

fmcg

**TRADE
PLANNING
SUMMIT**

Presented by

Up Clear®



**18 SEP 2025
SINGAPORE**

**Strategic Revenue Management in Turbulent Markets:
Managing Value Amid Rising Commodity Cost**

Raghu Rao

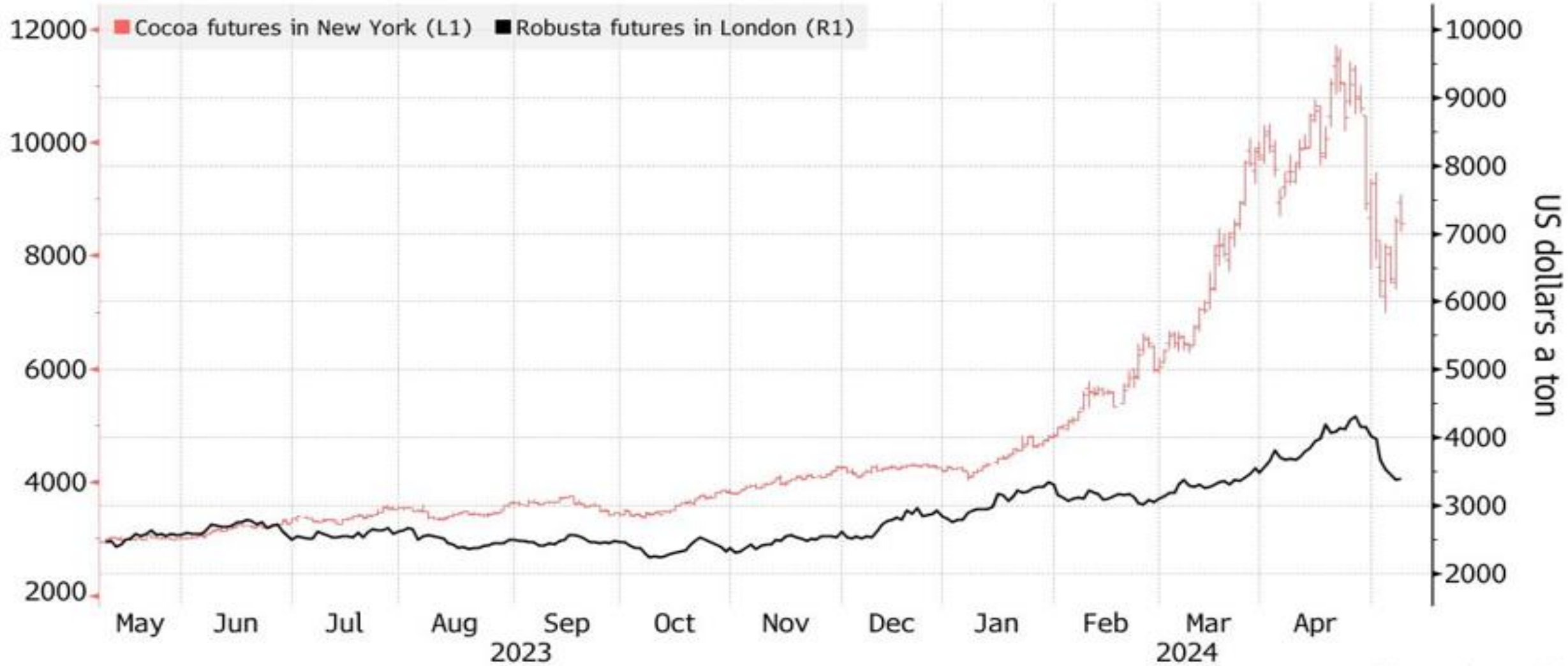
Founder & CEO - Innowave360 Consulting

**Just Think what comes to your mind when
you see the following slides???**



Cocoa and Coffee Surge Amid Bad Weather at Key Growers

Rallying prices drained liquidity and made markets more volatile




Source: ICE Futures US, ICE Futures Europe

Bloomberg

PRESS RELEASE | APRIL 29, 2025

Falling Commodity Prices Could Mute Inflation Risks from Trade Tensions



News & Events

COFFEE PRICES WON'T FALL ANYTIME SOON: WHY ROASTERS CAN'T RELY ON PRICE DROPS

Price volatility is an inevitable part of the coffee industry. With recent spikes in both arabica and robusta prices, roasters have to figure out the best ways to adapt and stay agile.

LINK ABOVE! 



News & Events

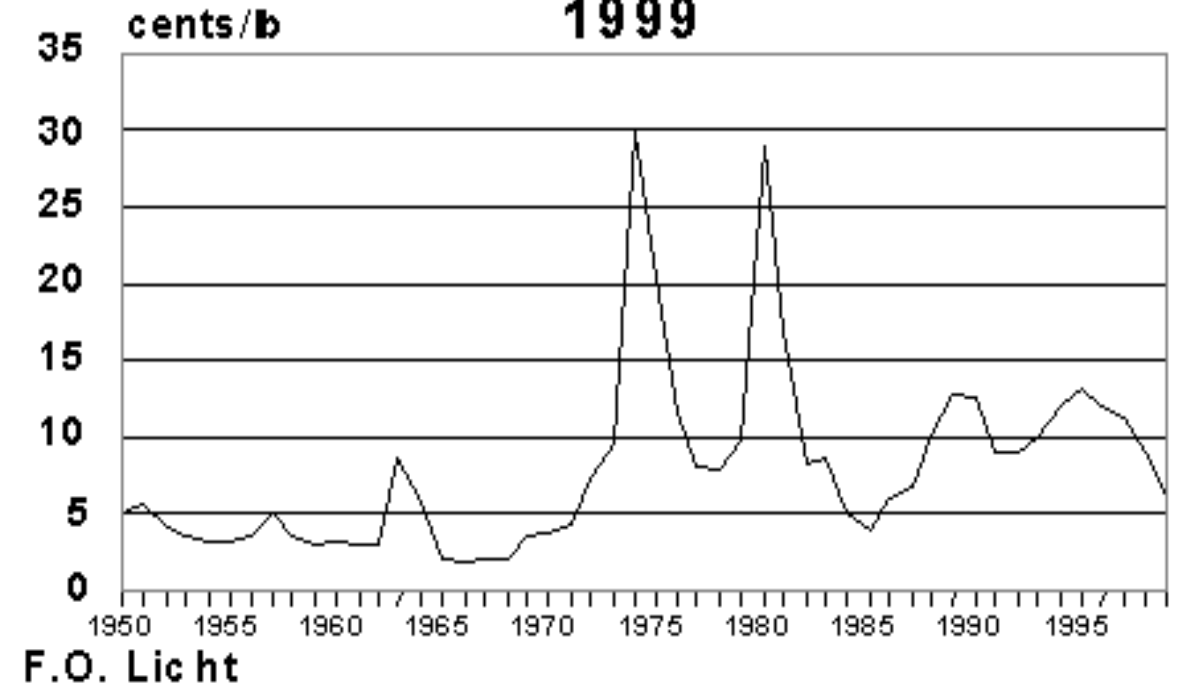
THE C PRICE IS OVER US \$3/LB: WHY MARKET VOLATILITY WON'T SLOW DOWN IN 2025

A complex interplay of market conditions is driving up the C price – and it's unlikely to fall going into 2025. Roasters will need to be more strategic than ever and increased transparency with customers will work in their favour.

LINK ABOVE! 



Development of Raw Sugar Prices 1950 - 1999



Daily Mail
Brexit Britain is hit with 10% export tariffs But EU hammered with 20% levy by U.S.

TRUMP'S TARIFF WAR ON 'FOREIGN SCAVENGERS'



President pledges new guidelines for American trade negotiators

Trump's trade wars have hit a million of his own people

Trump's trade wars have hit a million of his own people

The Guardian
Trump hits UK with 10% tariff as US ignites global trade war



President pledges new guidelines for American trade negotiators

The UK's economy is under threat as it faces a 10% tariff on exports to the US. This is part of a broader trade war initiated by President Trump, who has imposed tariffs on a wide range of goods from China, Canada, and the EU. The UK's economy is particularly vulnerable as it relies heavily on exports to the US.

DAILY EXPRESS
CHER'S TRIBUTE TO 'GREAT FRIEND' VAL KILMER AS HE DIES AT 65

FREE £2 IN SHOP BET

BREXIT BRITAIN ESCAPES WORST OF TRUMP TARIFFS PAIN

UK imports to US will face 10% levy compared to EU's 20%



Mirror
My Steven vanished... but I cling on to hope

Free £2 shop bet

TRADING BLOWS

World faces economic war

Nations poised to retaliate as Trump reveals extent of tariffs

Britain hit with lowest level of 10% while EU hammered at 20%



THE TIMES
Can an app really make me feel better?

Caillin Moran's Celebrity Watch

Trump piles on the tariffs

British imports hit with 'headline' 10 per cent levy



The Daily Telegraph
Trump unleashes tariffs



law chief makes veiled dig at boss over attack on judges

THE i PAPER
Ukraine's stolen children

Rich and famous

Trump triggers \$1 trillion global trade war - in threat to UK jobs and wages

Trump's trade wars have hit a million of his own people

METRO
Val Kilmer 1959-2025

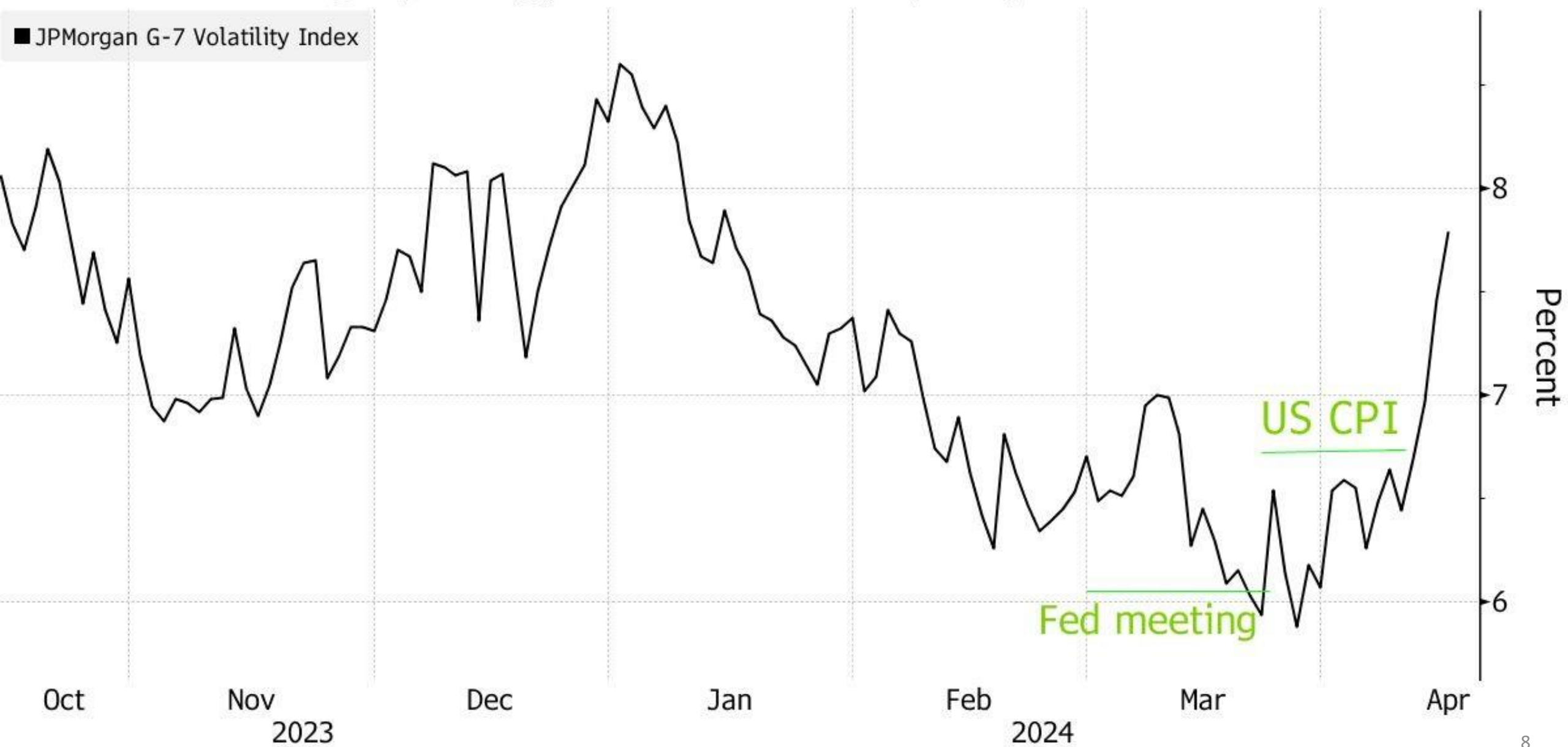
Heathrow 'had two fire warnings'

Blame came after airport meltdown

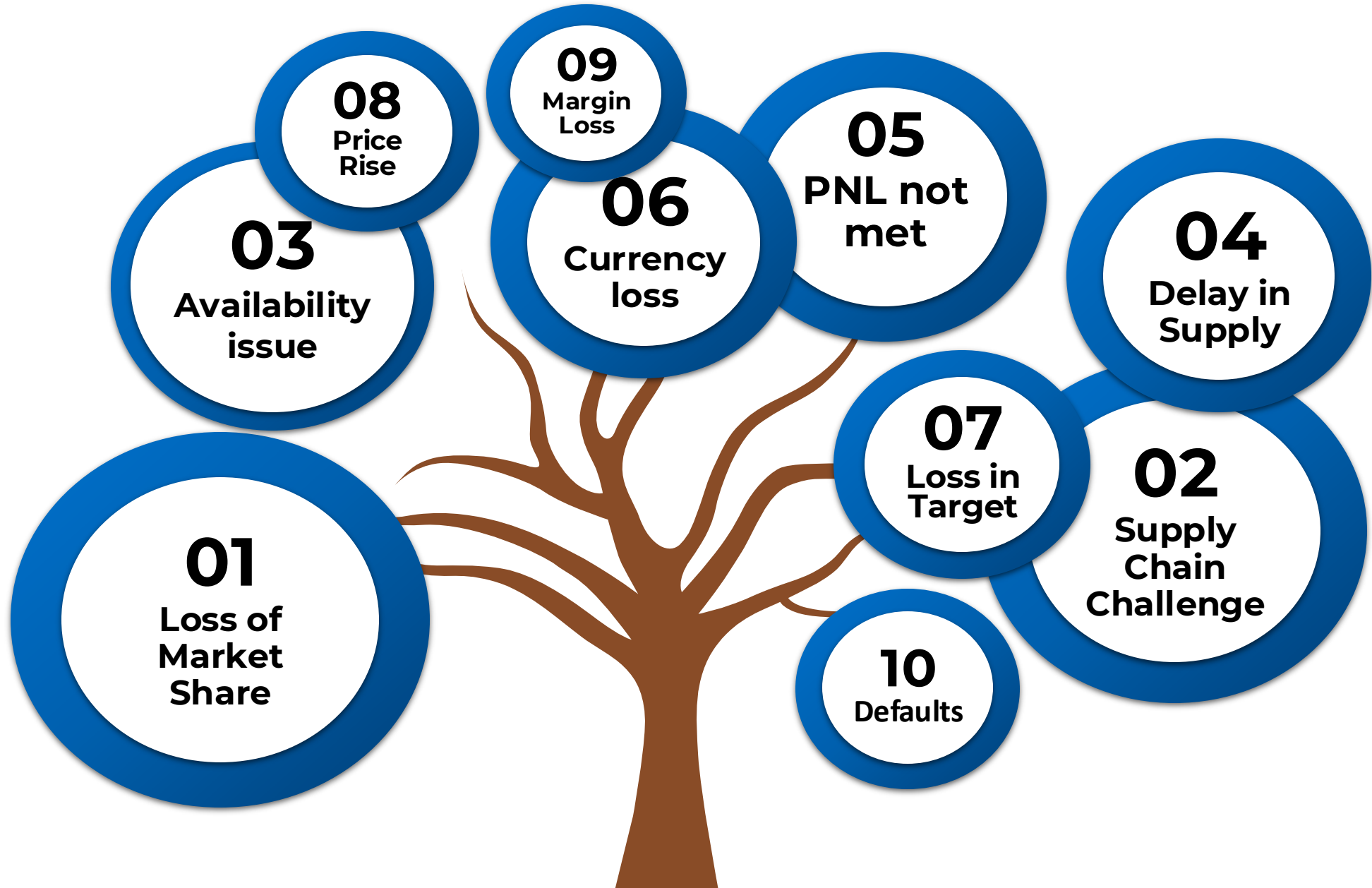


FX Volatility Rallies as Fed Repricing Meets Geopolitical Risks

Demand for the high-yielding, haven dollar reshapes options outlook

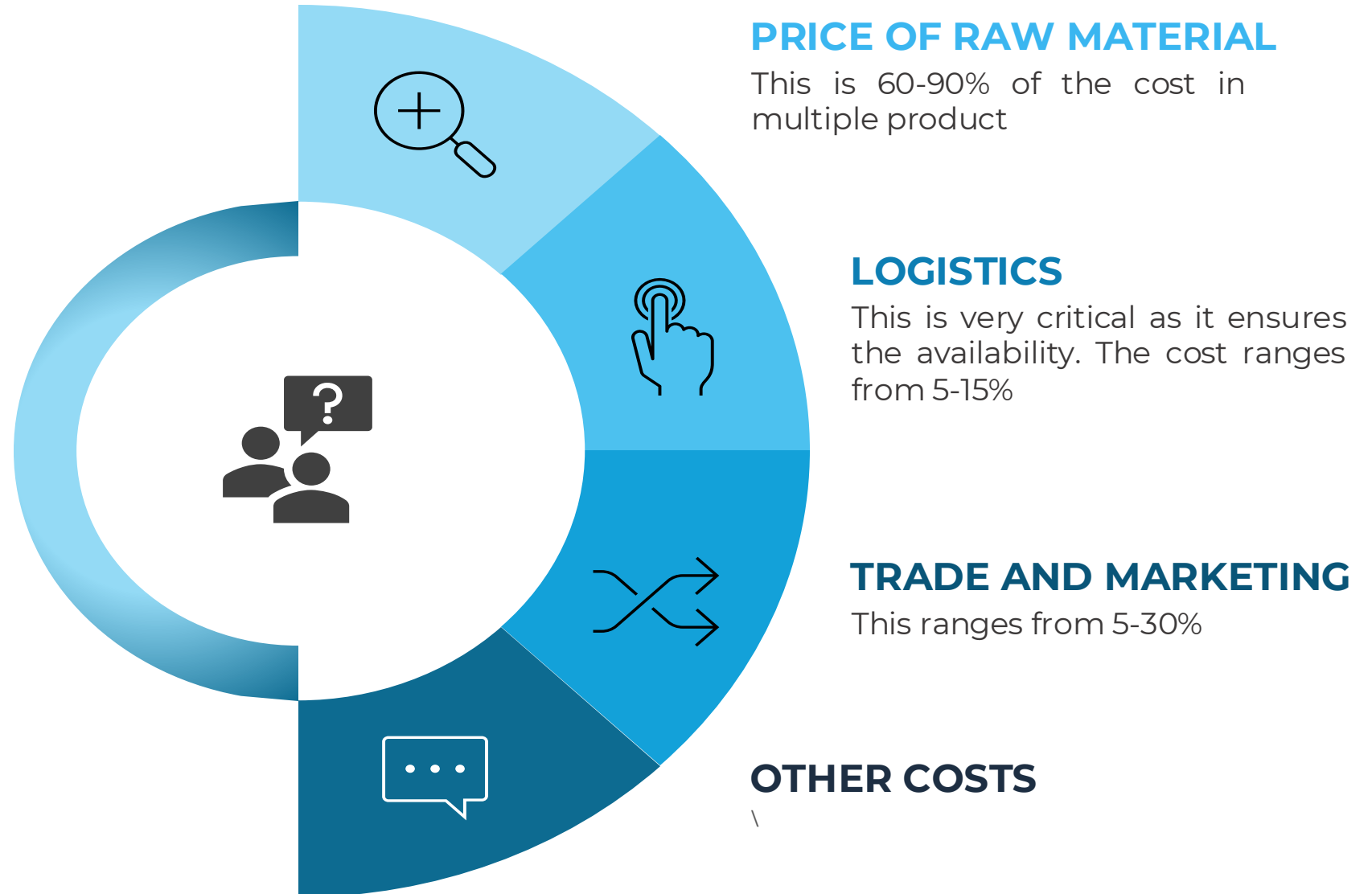


So what comes to your mind??



What Impacts the price of the product??

As the raw material cost is most important (availability and cost) – the factors influencing it impacts the product cost most



How the Raw Material cost is impacted?

Availability

1. Local produce and Local demand
2. Local government policies
3. International market demand
4. Price volatility



Weather and other variables

1. Crop Damage
2. Yield output

Inter regional Tensions

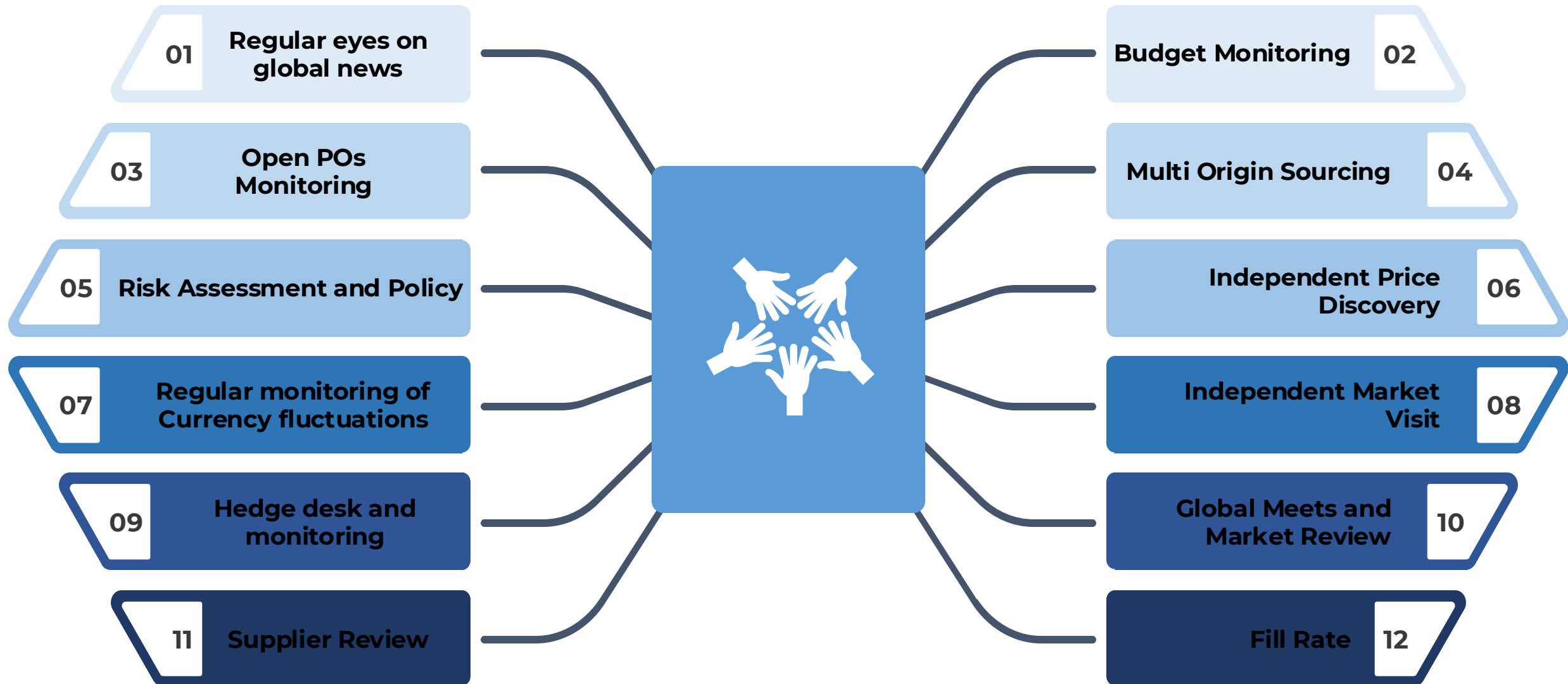
1. Conflicts
2. War
3. Preferential treatments
4. Tariffs



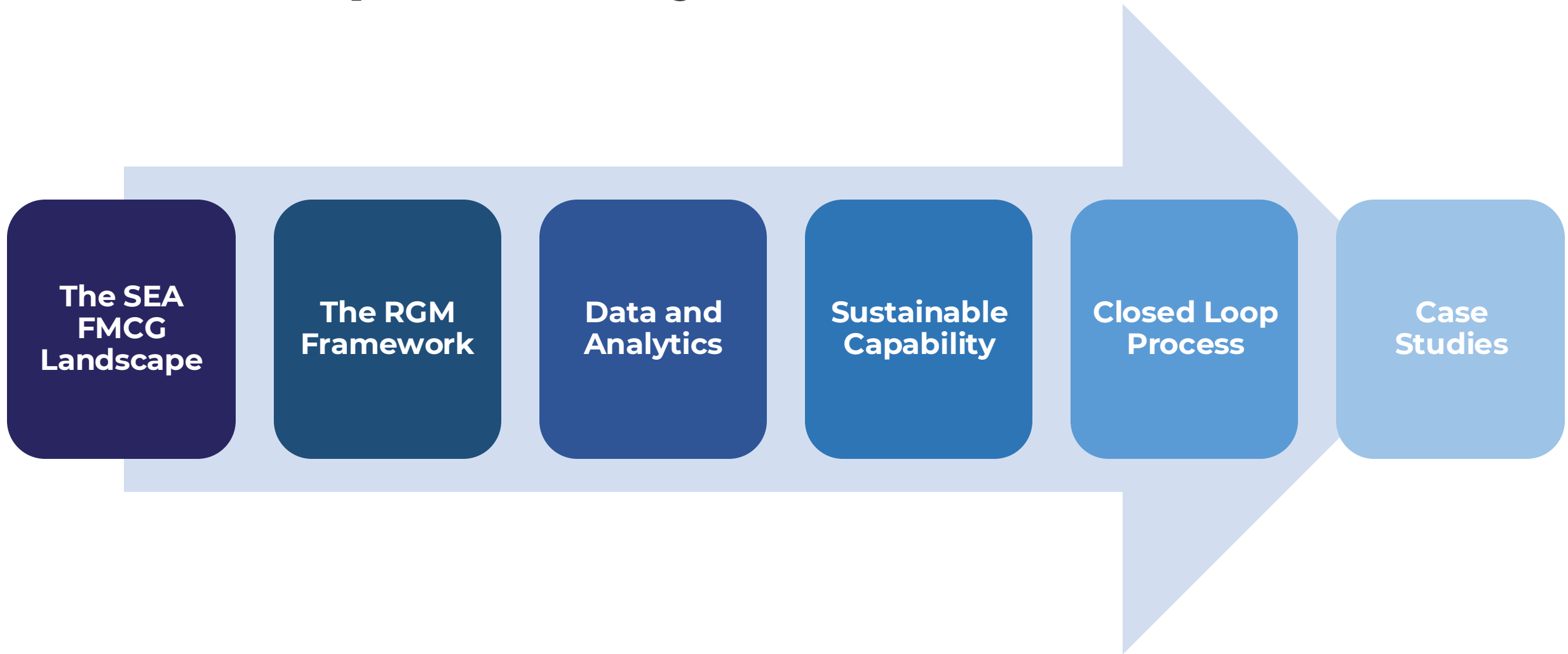
Currency Cost

1. International factors
2. Local Factors
3. The volatility sometimes multiplies the cost by even 50%
4. Hedge is a safety option but comes at cost

What we as Leaders can do to mitigate surprises?



Roadmap for Today



The APAC FMCG Landscape: A Crucible of Complexity



Hyper-Fragmented Channels

4M traditional trade stores dominate, requiring ultra-granular, localized strategies for distribution and trade spend.



Digital-First Disruption

Rapid e-commerce & social commerce growth (Shopee, Lazada) makes digital shelf and promo ROI critical.



Fierce Local Competition

Intense pressure from local brands on price and global brands on innovation, squeezing margins.



Promotion-Driven Consumers

Frequent, deep discounts erode value. Winning requires precision in promo optimization and premiumization.



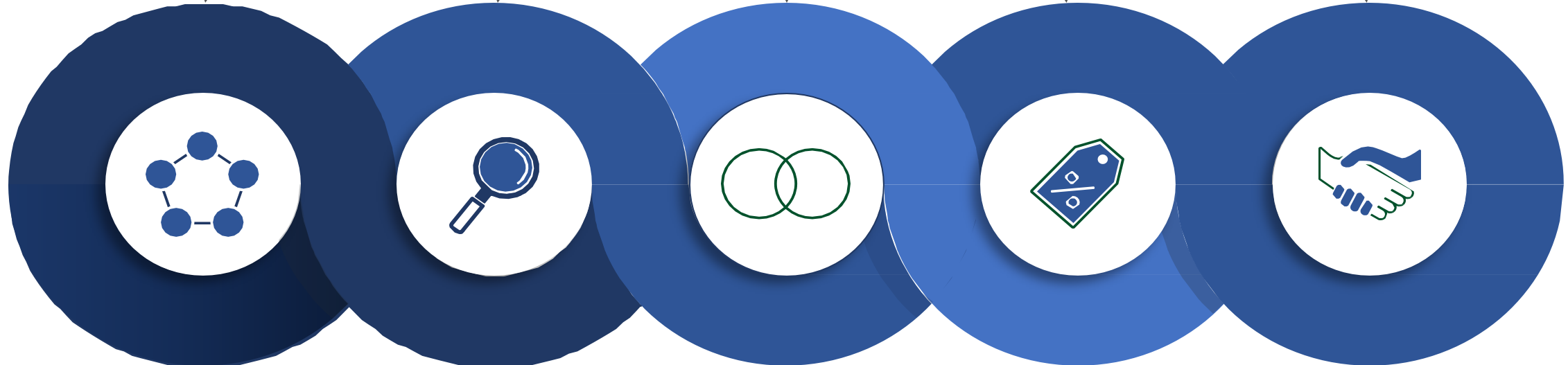
Implication: Blunt strategies fail. Winning requires granular, data-driven RGM.

Revenue Growth Management (RGM)

RGM Strategy

Assess Strategic RGM objectives, market context and brand roles

Core RGM Levers



Brand Portfolio Pricing

Capture full value of our brands to consumers – in each demand space, price tier, geography and channel

Pack Price Architecture

Provide right format, pack, at the right price for each occasion and shopper mission

Active Mix Management

Drive brand/pack /channel mix to where profit growth lies – setting right sales priorities

Promotion Optimization

Invest promotion based on where value and growth lies – by channel, customer, + promo type

Trade Spends Management

Align and optimize contractual trade spend by brand and customer – drive preferred behavior

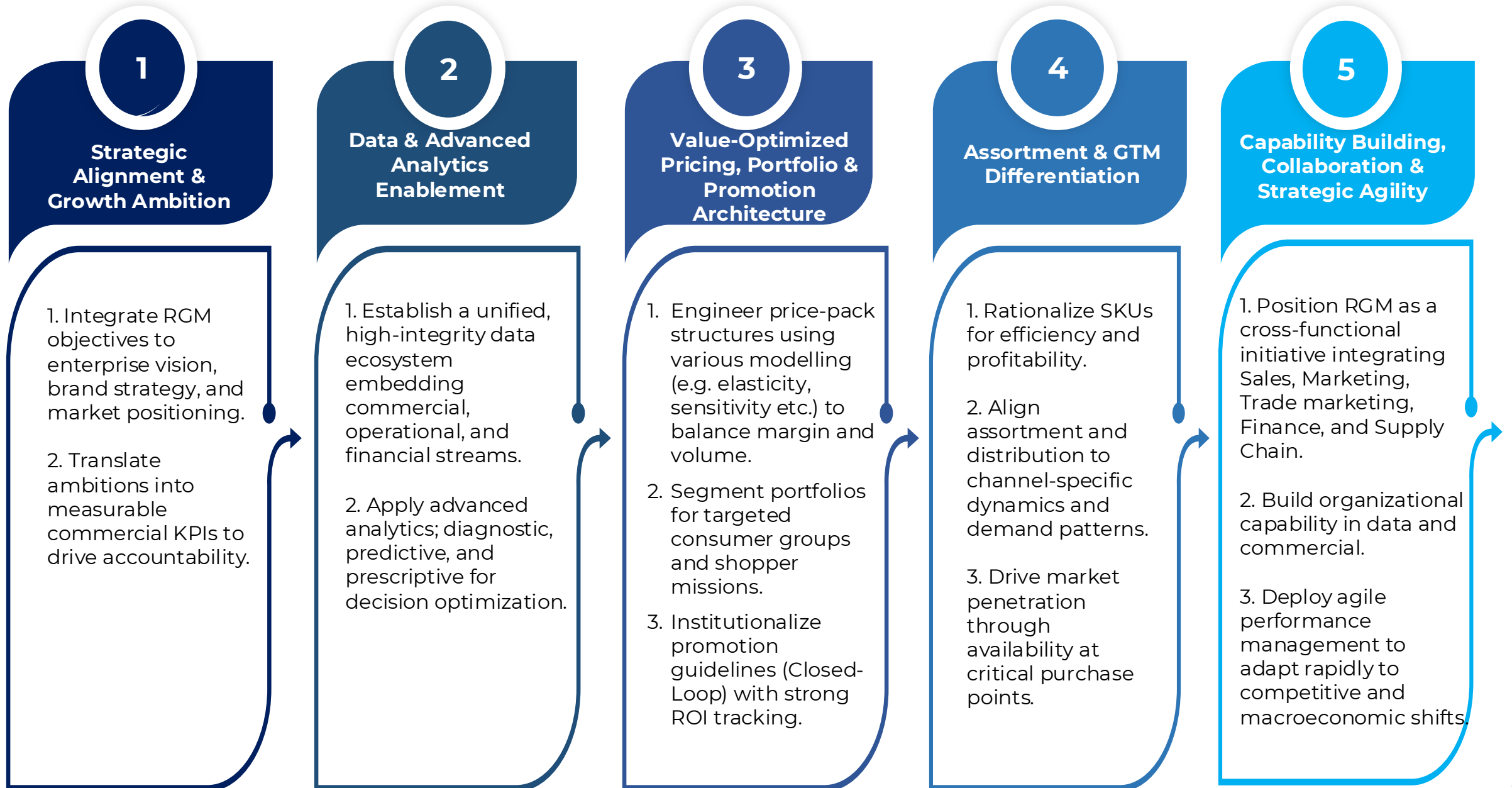
People & organization

Processes

Tools

Capability Build

Data Driven RGM



Building a Sustainable Capability



Top down cultural push to data driven ways of working

As an example – Market mix model acceptance and use is very different across organizations and big difference is the putting it to action is mandated and followed in the better organizations



Integration with organizational processes

In good organizations RGM outputs inform and guide key core business processes.
e.g. strategy planning, insights and innovation, portfolio management, financial planning & analysis



Sustainability of the RGM sprints

Critical to have tools and playbooks to make the sprints shorter and sustainable.

Key to ensure timely actionable output and on a regular basis vs. in discrete sprints

Optimizing Trade Spend



Understand market, category, and channel nuances with their primary and secondary sales drivers.

Review the closed-loop process's effectiveness and the strength of on-ground trade execution.

Evaluate system integration (DMS, TPM, ERP) to eliminate data blind spots in trade spend.

Conduct market visits to gain direct ground-level insights from channel partners and retailers.

Leverage advanced analytics on closed-loop data to detect leaks, anomalies, and optimize ROI.

Guest Speaker



- Raghu Rao CA, CISA, CFE, CRMA,
Founder & CEO, InnoWave360 Partners
- Over 20 years of leadership and C-suite experience in Governance, Risk, Compliance and Finance functions in Global 500 companies.
- Lived and worked in Singapore, India and Japan (Singapore PR since 2005) in various global roles covering ~50 countries across APAC, A&ME, CIS, Russia, Europe & Americas.

Thank You!



Gross-to-Net Revenue Management Software for Consumer Goods Brands

Annual Operating Planning - Account Planning - Execution

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