it's important. Where it fits.</i></p> <ul style="list-style-type: none"> • <i>Key principles of Revenue Management</i> • <i>Things you need to understand</i> <ul style="list-style-type: none"> ○ <i>Vol & Price Drivers - Product / Pack / Price mi,</i> ○ <i>Profit curves /</i> ○ <i>SKU Gross to Net</i> ○ <i>Category architecture – segments & tiering. Category Value Ladders</i> ○ <i>Pricing dynamics – elasticity & cross elasticity, zones of indifference, thresholds.</i> • <i>Issue identification & selecting</i> • <i>Promotion Effectiveness - Achieving strategic and financial objectives – financial / consumer / shopper & category - creating overall incrementality</i> • <p><i>Revenue Management in Practice – Case Study</i> <i>Coffee Case Study Exercise.</i></p> <p><i>Review of day... key points.</i> Close</p>
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Day 3		
AM	Recap	<i>Recap of key points from Days 1 & 2. Questions.</i>
	Case Study	<i>Case Study Presentations. Recommendations & Rationale</i>
PM	Joint Business Plan Development & Engagement	<p>Commercial Joint Business Plans</p> <p><i>Understand how to integrate Category & Commercial propositions and opportunities into a Customer Business Plan</i></p> <p>Joint Business Plans</p> <p><i>Understand the components of Joint Business Plans, what best practice is and retailer and supplier needs in JBPs</i></p> <ul style="list-style-type: none"> • <i>Role and objectives of JBPs</i> • <i>Internal & customer requirements</i> • <i>Examples of Retailer JBP frameworks</i> • <i>One plan: a growth and profit roadmap</i> • <i>Benefits of stretch plans & contingencies</i> • <i>What makes a compelling commercial proposition?</i> • <i>Executing the JBP - project management & Execution focus. MBRs / QBRs / T2Ts</i> • <p>Case Study Exercise – <i>create a Customer specific Joint Business Plan. Debrief & feedback</i></p> <p>JBP Engagement & Selling. <i>Creating, Selling & executing the JBP. Linking to retailer strategies and needs. Compelling selling & story telling</i></p> <p>JBP Selling role play & feedback. Summary of Key points Personal Action Plans</p>
	Action Planning	<i>Sign off Personal Action Plans & enter into Tracktion system.</i> <i>Course review</i>