



Hoe Unilever waarde genereert mbv NRM

door Arthur 't Lam

Customer Strategy & Planning Director - Unilever





Arthur 't Lam

Commercial Leader in FMCG | Director at Unilever | 15+ Years of Experience in Sales Strategy, Category Growth and Net Revenue Management



Unilever
16 yrs

- **Customer Strategy & Planning Director Nutrition North Europe**
Oct 2022 - Present · 1 yr 9 mos

- **Director Category Management & NRM Netherlands**
Full-time
Nov 2020 - Oct 2022 · 2 yrs
Rotterdam, South Holland, Netherlands

Responsible for category and channel development NL | Head of Net Revenue Management and Category Management department (20+ FTE) | Sales responsible Unilever Foods MT | Member CD leadership team



L'Oréal
2 yrs 11 mos



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The image depicts a man in a business suit standing in front of a chalkboard. He has a large cardboard box on his head, which features a large black question mark. His arms are outstretched to the sides. The chalkboard is densely packed with various hand-drawn diagrams, equations, and text, representing a wide range of fields:

- Mathematics:** Includes trigonometric identities such as $\sec(x) = \frac{1}{\cos(x)}$, $\tan(x) = \frac{\sin(x)}{\cos(x)}$, and $\cos(x) = \frac{1}{\sec(x)}$. It also features the Pythagorean theorem $a^2 + b^2 = c^2$, the quadratic formula $x = \frac{-b \pm \sqrt{b^2 - 4ac}}{2a}$, and the sine and cosine addition formulas.
- Science:** Includes the famous equation $E=MC^2$, the ideal gas law $PV=nRT$, and the formula for the area of a circle $A = \pi r^2$.
- Business:** Features a bar chart with four bars of increasing height, a line graph showing a downward trend, and the text "Business Crisis" with a downward arrow.
- Other:** There are various other diagrams, including a 3D cube, a sine wave, and a complex network diagram.

The overall scene suggests a state of confusion or a lack of understanding across multiple domains, symbolized by the question mark on the man's head.

- Focus op de praktisch toepasbaarheid
- Toelichting ahv voorbeelden uit de Soep categorie

Agenda



**Net Revenue
Management**



**Illustratie uit de
Praktijk: Soep**



Onze learnings



Wat is NRM?



Net Revenue Management (NRM) is

a
Structured approach



combining
Data-driven insights



to
drive Revenue Growth



Wat is NRM?



our NRM strategy is a holistic approach that considers

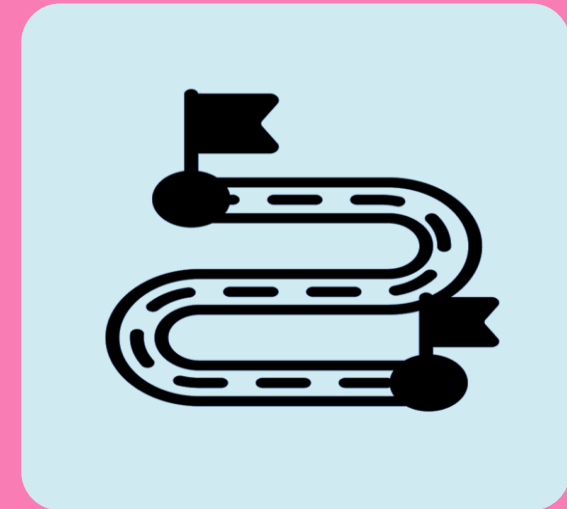
The triple-win



value-based pricing



and long-term goals



To enable sustainable and profitable growth

Noodzaak tot waarde creatie

VAN



Hoge inflatie & cost based pricing



Shoppers – lagere koopkracht, bestaanszekerheid, ontevredenheid



Retailers – kleinere mandjes, grotere prijsfocus, lagere EBITDA



Fabrikanten – volumeverlies, daling merkloyaliteit, lagere GM

NAAR



Waardecreatie & value based pricing

Unilever NRM model



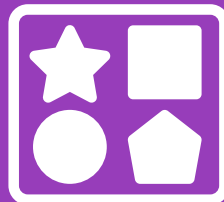
Agenda



Net Revenue Management



Illustratie uit de Praktijk: Soep



Onze learnings



De Soep & Snacking markt in Nederland

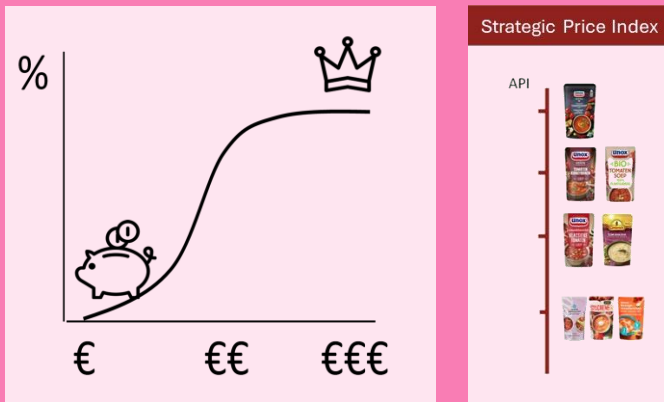
€ 482M



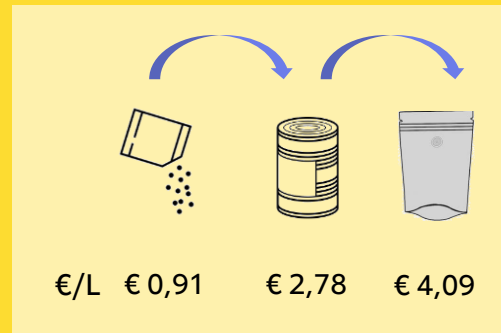
L1 Brand - Portfolio

Offer **right price for our brands** - in each price tier and channel

Brand price strategy



Portfolio price strategy



Waarde genereren vanuit hogere €/L



Destination portfolio

New needs

New occasions

White spaces



Goede inzichten maken nog geen succes



L3 Active Mix

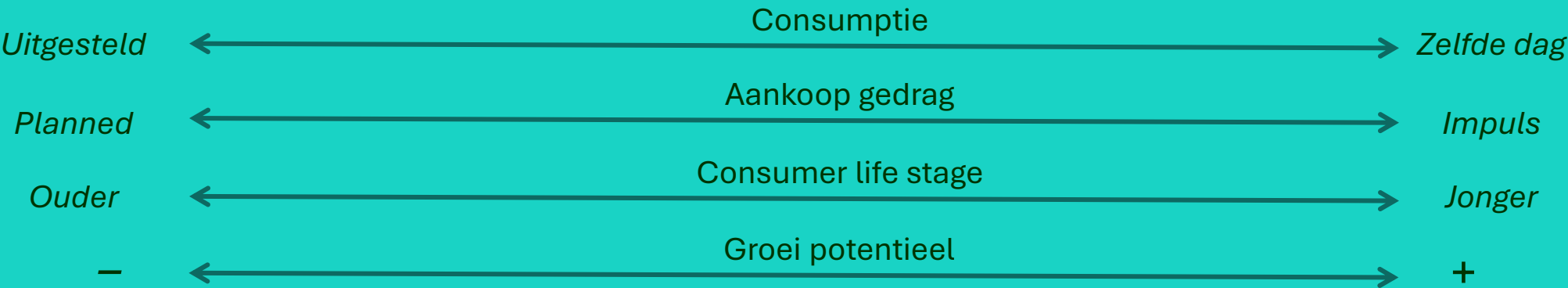
Drive mix at pack and sku level - proactively



Bepaal de rol en doelen per segment / concept en vertaal dit door naar de strategie

L3 Active Mix

Drive mix at pack and sku level - proactively



Bijvoorbeeld

Activatie - loyalty

Promotie - basketsize

Confrontatie - frequentie

L3 Active Mix

Activatie



Promotie

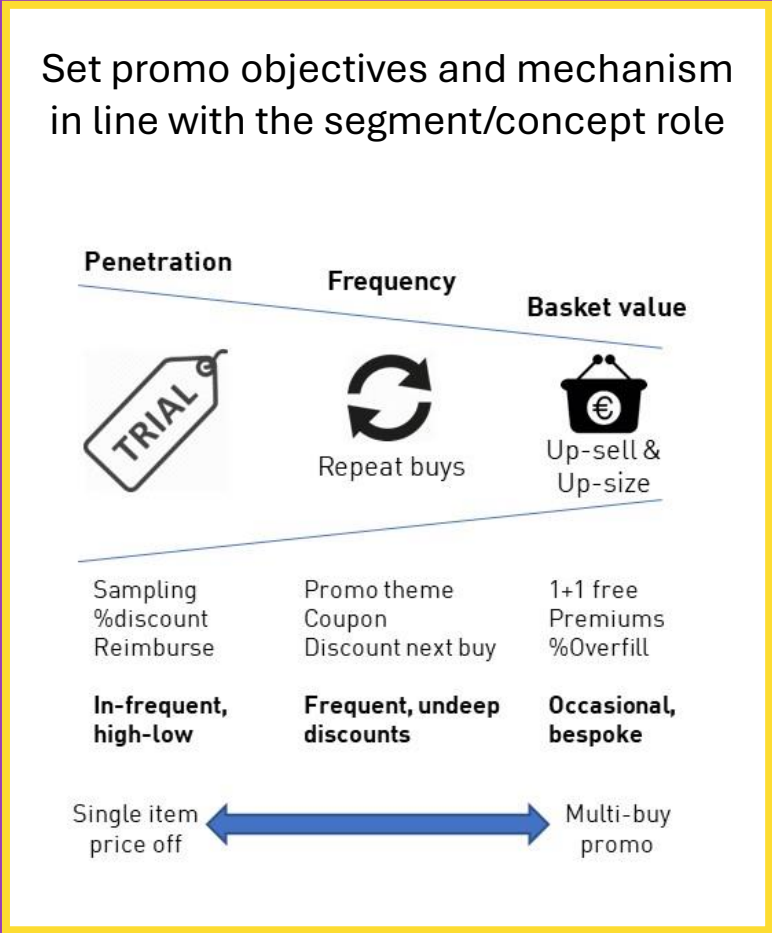
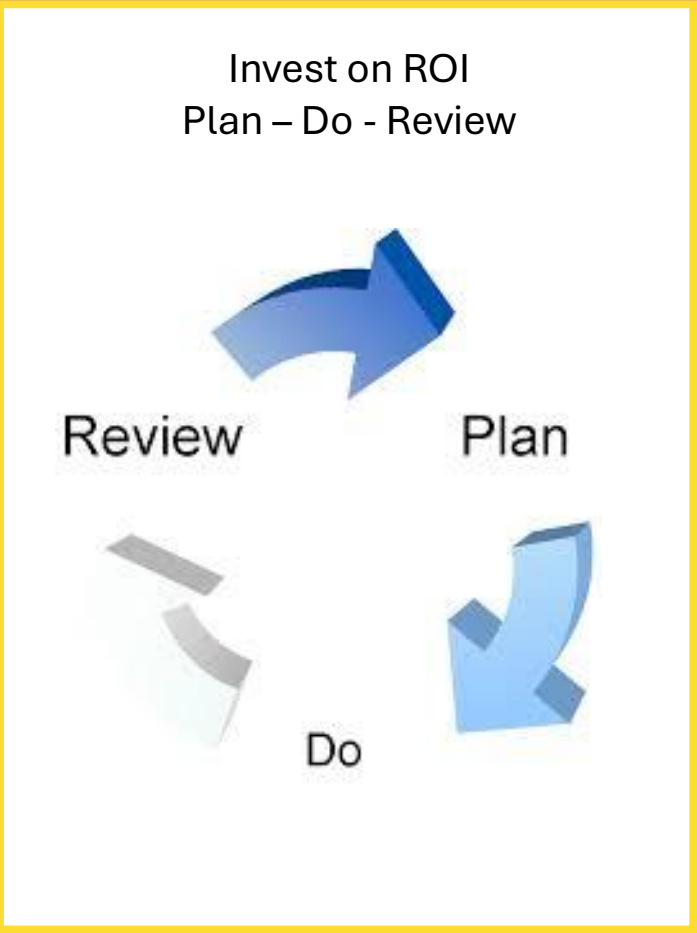


Confrontatie



L4 Promotion

Invest on ROI based on where the value and growth is - by channel, customer

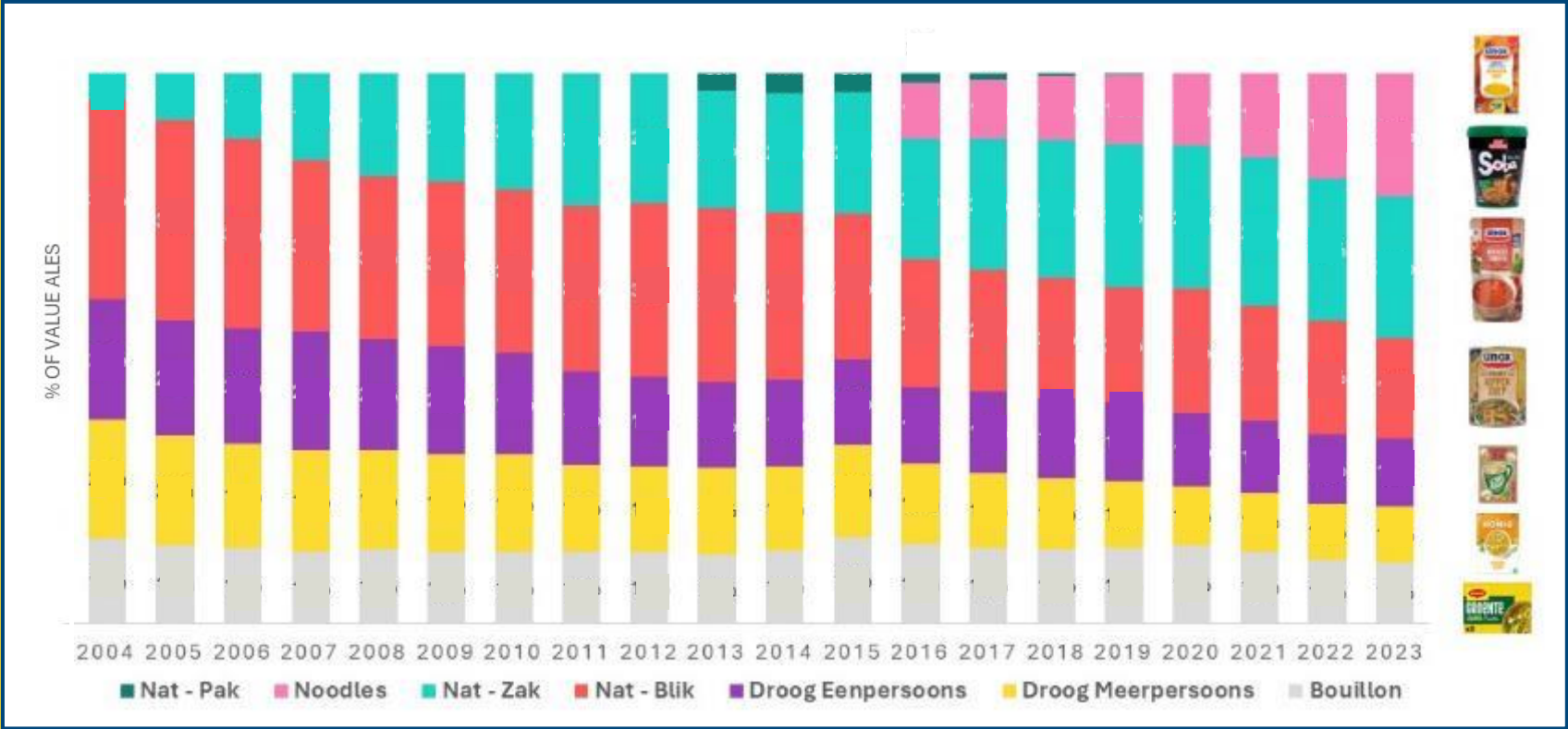
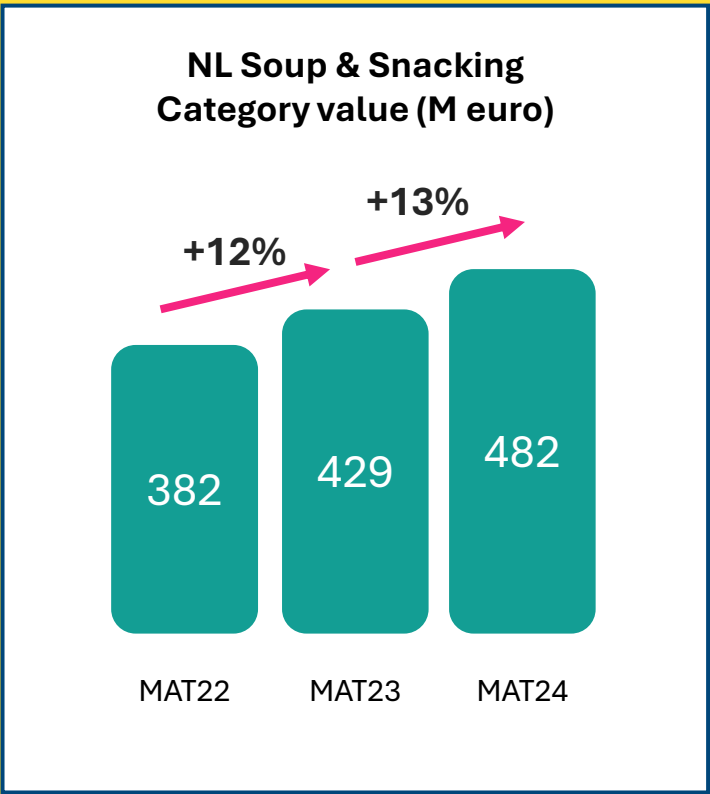


Zoom out over a longer period of time to evaluate your promo strategy

Unox Canned soup

	Promo pressure	Volume share
Y1	29.5%	61.2%
Y2	40.1%	63.2%
Y3	43.9%	62.4%

Driving category & revenue growth



Agenda



Net Revenue Management



Illustratie uit de Praktijk: Soep



Onze learnings



Onze learnings in gebruik van het NRM model



Gebruik en combineer alle levers voor een krachtige geïntegreerde strategie om waarde te genereren.

JUST
START

The rest will follow. Begin klein, doe een eerste stap op alle levers en verbindt die conclusies aan elkaar. Breid vervolgens over tijd uit.



Adopteer NRM als mindset en methode en betrek alle disciplines. Als enkele oefening in je eentje is het lastig waarde genereren.

Keep
it
Simple

Simplificeer je NRM taal. Presenteer conclusies en bevindingen geen analyses en data/insights. Houd de overall strategie in het oog.

Thank you