

Revenue Management

Fabrizio Zonzini

VP Disruptive Growth APAC



Dream: #1 in Asia

Pillar

Brands
Bonding with
Consumers
& Trade Up

Expansion

Maximize
Strongholds

Sales
Machine

Disruptive
Growth

Operational
Efficiency

Better
World

People
Pipeline

Personal Introduction

Name

Fabricio Zonzini

Education

Civil Engineer, Six sigma Black belt

Hire date

01/2001 (GMT Brazil)

Working Location

Shanghai Headquarters

Position

VP Disruptive Growth APAC

Career Path

2001 – 2002: Trainee Ambev Brazil

2003 – 2004: Sales Manager Rio de Janeiro DDC

2004 – 2006: HILA Pricing Manager

2006 – 2008: Canada Pricing manager

2008 – 2009: Canada Commercial planning and performance Director

2009 – 2010: Global Revenue Management head

2010 – 2014: China Commercial Planning and Performance Director

2014 – 2015: VP PPM China & Commercial strategy APAC

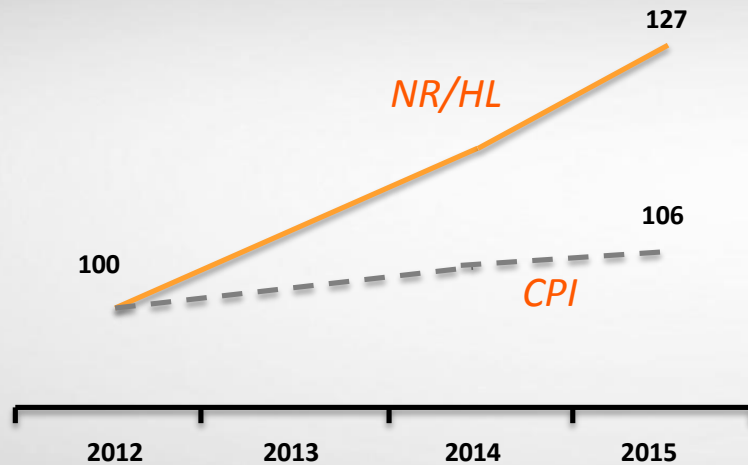
2014 – Current: VP Disruptive Growth APAC



Revenue management is a driver of both revenues and market share in a sustainable way.

Grow NR/HL ahead of CPI

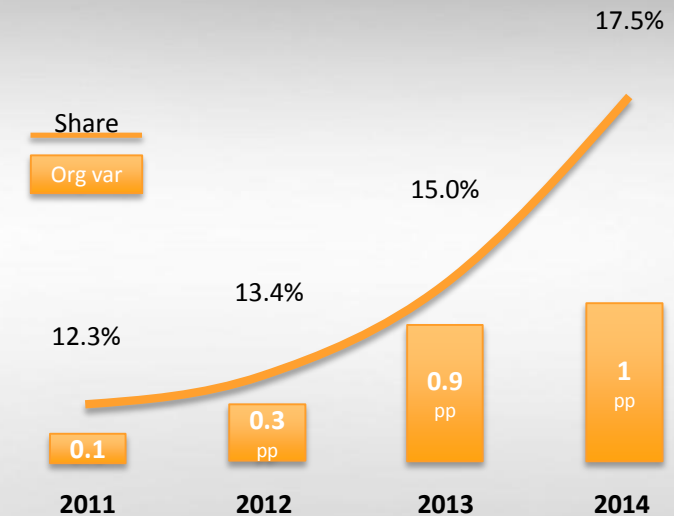
Growth Index Evolution



- Maximize revenue potential in comparison to CPI

Allocate resources for market share expansion

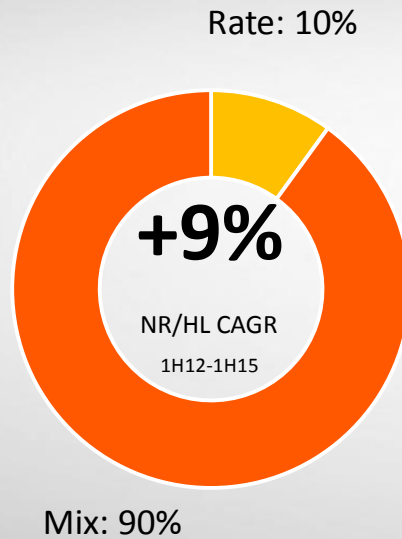
Volume Share Evolution



- Drive aggressive expansion plan while still maintaining a strong revenue management agenda

Revenue Management – Strategic Priorities

Mix Designed for Trade-Up



- Key mechanism for supporting trade up and mix strategy.
- Rate increase coupled with strict investment controls.

Right portfolio/price in the right channel



- Distribution and investment type align with channel focus

Support Market Share Expansion

	Premium	Core+	Core	KA	NL	AB	Top CD / TT
White Areas	5% <	---	---	100%	30%		
Stage 1 (Early)	5-20%	---	---	100%	50%		
Stage 1 (Late)	20-35%	---	---	100%	50%	20%	
Stage 2 (Early)	>35%	---	---	100%	100%	30%	30%
Stage 2 (Late)	>35%	15-30%	---	100%	100%	100%	100%
Stage 3	>35%	>30%	---	100%	100%	100%	100%
Consolidate	>35%	>30%	>25%	100%	100%	100%	100%

- Align with distribution expansion approach

Centralization & Process Control



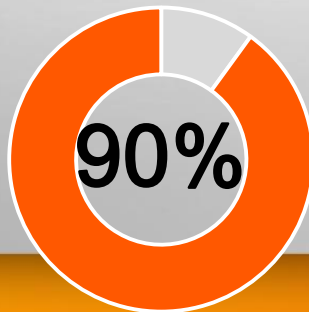
- Strengthen controls in order to build competitiveness in portfolio, channel and geographic coverage

Strategic Priorities – Mix designed for Trade-up

Mix Designed for Trade-Up



- Portfolio built with clear price architecture



Mix contribution to Net revenue / Hectoliter growth

(Actual 1H12 – 1H15)

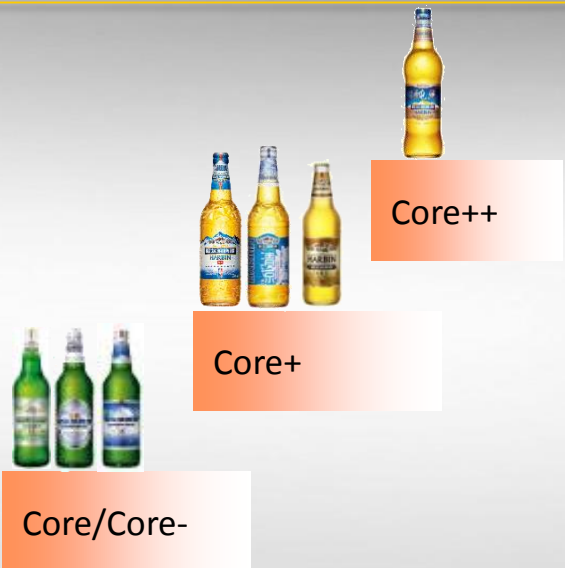
 Budweiser



- Build PTC laddering to facilitate trading up
- Continuously lifting the premium ceiling premiumness through innovation and pricing

 HARBIN BEER

Harbin



- Build PTC laddering to facilitate trading up
- Revenue management to support share gains through penetration and/or frequency

Strategic Priorities – Right portfolio/price in the right channel

Right portfolio/price
in the right channel

Distribution and investment type align with channel focus

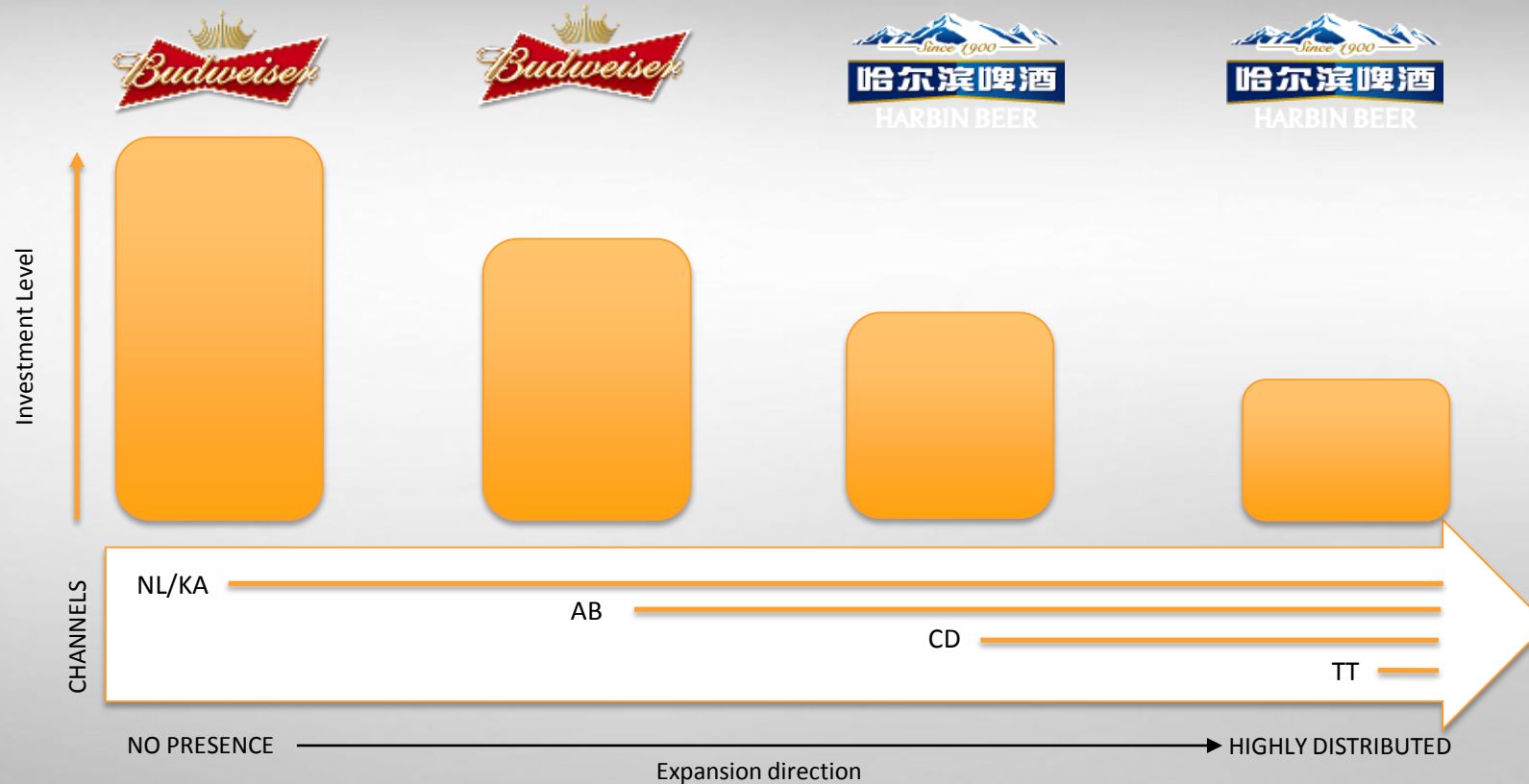
Product
placement and
investment
guidelines by
channel to
protect
premiumization
objectives

	NL	AB	CD	TT
				
				
BRAND (communication)				
PACK (lead)	Alum. bottle Small Bottle	Big bottle	Big bottle	Cans
Promotional pricing (Y/N)	NO 	NO 	YES 	YES 

Strategic priorities – Support market share expansion

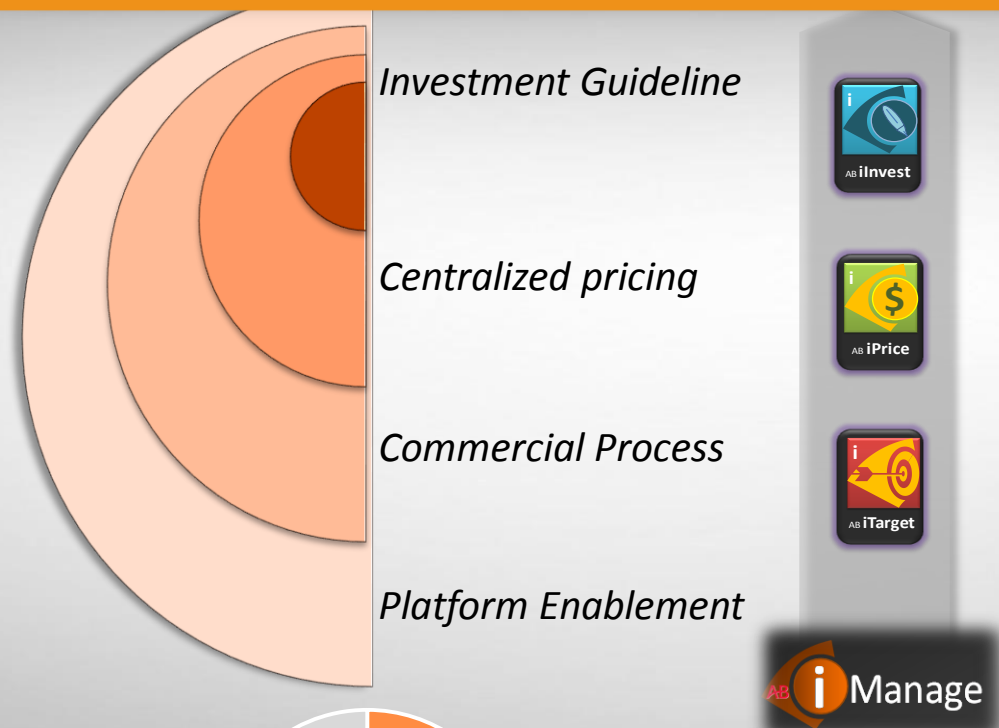
Support Market
Share Expansion

Resource allocation to support right brand growth




Strategic priorities – Centralization and process control

Centralization & Process Control



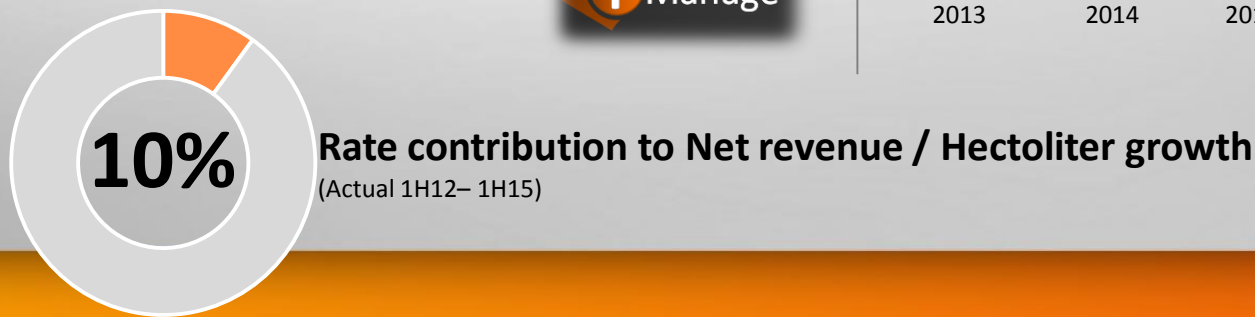
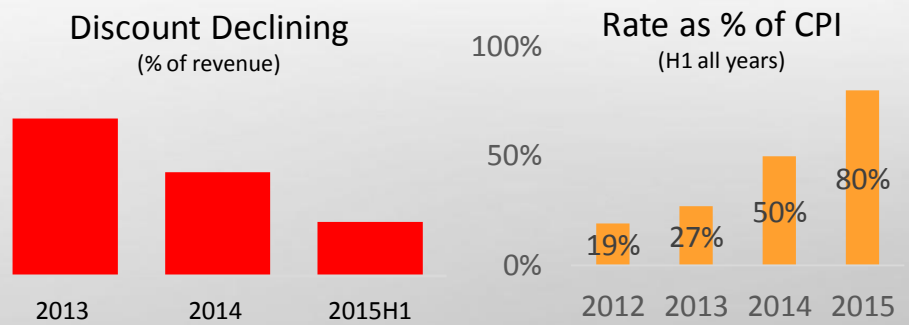


Premium Image
Commands
Premium Price



Core Segment
Requires clear
pricing strategies

- Pricing strategy specific to segment and brand positioning



Continuous improvement – Journey

