JOB DESCRIPTION

**Role Title: Revenue Growth Management Director (RGM)**

**Business Unit Commercial**

**Reporting to: Chief Commercial Officer**

**Location: Flexible**

**P&L Responsibility Yes**

**Direct Reports Yes**

**Purpose of Role**

The role of Revenue Growth Management Director is responsible for developing and implementing strategies that optimize revenue and profitability for the company's product portfolio. This role involves analysing pricing, product mix, and promotional strategies, as well as collaborating with cross-functional teams to achieve revenue growth target. The RGM Director plays a pivotal role in shaping the financial success of the business.

**Key Responsibilities**

**Business Planning**

Develop and gain agreement to annual business plans for the Commercial function, ensuring alignment with strategy; quantify business outcomes (i.e., revenues or other Key Performance Indicators (KPIs), detail expense and headcount budgets and develop business cases for key projects, ensuring cross-functional integration.

**Leadership and Direction**

Identify and communicate the actions needed to implement the Commercial function's strategy and business plan within the business area or department; explain the relationship to the broader organisation's mission, vision and values; motivate people to commit to these and to doing extraordinary things to achieve local business goals.

**Stakeholder Engagement**

Identify and manage stakeholders, finding out their needs/issues/concerns and reacting to these by leading and coordinating the development of stakeholder engagement plans to support the communication of business information and decisions.

**Organisational Capability Building**

Identify the capabilities needed to meet the current and emerging business needs. Evaluate current capabilities, identify gaps, and prioritize development activities. Motivate others to develop their capabilities and fulfil their personal potential. Build capabilities elsewhere in the organization through mentoring and other informal methods.

**Performance Management**

Manage and report on the performance of the function / business area; set appropriate performance objectives for direct reports and hold them accountable for achieving these; take appropriate corrective action where necessary to ensure the achievement of annual business objectives.

**Budgeting**

Take responsibility for setting and managing area budgets so they align with organisational strategy.

**Product Portfolio Management**

Analyse and adjust the product portfolio to ensure it aligns with customer demand and revenue objectives.

**Pricing/ Reimbursement**

Develop pricing strategies for one or more products in alignment with regional strategies and local business and product strategies. Develop robust and credible value arguments for these products.

**Promotion Effectiveness**

Evaluate and optimise promotional activities, including discounts, incentives, and bundles, to drive sales and profitability.

**Data Management**

Lead the development of the required data architecture and availability of data sets to facilitate Revenue Growth Management. Data Collection and Analysis Make authoritative recommendations that have a significant impact on the business over the short and long term. Recommendations could be technical or professional in nature.

**Insights and Reporting**

Develop revenue forecasts and models to inform pricing and promotional decisions.

**Internal Client Relationship Management**

Manage relationships with strategic internal clients and act as a business partner to them, building high levels of professional credibility and mutual trust, and mobilising appropriate internal and/or external resources to support in delivering business strategy and plans.

**Horizon Scanning**

Monitor and analyse competitor pricing and strategies, adjusting as necessary.

**Person Requirements**

**Competencies & behaviours**

**Strategic Mindset**

Sees ahead to future possibilities and translates them into breakthrough strategies. For example, is a strong big-picture thinker; makes frequent, clear references to the organisation's vision and strategy and the efforts required to drive them forward. Effectively integrates long-term opportunities and challenges with day-to-day activities.

**Prioritisation and Planning**

Plans and prioritises work to meet commitments aligned with organisational goals. For example, stays focused on plans and improvises in response to changes, including risks and contingencies. Aligns own team's work with other workgroups. Looks ahead to determine and obtain needed resources to complete plans.

**Understanding Our Business**

Applies knowledge of business and the marketplace to advance the organisation's goals. For example, leverages insights to shape and drive critical initiatives. Shares industry developments with the team; helps them grasp business and industry fundamentals and understand how they contribute.

**Ensures Accountability**

Holds self and others accountable to meet commitments. For example, measures and tracks team's and own performance, and helps the team learn from success, failure, and feedback. Adheres to, and enforces, goals, policies and procedures.

**Communicates Effectively**

Develops and delivers multi-mode communications that convey a clear understanding of the unique needs of different audiences. For example, engages diverse groups by communicating in a way that matches each group's preferences. Listens carefully and probes beneath the surface to gain richer insight on others' views.

**Stakeholder Management**

Anticipates and balances the needs of multiple stakeholders. For example, provides guidance so that others understand the needs of different stakeholders and can balance them appropriately. Makes sure people understand and adhere to ethical standards when working with stakeholders; models and ensures crosscultural sensitivity.

**Financial Acumen**

Interprets and applies key financial indicators to make better business decisions. For example, provides rich and rigorous forecasts of the financial implications of ideas and opportunities. Makes well-balanced decisions regarding expenditures that take into account multiple considerations.

**Efficiency**

Knows the most effective and efficient processes to get things done, with a focus on continuous improvement. For example, encourages and rewards continuous improvement and quality outcomes. Equips others to handle day-to-day tasks effectively on their own. Integrates systems to improve quality and service.

**Action Oriented**

Takes on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm. For example, encourages others to take timely action and take on new challenges with a can-do attitude. Secures new business opportunities.

**Cultivates Innovation**

Creates new and better ways for the organisation to be successful. For example, motivates others to find new and better ways to address challenges; provides support and resources for promising ideas. Encourages people to incorporate varied perspectives to strengthen the innovation process.

**Adaptability**

Adapts approach and demeanour in real time to match the shifting demands of different situations. For example, serves as an example of adaptability and provides guidance and support to help others adapt to new situations. Considers the needs of clients, constituents, and the organisation; shifts priorities appropriately.

**Builds Cohesive Teams**

Builds strong-identity teams that apply their diverse skills and perspectives to achieve common goals. For example, connects with others on team projects and leverages their strengths and knowledge to deliver the best possible results. Champions the decisions of the team and operates in a way that builds team spirit.

**Emotional Intelligence**

Relates openly and comfortably with diverse groups of people. For example, recognises even subtle social cues and nimbly responds to others' needs and preferences. Helps to defuse difficult interpersonal situations by showing high levels of tact, sensitivity, and consideration. Builds rapport with ease.

**Experience and Skills**

* Demonstrate outstanding leadership and influencing skills across diverse stakeholders as a key lead in the commercial team.
* Proven experience in a commercial role, such as Market, Strategy & Planning, Commercial Planning, Customer Management or Revenue Growth Management, with a strong focus on commercials and exceptional talent for influencing and engaging others.
* Strategic thinker who makes decisions based on insight and data, with strong organizational and communication skills.
* Experience in leading and developing high-performing teams.
* Proficient in budget management and financial analysis.

**Performance Measures – Primary responsibilities**

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| **Type** | **Strategic leaver** | **KPI** |
| Lead | Brand Building | Conditional vs unconditional trade terms |
| Lagging | Cross Cutting | GP mass and GP/HL (incl. change over time) |
| Lagging | Cross Cutting | Price and mix variances |
| Lagging | Cross Cutting | Spend vs budget compliance |
| Lagging | Portfolio Curation | Category growth (volume and value) |
| Lagging | Broad Routes to Market | Value and volume market share by channel segment |
| Lagging | Broad Routes to Market | Average share of customer wallet |
| Lagging | Customer Experience | Customer Lifetime Value |
| Leading | C&C values | Time and resource spent on capability development |
| Leading | C&C Values | Coaching time spent by leadership |
| Leading | C&C Values | Employee satisfaction |
| Lagging | Brand Building | Promotion incrementality |
| Lagging | Brand Building | ROI on innovation (e.g., NPD, PPA) |

**DOIT Model Accountabilities**

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