



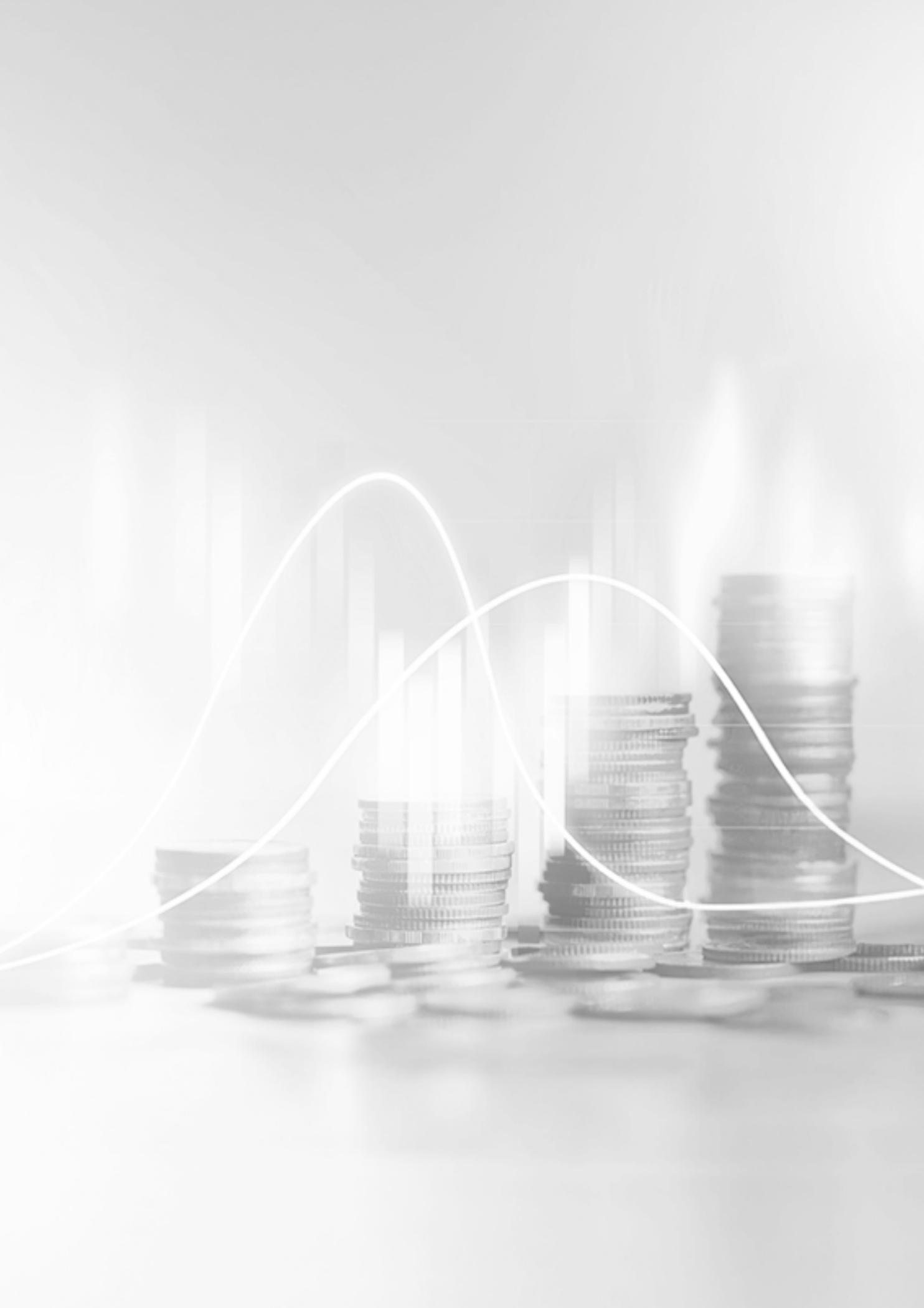
## **The commercial jungle:**

A practical approach to revenue growth management beyond the numbers

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**Integration**  
Together, for the change you need



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The math is right – but results aren't following.

**Why revenue growth management demands more than analytics.**

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“

Companies invest millions in pricing tools that produce brilliant strategies on paper. The gap is in translation: turning analytics into behaviors, incentives and rituals that stick.

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– Ian Matiussi, Director at Integration

## EXECUTIVE SUMMARY

What's so tough about revenue growth management?

As companies emerge from years of cost-cutting, **revenue growth management (RGM) is back on the executive agenda** – not just as a pricing lever, but as a strategic capability to drive sustainable margin and top-line growth. A 1% price improvement can yield 10-15% gains in net margin. But one essential insights is often overlooked: **Non-technical elements make or break effective RGM strategies.**

### The math is right but results don't follow

Companies are investing millions in data platforms, pricing tools and sophisticated analytics. These solutions can produce brilliant theoretical strategies, yet many organizations struggle to turn them into measurable bottom-line impact.

As experience has taught us, strategy execution doesn't happen in a vacuum. It's shaped by internal capacity, cross-functional friction, misaligned incentives, external pressures and the lived commercial realities of clients, partners and the sales force.

RGM isn't a plug-and-play solution – it's a business transformation that touches on virtually ever part of the organization.

### What we've learned with our clients

Across our work supporting clients in diverse markets and commercial models, one pattern is clear: technical tools only go so far. Revenue strategies win (or fail) based on how well they're translated into behavior, processes and decision-making rhythms.

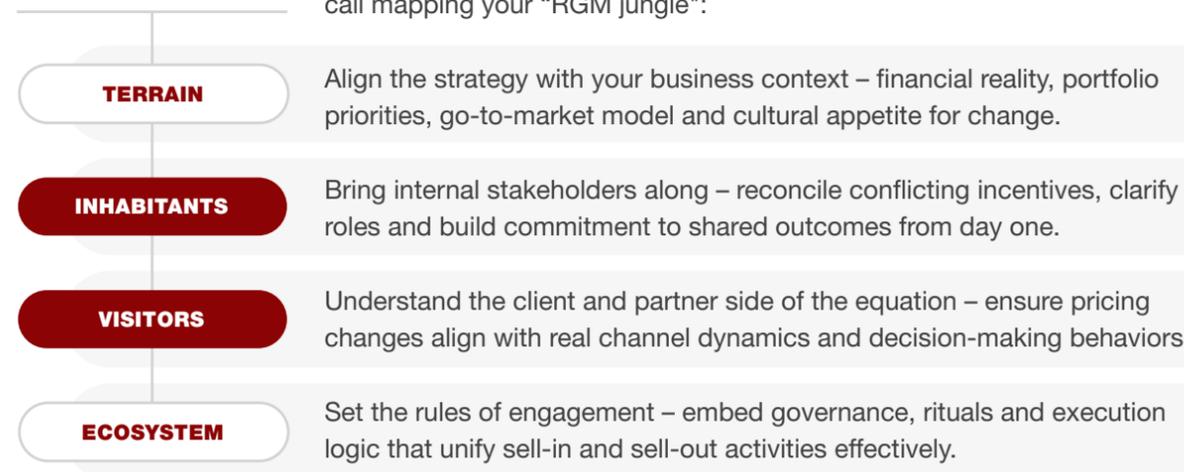
In practice, success depends as much on people, process and perspective as it does on analytics. RGM unfolds within an evolving ecosystem shaped by culture, leadership alignment, commercial experience and organizational readiness.

When execution meets lived business reality, our approach has helped clients unlock significant and sustainable growth.

This report brings together practical insights and case studies to provide a roadmap – from strategy to real-world results.

### Our 4-dimension framework

To succeed, RGM must tackle four interconnected dimensions that reflect the organization's internal and external operating environments – what we call mapping your "RGM jungle":



### Key success factors

#### Design considerations:

- Clarify business priorities before over-engineering pricing logic
- Anchor price-to-consumer (PTC) thinking in market realities, not internal models
- Involve key stakeholders early to avoid late-stage resistance
- Align policy, incentives, and controls across cross-functional teams

#### Implementation realities:

- Set practical timing and rollout speed based on organizational readiness
- Pair governance and flexibility – adjust in real time while staying on strategy
- Treat RGM as a capability build, not a one-off rollout
- Use pilot efforts to learn, adapt and scale confidently

### The business impact

Organizations that approach RGM holistically have seen measurable impact across several fronts:

- 10-15% net margin improvement from modest, well-positioned pricing moves
- Protected margins across the chain by aligning commercial policy with strategy
- Lower disruption risk through phased rollout tuned to the company's maturity and appetite
- Stronger cross-functional alignment connecting sales, marketing and finance goals
- Better long-term outcomes, as iteration, learning and alignment replace reactive fixes

# DESIGNING

RGM strategies that resonate in practice

Do you know your jungle? Success in revenue growth management requires understanding and balancing **four internal and external elements that are highly entangled.**

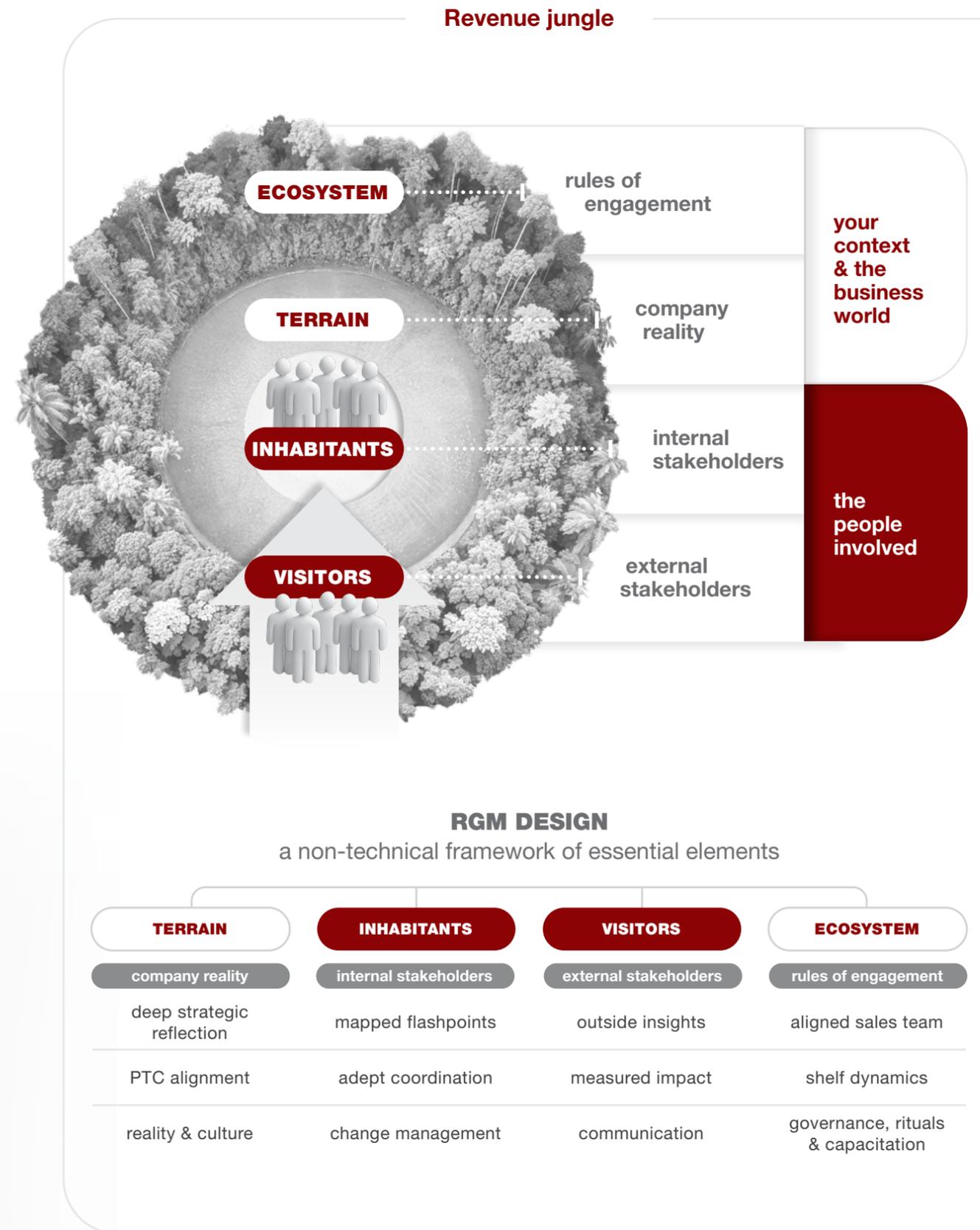
“Know your jungle”: This became our guiding principle working with organizations across industries to build RGM strategies that not only looked solid on paper but worked in practice.

Often, pricing strategy design over-indexes on analytics and underestimates the lived complexity within the business. Our experience shows that the true make-or-break factors for RGM lie in how well the organization understands, connects and balances the non-technical elements shaping both execution and stakeholder dynamics.

RGM is dense, dynamic and far-reaching. To navigate it effectively, companies must start by mapping their own “pricing jungle” – where

internal complexity, external pressures and commercial processes intertwine. This happens across four interconnected dimensions:

- **TERRAIN:** the business' reality, strategy and goals
- **INHABITANTS:** internal stakeholders and their objectives
- **VISITORS:** external stakeholders such as clients, channels and consumers
- **COMMUNITY:** the commercial ecosystem connecting sell-in and sell-out



## Terrain

Why it's essential to ground RGM in the business reality

Pricing touches nearly every corner of the business and directly impacts the bottom line. Solid design requires **deep integration with organizational reality**, beyond pricing models and margin targets.

RGM always faces competing priorities:

- Innovation teams after new product margins
- Business units pressing for profitability
- Commercial teams needing speed & flexibility
- GTM structures with historical pricing habits

To avoid strategic drift, design should be **anchored in the business' broader go-to-market objectives and context**. This includes clarity on financial health,

portfolio role, the GTM model and the organization's cultural capacity for change.

An organization's internal context often limits what's feasible in terms of reconciling strategic goals with a (needed) update of the pricing strategy. In our experience, three terrain-related success factors should be reflected in the design of the RGM approach.

### I. Deep strategic reflection

Is an RGM adjustment most suitable response to the needs at hand? If so, how do proposed changes need to consider the company's broader strategic ambitions?

RGM isn't just about technical pricing optimization – it requires aligning with the broader strategy. Sometimes the solution isn't changing prices but clarifying strategic direction first.

A personal care company discovered this in an identity crisis. Though identifying as premium, their actions told a different story: frequent discounts undermined the intended positioning.

Leaders were at a loss around some fundamental questions: What does it mean to be premium? Compared to whom? For which products? This

had direct implications for profitability targets and price points.

Through facilitated workshops, the teams gained coherence between commercial policies and strategic ambitions – clarifying what "premium" meant, specifying:

1. Price positioning relative to specific competitors by product
2. Target margins for each category

Linking vision to concrete metrics made the strategy actionable rather than aspirational.



## II. PTC alignment

Do all areas, especially marketing, have clarity on the price-to-consumer strategy and its relation to the overall business strategy?

**Price-to-consumer (PTC) positioning isn't owned by marketing, commercial or finance alone: it's a shared outcome requiring collaborative design across functions.**

Each function holds key but distinct perspectives: marketing sees competitor positioning & consumer needs, commercial sees channel execution complexity, finance sees margin imperatives. Alignment on minimum margins and business goals ensures these views don't clash.

Cross-functional workshops with production, innovation, pricing teams and leadership led to

a breakthrough for the personal care company cited above. The teams collectively evaluated each product line's PTC based on consumer-perceived value – harmonizing commercial ambitions with market reality.

Achieving optimal PTC requires aligning the pricing strategy, sales incentives and point-of-sale controls with strategic positioning. This integration must be supported by consumer insights and a clear GTM strategy that defines precisely how to reach and serve each channel at the intended price points.

## III. reality & culture

What parameters do the company's financial health and underlying culture set on proposed changes, and within what period of time?

**Financial reality serves as the boss of RGM design, while culture should serve as its guiderail. This includes elements such as risk appetite, agility in implementing changes and the complexity of aligning disparate interests.**

Imagine creating a market-entry strategy for a capital-rich legacy business that's culturally more cautious vs. a digital newcomer tight on cash and capacity with a fast-moving, risk-taking culture. The RGM implications will clearly be different.

Any new model should start from a clear understanding of the company's financial health

and cash flow. The timing and magnitude of proposed changes (especially disruptive ones) must also consider how the organization will absorb transitions in line with its culture.

In any case, RGM is best applied in waves rather than leaps. Given its sensitivity of the topic and its dependence on factors such as culture, market control capabilities, internal processes, governance and etc., incremental evolution followed by stabilization phases is preferable over sophisticated strategies requiring complex implementation.

## Price setters vs. price followers

When supporting two different companies pursuing identical revenue objectives, our teams had to come up with fundamentally different RGM approaches for each.

**Company A's** reality positioned it as a price "setter" in the market – with the resources and market position to drive category pricing, define chain margins, and steer category growth.

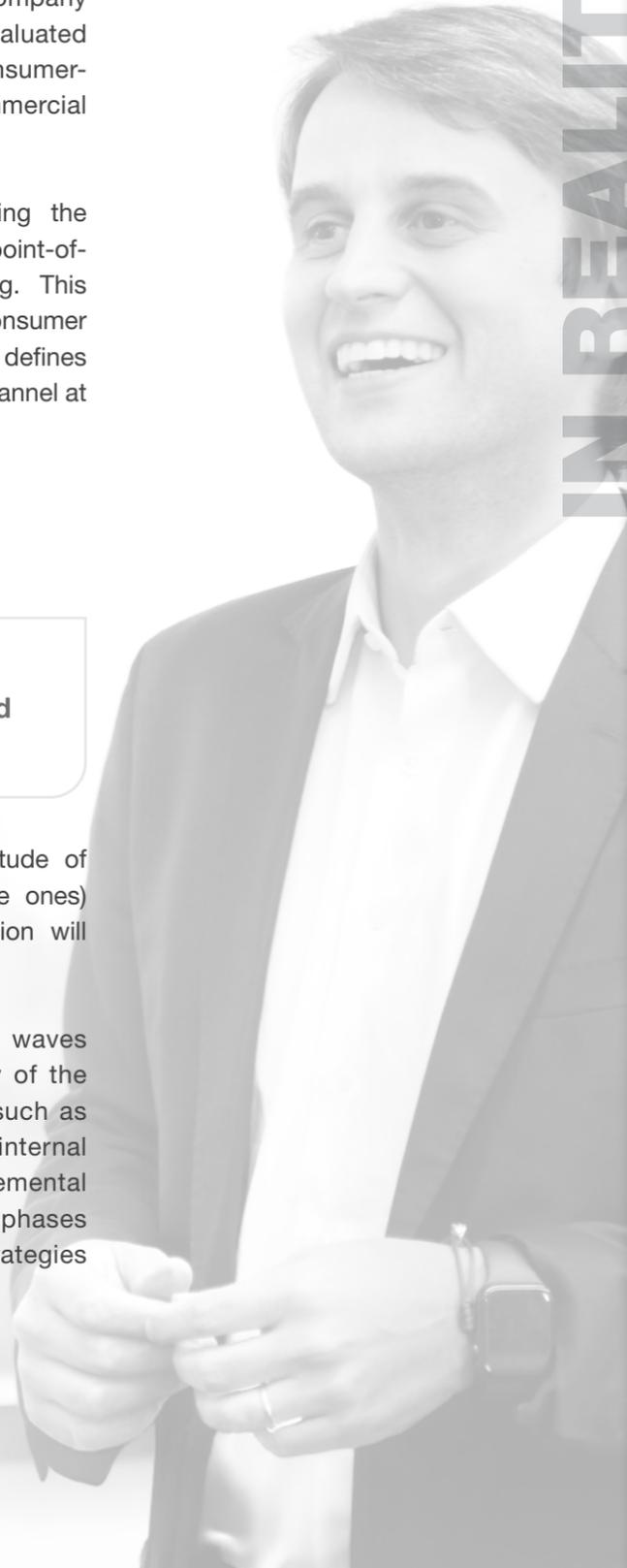
As a price setter, it could pursue more ambitious strategic objectives without as much risk of disruption.

**Company B**, as a market "follower", needed to adopt a fast-reacting strategy – with speed in decision-making, agile responses to market shifts.

This also required very carefully timed PTC adjustments to minimize negative impacts while maintaining competitiveness.

	Company A	Company B
rev mgmt. objective	<ul style="list-style-type: none"> <li>expand market share via adjusted PTC positioning</li> <li>increase bottom-line profitability by raising sell-in prices</li> </ul>	
business reality	market leader with strong financials	mid-market player losing share due to PTC positioning above competitors
business need	reprioritize value chain investment levels	urgently secure bottom-line performance

IN REALITY



# Inhabitants

How to reconcile the irreconcilable among stakeholders

Without having **all the relevant professionals on board**, aligned and won over, even the best-designed RGM initiatives are prone to falling flat.

Changes to pricing and trade policies can influence the day-to-day realities of diverse stakeholders, many of whom work based on distinct priorities and agendas.

The inhabitants of the RGM terrain are ideally addressed across three fronts.

## I. mapped flashpoints

What frictions are likely to arise within the organization in response to new demands set by the revenue growth management initiative?

**Strategic transformations (especially those involving trade and pricing adjustments) require a certain degree of housekeeping – which is best tackled head-on.**

To not be caught off-guard, we encourage clients to map potential flashpoints in the design phase – measuring potential impacts and implementation bottlenecks beforehand. Some reflections can serve as a starting point:

1. Which stakeholders lack the capacities to effectively manage channels, products and data-gathering?

2. Will any stakeholders be resistant to proposed changes, e.g. due to existing incentive structures or ways of working?

3. Which clients will be particularly sensitive to commercial adjustments and how significant are these in the broader picture?

4. What's the current capacity of our teams to push through (tough) PPP adjustments – internally and externally?

5. What elements of our organizational culture may be incompatible with the new strategy?

## Common inhabitant flashpoints

### Organizational gaps

- exposing past **performance issues**, e.g. shortcomings in how products or channels are being managed
- getting areas to provide concrete, detailed commercial & financial input, potentially exposing a **lack of criteria** or methodology

### Tested relationships

- having commercial area hold **tough conversations** with long-term or problematic clientes, e.g. about discounts, margins or information exchange
- setting margin & sell-in **adjustments for certain clients**, demanding uncomfortable negotiations to ensure uniform price and brand strength

### New demands

- pushing through **critical decisions**: i) strategic need to review annual sales targets, ii) cultural need to shift mindset of sales team, iii) tactical need to change trade investments, iv) company need to replace leaders
- holding **internal negotiations** w/marketing, commercial, finance & trade marketing about adjusted brand position, sacrifices to bottom line, POS flexibility etc.



## II. adept coordination

Who has the right profile to effectively engage with internal stakeholders and reconcile diverse viewpoints and interests?

**Clearing a path to successful implementation starts with engaging stakeholders early – aligning around a well-designed strategy that people want to bring to life.**

The coordination effort this entails is often underestimated, especially in today’s increasingly fragmented organizations.

A key enabler is appointing a leader who can align stakeholders and navigate sensitive issues. In our experience, this requires seniority, technical credibility and strong relationships – not for authority’s sake, but to foster collaboration, build trust and drive open dialogue.

This coordination is especially critical for RGM initiatives, where efforts must bridge marketing’s brand and pricing lens, commercial execution and finance’s margin focus. Without this integrative leadership, initiatives can become siloed or overly narrow.

Whether it’s the head of RGM, a commercial controller or another leader, the priority is ensuring diverse perspectives are heard and reconciled – to move forward with solutions that work across the business.



### SECURE SPONSORSHIP

Getting the CEO behind the change so it’s seen as a company-wide effort

### PROMOTE COLLABORATION

Allowing decisions to be analyzed considering the view and impact on all key stakeholders, beyond the financial team

### ENSURE VIABILITY

Testing the viability of recommendations for all areas, negotiating necessary impacts and finding a balance of commercial flexibility vs. fixed guidelines

### SET UNIFIED GOALS

So that all areas pull together, without finger-pointing for past decisions

### PILOT

Using a small and controlled environment to show results and spur a mindset shift towards a broader transformation driven by all professionals

## III. change management

How do we ensure the involvement, coherence, collaboration and communication to sustain the new strategy and secure buy-in at all levels?

For the area or individual tasked with smoothing out these and other flashpoints, some straightforward change-management principles embedded within the design phase itself have proven highly useful.

These ensure that all the inhabitants of the RGM jungle are involved along the way, working towards a single strategy set by the leadership and fed with clear communication:

# IN REALITY

## Coordinating stakeholders for the greater good

A global food company faced growing friction within its channels: small cash-and-carry outlets were selling key SKUs up to 35% cheaper than national retail chains. Predictably, retail partners matched the price – and expected the manufacturer to absorb the hit. Since key accounts made up most of the company’s volume, leaders responded by correcting prices in the cash-and-carry channel.

But this wasn’t a quick-fix situation. Economic shifts had made the smaller channel more relevant, and a new director had just been appointed to scale it. Teams needed to revisit pricing strategy through a coordinated, principle-based lens.

**Secure sponsorship:** With strong backing from the CEO and leadership, the company opted for a 20% price increase in cash-and-carry. The impact was immediate: some customers stopped buying. Leadership stayed steady, planning for the short-term hit and proactively addressing questions via internal panels with the sales team.

**Promote collaboration:** Collaboration meant facing cross-functional impacts head-on – from sales-target risks and marketing setbacks to inventory build and concerns from HQ. The CEO addressed the new pricing strategy directly in a company-wide message, building shared understanding around long-term objectives.

**Ensure viability:** To avoid conflicts of interest, the viability of the adjustments needed to be tested from the outset. With a consideration of the involved financial impacts, every decision that went into the strategy was analyzed from the perspective of the stakeholders involved and the impact it would have on them.

**Set unified goals:** Planning for a year-long recovery, the team worked cross-functionally to realign targets and build shared metrics.

- updated sales incentives to reduce account conflict
- internal communication tools to reinforce the strategy
- marketing support for product repositioning
- revised budget expectations, linked to reward structures

Collaborative planning helped keep momentum and mitigate pressure as the transition unfolded.

**Pilot:** Strategic moves were modeled and piloted before full rollout, in line with the company’s appetite for financial and portfolio risk. Rather than a blanket change, adjustments were eased in gradually. Cash-and-carry was reengaged via promotions, and, within six months, volume was back – at the new price. Despite two soft quarters, the next two delivered record results.

## Visitors

Considering the realities and needs of clients & consumers

**RGM initiatives don’t live in isolation from the world around them. They are dynamic organisms that interact with and must respond to actors across the company’s value chain.**

The challenge of reconciliation doesn’t start and end with the organization: it extends outside the doors as well.

Once finding alignment on the seemingly irreconcilable internally, companies need to address another key factor to arrive at a viable design: the business’ external reality and stakeholders.

### I. outside insights

**Has the RGM initiative considered the reality and needs of the clients (and customers) it will ultimately impact as well?**

**Too often, companies set revenue targets and pricing based on internal cost-plus logic – ignoring critical external market dynamics. This narrow approach overlooks strategic opportunities that go beyond the numbers.**

We’ve seen that superior price-to-consumer outcomes arise from looking beyond internal data. Even with access to robust syndicated and client data, companies gain a competitive edge when they adopt an outside-in perspective:

- What value does our product deliver to consumers?
- Do regional or channel dynamics require differentiated pricing?
- How are competitors pricing comparable products?

- What’s the category’s demand elasticity?
- Should contract or pack size impact pricing?
- Are our trade partners earning enough to stay invested?
- Is the value chain aligned with our commercial goals?
- Do channel economics enable execution?

Optimizing price-to-consumer (PTC) isn’t solely a data exercise. Consumer attitudes, market context and commercial instinct matter. Value often lies with people – so gather insights through:

- Input from teams closest to pricing decisions
- Cross-functional and external perspectives
- Direct conversations with clients and customers about perceptions & behavior

## II. measured impacts

How are changes to pricing and commercial policies likely to be received by clients and consumers?

A well-designed RGM initiative is based on discussions held with different stakeholders, balancing the time, energy and resources needed to collect an adequate amount of both quantitative and qualitative input.

How are changes in the strategy going to be received by clients and consumers – the stakeholders residing outside of the jungle? This response may derive from hard numerical data – but this will only provide a partial view of reality.

We've seen crucial to gain a full picture by complementing the “cold” numbers with a qualitative view.

This measurement must extend beyond end consumers to encompass value chain partners. A price increase that looks attractive on paper may fail if it squeezes distributor margins below viable levels or disrupts retailer category management strategies.

## III. communication

Do we have a plan to communicate changes to our clients in a uniform manner that also respects their specific concerns?

Effective RGM requires alignment beyond internal teams – especially with clients directly impacted by changes. Shifting long-standing pricing and trade practices demands clear, proactive communication.

At the personal care company cited previously, introducing a structured PTC approach replaced a legacy of ad-hoc negotiation and reactive investment. This wasn't just a pricing change – it was a cultural shift. Key actions included:

- Replacing price corrections with upfront pricing discipline, embedding investment into list prices
- Engaging clients early through workshops, meetings, and tailored messaging

- Equipping the sales team with a consistent, adaptable narrative focused on: 1) the rationale for change, 2) how the new model would work and 3) the mutual benefits (e.g., consistency, predictability, long-term value).

Framing the move as a path toward stability and mutual value helped bring clients on board – while reinforcing trust and strategic intent.

Critical to success was the consistency of the sales team's message, which balanced a unified narrative with room to adapt to individual client dynamics. Leadership played a visible role throughout, underscoring the long-term nature of the change and helping embed it as a new commercial norm.

## Embedding client realities into the RGM design

A global health & beauty company faced a key pricing decision while crafting its RGM strategy for a major retail partner. Two paths were under consideration:

- **lowering shelf prices** to drive volume, or
- **maintaining premium price points** supported by increased trade spending to reinforce brand positioning.

Leadership initially leaned toward the first option – believing it offered a win-win by improving consumer value and supporting retailer sales. However, insights from client-facing teams revealed a misalignment: the retailer's buyers were measured not just on sales uplift, but on promotion funding levels, which directly impacted their compensation and bonuses.

**What seemed optimal at HQ was misaligned with partner incentives.**

This finding triggered a strategic pivot. The company recalibrated its pricing model to maintain higher shelf prices coupled with stronger trade support, aligning better with the retailer's internal KPIs while preserving the brand's premium equity.

### THE TAKEAWAY:

More than just understanding consumer behavior, successful revenue growth management rests on diving deep into client realities – especially the incentive structures that drive partner decision-making. In this case, alignment wasn't just about pricing mechanics; it was about understanding how counterparts define success.

By embedding this outside-in view early, the company avoided friction, deepened trust with its retail partner and landed on a solution that worked across the chain, from strategy to shelf.

# Ecosystem

How to harmonize the sell-in and sell-out mindset

**Design shortcomings often stem from misaligned incentives: companies push products into channels but struggle to pull them through to consumers. Success requires orchestrating an ecosystem where all stakeholders work toward a common goal.**

In our experience, policies focused on sell-in create disequilibrium between internal & external stakeholders, leading to predictable issues:

- **Sales teams** pushed to hit sell-in targets regardless of downstream execution
- **Retailers and distributors** with different profitability levers and incentives
- **Brand and commercial** teams working at cross-purposes
- **Shelf strategies** disconnected from channel realities

To build balance, organizations should align the entire value chain around sell-through success. This means rethinking sales compensation, understanding shelf dynamics, embedding new governance rituals and building capabilities across internal and external stakeholders.

Policies predominantly focused on sell-in create dysfunction between what companies push and what consumers pull. The goal is creating a harmonized commercial community where sales force actions, client expectations and consumer outcomes reinforce the RGM design.



## Addressing sell-in & sell-out imbalances

		imbalance	point to investigate
INHABITANTS	Internal stakeholders	▪ Sales team stuck in downward trend of lower sell-in prices that is hard to escape	▪ Do we have commercial dependency on high discounts without proper conditionality?
		▪ Incorrect product positioning on shelves, causing price conflicts among channels & regions	▪ Is confusion among commercial area stemming from lack of clarity on consistent PTC positioning?
		▪ Commercial area tendency to adopt sell-in mindset from the outset	▪ Are there data constraints and reliance on remuneration models based on sell-in KPIs?
VISITORS	External stakeholders	▪ Clients not abiding by sell-out policies, waiting until month's end to stock at lower price	▪ Do we have sufficient incentives in place to help drive channel strategy?
		▪ Client dissatisfaction & reaction to perceived discount discrepancies in the same channel	▪ Is there consistency among commercial teams for enforcing PTC among different clients?
		▪ View that products are too pricey (unattractive to consumers) or too cheap (not meeting own targets)	▪ Do we need more coherence in PTC positioning between marketing and commercial areas?

Four **community-related success factors** help restore this balance in the RGM initiative.

### aligned sales team

Is the sales team working based on coherent incentives and indicators that consider client performance as well?

**Align the remuneration policy in the sales area:** Sales teams often operate with a strong sell-in mindset, so shifting behavior starts with reshaping how performance is measured and rewarded. Incentives should move beyond volume pushed to retailers, and instead encourage stock rotation, faster sell-out and timely reorders.

Focus on a small set of relevant KPIs (ideally no more than four) to keep execution disciplined and aligned with the team's maturity level. As RGM capabilities evolve, more sophisticated metrics can be introduced.

### shelf dynamics

Are monitoring and information-gathering mechanisms in place for the commercial area to constantly optimize its approach?

**Gain a deeper awareness of shelf influences:** Balancing sell-in and sell-out demands commercial teams be equipped with actionable insights: knowing which products turn faster, where margins are strongest, how stock levels behave and how consumers interact with the shelf.

With clearer visibility into these dynamics, companies can set smarter, channel-specific incentives that drive sell-out – not just product push. This focus is especially critical given the wide range of potential levers and the unique realities of each channel.

### governance & rituals

What tools and structures can help establish better harmony between sales practices, S&OP and finance?

**Embed RGM in the company's core rituals:** Integrating RGM into existing processes – like S&OP and performance routines – helps align commercial execution with strategic goals. This may involve rethinking incentive structures, such as encouraging early-month sell-in through targeted discounts, instead of end-loaded pushes.

Smoothing sales throughout the month not only supports better inventory and production planning but also reduces volatility in the S&OP process, improving overall business rhythm and predictability.

### capacity building

Are the sales team and their clients prepared to implement/accept the proposed changes

**Offer clients & sales teams focused, practical training and enablement:** Shifting to a sell-out mindset requires targeted upskilling across the value chain. Internally, this means preparing sales teams to navigate new models (like dynamic remuneration or revised ways of working). Externally, clients may need support to adapt to unfamiliar commercial dynamics, especially when long-standing habits are being challenged.

Both sides must understand not just the what but the why behind the changes – building readiness and reinforcing partnership.

IN REALITY

## An ecosystem-targeted PTC strategy without external data

A mid-sized pharmaceutical manufacturer faced a major RGM challenge: designing its first price-to-consumer (PTC) strategy with virtually no structured market data. Despite recent success – driven by a top-performing product generating over USD 200 million in annual revenue – the broader portfolio lacked external benchmarks, PTC visibility or the means to invest in syndicated market data.

**The core issue:** years of cost-based pricing had created a fragile model, built on assumptions rather than insight.

Unable to rely on formal market research, the company adopted a phased, pragmatic approach. Commercial, sales and trade marketing teams collaborated to collect external price data via a small, targeted group of regional clients. This input (combined with qualitative insights through internal workshops) formed the basis of a reality-grounded pricing model.

The first pricing reset corrected major gaps and introduced sell-out-oriented thinking across teams. In the second phase, the company gradually adopted more advanced pricing tools – refining the PTC with broader context, better internal controls, and a foundation of field insights

### THE TAKEAWAY:

Even without full data infrastructure, a cohesive, cross-functional RGM “ecosystem” can build a viable, externally-informed strategy. By working with available resources and aligning internal teams around sell-out execution, the company unlocked profitability gains – and used them to invest in long-term pricing capability.

# IMPLEMENTING

to turn RGM strategy into concrete results

RGM initiatives underperform in implementation when leaders underestimate **the complexity of changing prices in live markets with real client relationships**. Success relies on timing, alignment and the ability to bring people with you.

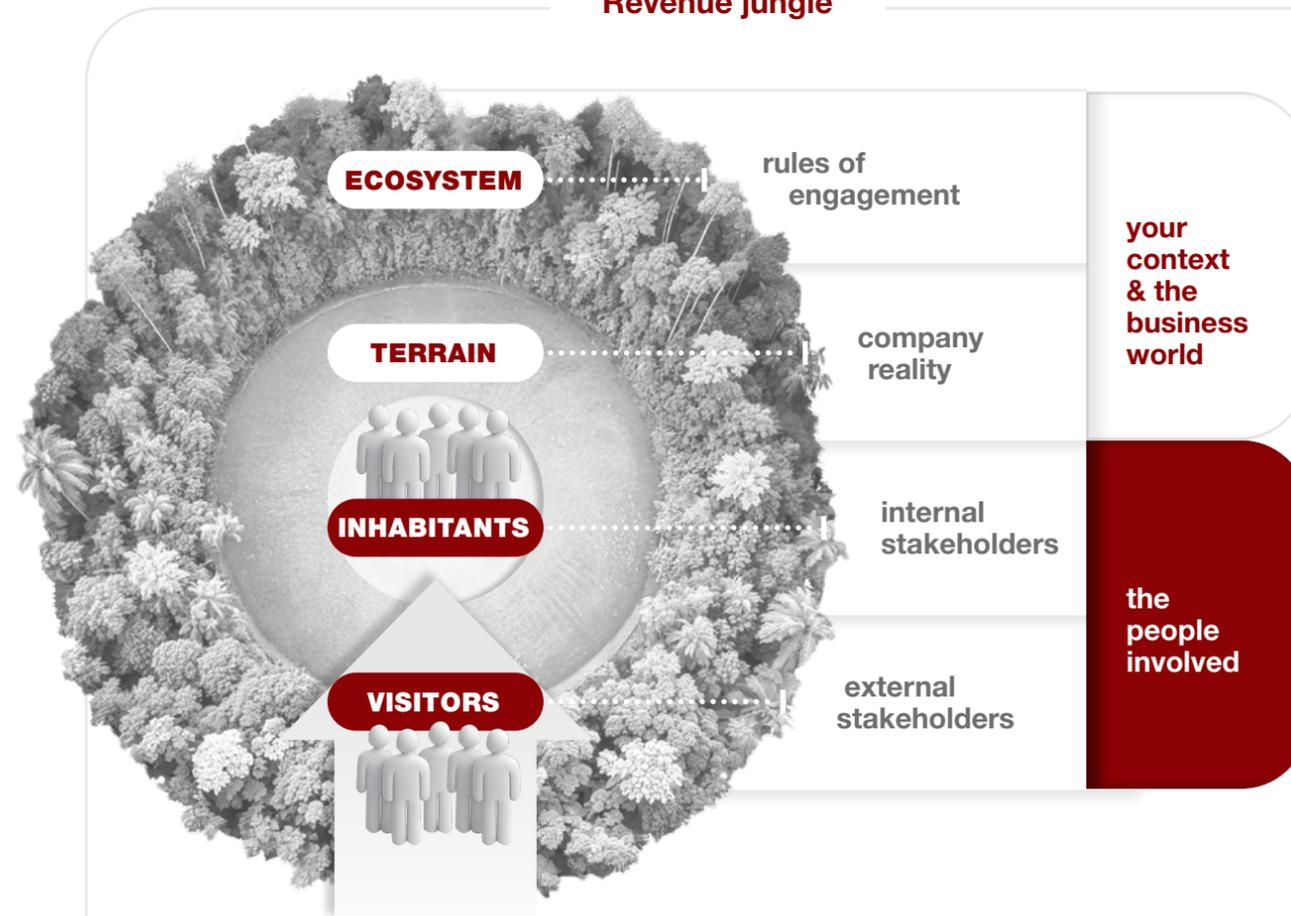
Too often, once the numbers check out and technical elements are in place, implementation is treated as execution-by-default. But this final phase demands the most care, as commercial and pricing changes trigger real client reactions with immediate financial consequences.

To ensure your well-designed RGM strategy translates into real-world impact, we recommend reinforcing the implementation journey across our four non-technical dimensions – each requiring intentional focus and "hyper-care".

- **TERRAIN:** calibrate the speed and scope of rollout to the organization’s reality – a its operational culture, financial health and leadership bandwidth
- **INHABITANTS:** activate change management early to engage internal teams, manage resistance and foster shared accountability for the transition
- **VISITORS:** provide structured support to external stakeholders, with clear policies, consistent messaging and disciplined processes for managing off-invoice investments, discounts and exceptions.
- **ECOSYSTEM:** set the rules of engagement via responsive governance with a well-structured set of rituals addressing and reviewing the strategy at fixed intervals

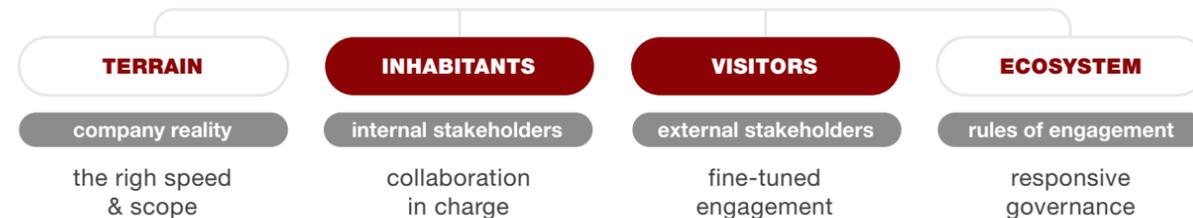


## Revenue jungle



### RGM IMPLEMENTATION

a non-technical framework of essential elements



## Terrain

### Setting the speed & scope of implementation

**Strategic pricing decisions** may look flawless on paper – but execution should build on a critical reflection: **Is the organization truly ready** to make this happen?

**Sustainable implementation depends on setting speed and scope based on the organization's actual capacity to absorb change. That means assessing how fast the rollout can move and how wide its reach should be, without overloading the system or triggering backlash.**

In our experience, five internal variables typically dictate this readiness:

1. **Bargaining power** vis-à-vis its clients, based on the relevance of its categories
2. **Category market share** versus competitors
3. **Financial health** and pressure to deliver short-term results
4. **Strategic ambition** and risk appetite
5. **Cultural readiness** and organizational adaptability

For topics as sensitive as pricing strategy, a phased rollout with hyper-care is essential. While tempting, big-bang approaches carry significant risk. RGM execution should be dynamic: roll out, monitor client and internal reactions and adjust to protect revenue & momentum.

From internal culture to financial exposure, the reality is that price change affects every corner of the organization. We find that successful implementations tend to follow waves of controlled change, each followed by stabilization and review. This incremental approach respects execution realities and increases the chances of long-term strategic success.

The market has to feel the changes and respond, the finance area has to feel the market responses and react, and the company has to feel the new demands and adjust culturally.

### Walking a tightrope between ambition and absorption

A personal hygiene manufacturer faced a high-stakes decision: how to roll out a newly designed RGM initiative across 30 product lines, 210 regions and hundreds of clients – without triggering revenue shocks.

The strategy was bold, necessary and backed by the board. The company had been gradually losing market share, and leadership knew it had to reestablish a strong price-to-consumer position to preserve brand equity. But internal anxiety was high, from sales teams to executives, due to the size and sensitivity of the pricing shifts.

Getting it wrong could have been catastrophic. As such, the team chose a phased implementation path that balanced:

- **Business risk mitigation**, via policy flexibility for some clients and a longer timeline where needed
- **Strategic consistency**, holding firm where it mattered to ensure progress toward long-term goals

The team mapped out battleplans, client by client, based on individual impact. While half of the clients would see stable or even lower prices, others faced increases (some up to 30%). The challenge was not just deciding what to change, but when, where and how fast – always checking back against the company's ability to absorb backlash without bending on broader objectives.

With a clear view of the end state and respect for its internal terrain, the company was able to move steadily, reduce disruption risk, and keep momentum behind the new RGM strategy.

IN REALITY

## Inhabitants

Sustaining collaboration through organizational change

Even the most logical commercial shift can trigger emotional, cultural and political resistance across teams. Success hinges on **engaging those who are executing the change** – and navigating the internal dynamics they bring with them.

**Real transformation is collaborative, done with professionals across the organization and unfolding across teams, hierarchies and mindsets.**

Changes introduced by a new RGM initiative can often touch politically sensitive levers: long-standing client relationships, regional pricing autonomy, sales culture and incentive models. While technical design may be centralized, implementation requires cross-functional collaboration and a thoughtful approach to change.

Though outcomes vary by organization, several practical enablers tend to support smoother transitions:

- **Visible leadership buy-in**, particularly when short-term risks need to be absorbed

- **Proactive**, transparent communication to manage expectations and build trust
- **Cross-area coordination to reshape routines**, targets and investments collaboratively
- **Recognition of internal impact**, with flexibility to adjust at the frontline

This means incorporating change management to accompany critical business decisions – from the strategic, e.g. annual sales targets, go-to-market objectives, sales culture etc., to the tactical, e.g. trade marketing investments, regional price adjustments and promotions.

Ultimately, RGM success depends on how well the organization can process change – not just design it.

## Visitors

Keeping external engagement consistent

Initial buy-in is not enough. External stakeholders need support, guidance and alignment through real-time business pressures. Execution success depends on turning policies into practice with tools that reinforce strategy and allow for controlled flexibility.

**External stakeholders (distributors, retailers, clients) may buy into the strategy early on, but sustained alignment requires continued engagement under real business pressure.**

As daily commercial dynamics evolve, even well-intentioned teams can drift from core guidelines if clarity and control mechanisms aren't in place.

Implementation falters when it relies more on documentation than on the accountability of those executing it. Sustaining adherence to pricing and trade spending policies means preparing for friction – when plans need to slow down, speed up or adapt on the ground.

To maintain discipline and responsiveness, two mechanisms consistently prove valuable:

- **Pricing-control systems:** These provide daily execution guidance while automatically flagging actions that fall outside strategic parameters. Whether built in-house or sourced externally, such systems embed the RGM design into real-time operations and help ensure policy enforcement at scale.
- **Approval hierarchies:** No system can fully capture the complexity of live negotiations. Approval hierarchies offer a flexible layer, enabling case-by-case decisions through predefined levels of authorization – linking frontline adjustments to broader strategic intent.

Together, these tools turn commercial guidelines into actionable guardrails. They ensure flexibility where needed, without losing focus.



## Ecosystem

### Governing the rules of engagement

Incorporating **dedicated spaces for coordination within RGM** can help internal and external teams stay aligned. Governance rituals serve as a useful anchor in navigating complexity and change – ensuring implementation that sticks.

**RGM is not a one-and-done exercise - it's a living system that evolves with the business. Yet a common post-design risk disengagement: once the structure is defined, some organizations move on, assuming execution takes care of itself.**

To prevent this, structured governance and recurring rituals are essential. They bring the strategy back into focus, transforming KPIs from passive reports into proactive discussions and coordinated action plans. These forums ensure that pricing decisions respond to both internal shifts and external market signals in real time.

Effective governance includes players across the revenue management “ecosystem”, bridging perspectives to maintain both rigor and relevance.

- **Sales:** execute with clients and control off-invoice investments
- **Trade marketing:** manage joint business plans and promotion investments
- **Finance:** track financial results, portfolio profitability and budget/contract use
- **Marketing:** set pricing and brand strategy
- **Pricing:** coordinate elements of marketing, execution, brand strategy and financial risks

One proven accelerator we recommend during implementation is the use of a dedicated “war room.” In the early phases, this temporary governance cell enables fast decision-making, tight coordination and issue resolution – especially when large-scale pricing and policy changes go live. It fosters cross-functional ownership while providing speed and flexibility at a time when pressure is high.

Over time, this hyper-care setup can transition into a standing governance model. Whether as a dedicated committee or integrated into broader management routines, the key is maintaining strategic coherence through regular, cross-functional alignment. Without it, RGM risks becoming siloed – over-focused on pricing, margin or execution – without delivering full business impact.

Like RGM itself, governance should evolve alongside the business. Ongoing reviews ensure that it remains fit for purpose and adaptive to changing organizational terrain.

### Governing responsibly through complexity

At a multinational personal care company, the need for thoughtful RGM governance was clear when launching a new pricing strategy across the country’s highly diverse regional markets.

The strategy aimed to tailor commercial and pricing policies to the unique dynamics of seven regions – each with distinct consumer behavior, competition and cost structures.

In theory, this granular approach offered better price-to-consumer (PTC) optimization and local relevance. In practice, it would mean managing hundreds of pricing scenarios across a portfolio of two dozen products – an execution challenge with high risk of overload.

To manage this complexity, the company put a responsive governance model at the center of the implementation. Instead of pushing for full adoption upfront, leadership focused on two priorities:

1. **Balancing complexity with feasibility**, ensuring that pricing structures were sophisticated yet executable by sales teams
2. **Rolling out gradually**, giving the organization time to adapt to new tools, processes and ways of working

The company also used governance forums to bring together sales, finance, pricing and trade marketing teams for coordinated decision-making as the strategy unfolded. These rituals provided space to monitor progress, course-correct where needed and bring a shared view to action planning.

By grounding governance in both structure and flexibility, the company maintained momentum while respecting internal capacity. This allowed the organization to sustain alignment and deliver on its RGM objectives – without overstressing the system.

## FINAL THOUGHTS

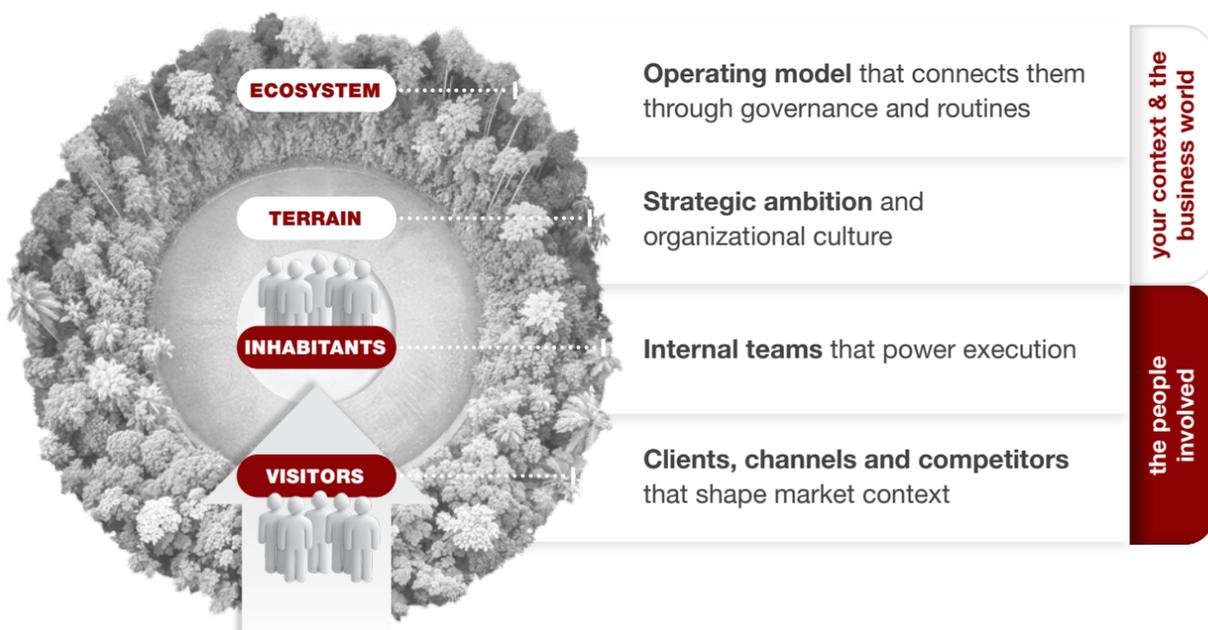
sustaining the revenue path ahead

Revenue growth management is often viewed as a technical discipline. As we've learned working with diverse clients on this challenge, in practice, success depends just as much on people, process and perspective.

The most effective strategies are not just grounded in strong analytics but shaped by business realities, operational constraints, and the ability to bring diverse stakeholders along for the journey.

Across the many organizations we've supported, one thing has held true: technical design is only half the challenge – implementation is where strategies succeed or stall. It's also where most textbook models fall short. Real change unfolds within a dynamic ecosystem shaped by culture, leadership alignment, commercial rhythms and frontline adoption.

We believe RGM design and implementation must harmonize four dimensions:



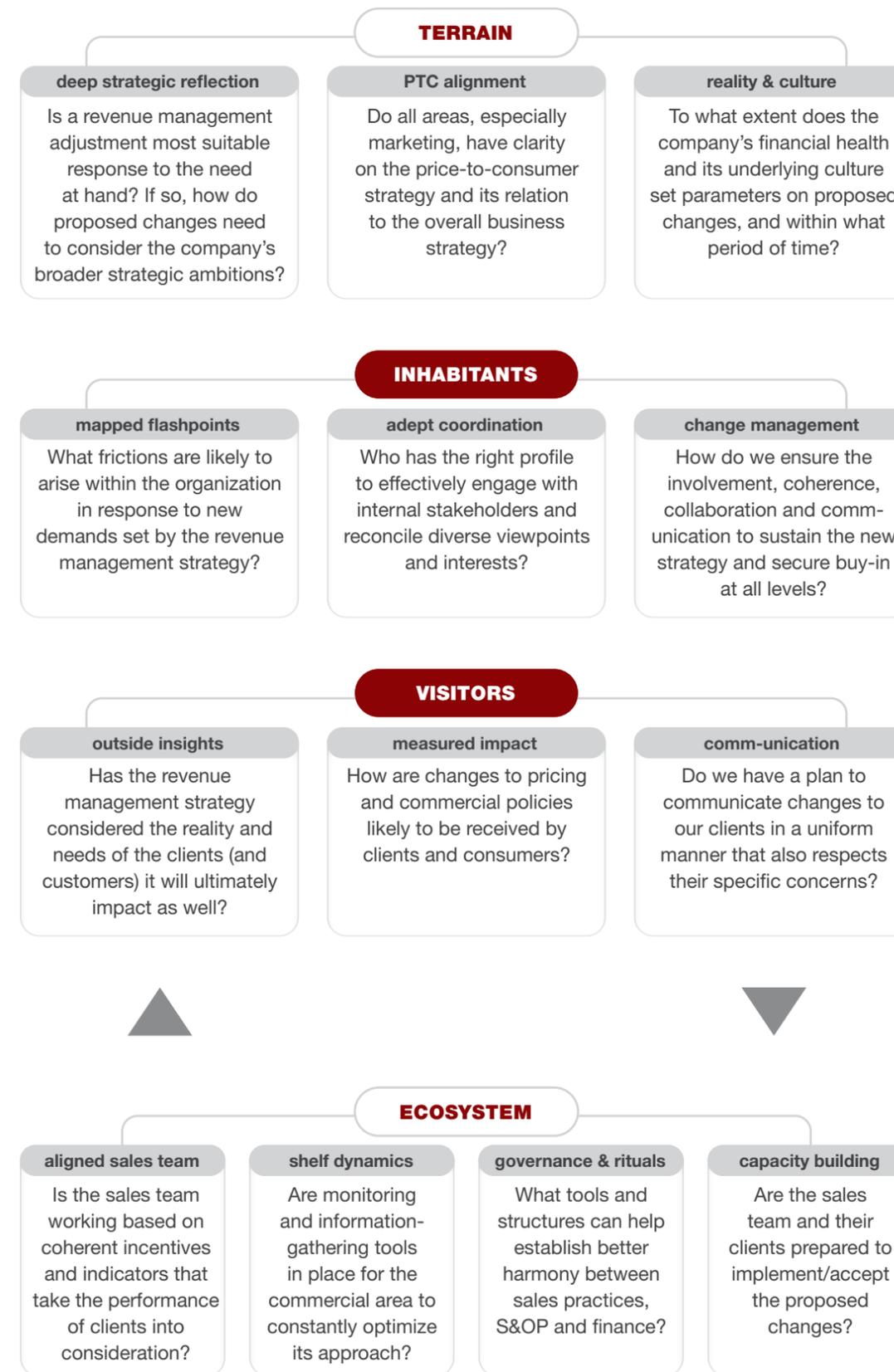
Long-term success depends on staying responsive. Pricing and trade spending exist in motion, not in isolation. A living strategy – supported by the right processes, rituals, systems and cross-functional ownership – creates the conditions to react fast, protect margins and sustain impact.

When companies respect both the science and the art of RGM, performance tends to follow.

In our experience, this approach has helped clients consistently unlock growth – delivering top-line and margin improvements of up to 10%.

There may be no perfect model, but when execution meets lived business reality, the path forward becomes not just rewarding, but repeatable.

# RGM ESSENTIALS CHECKLIST



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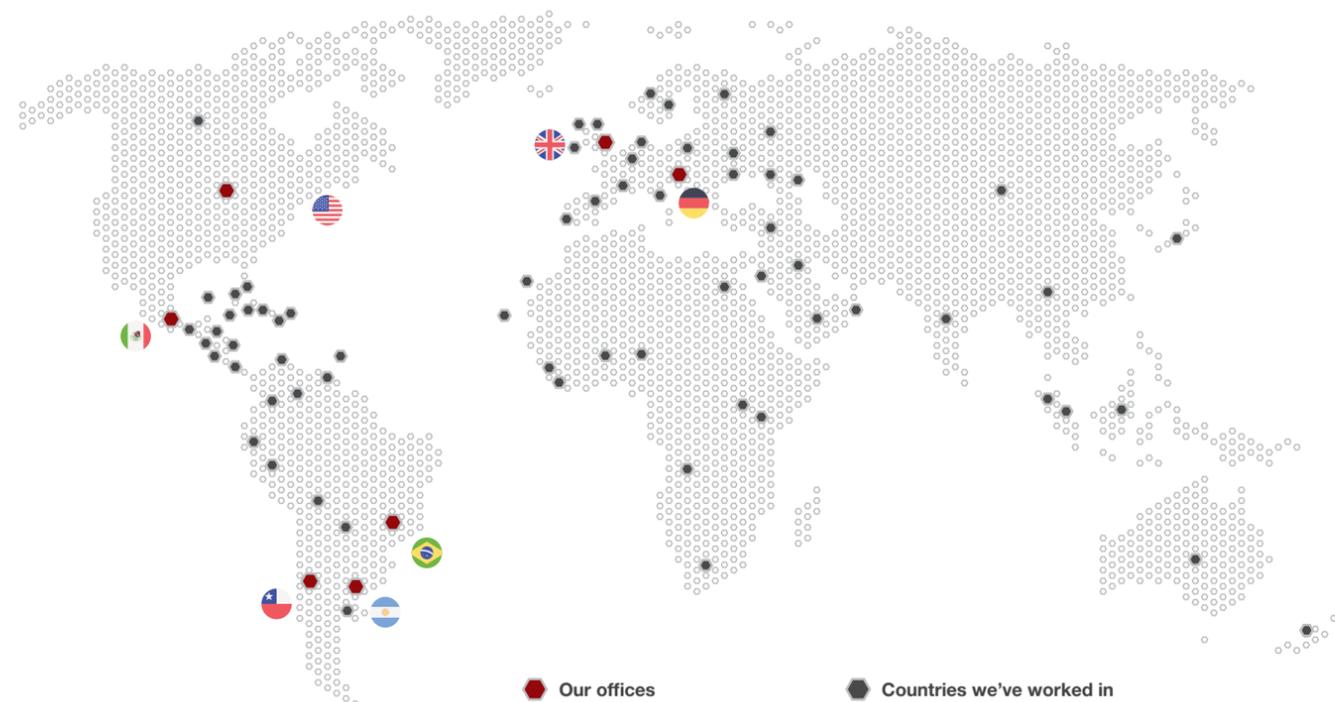


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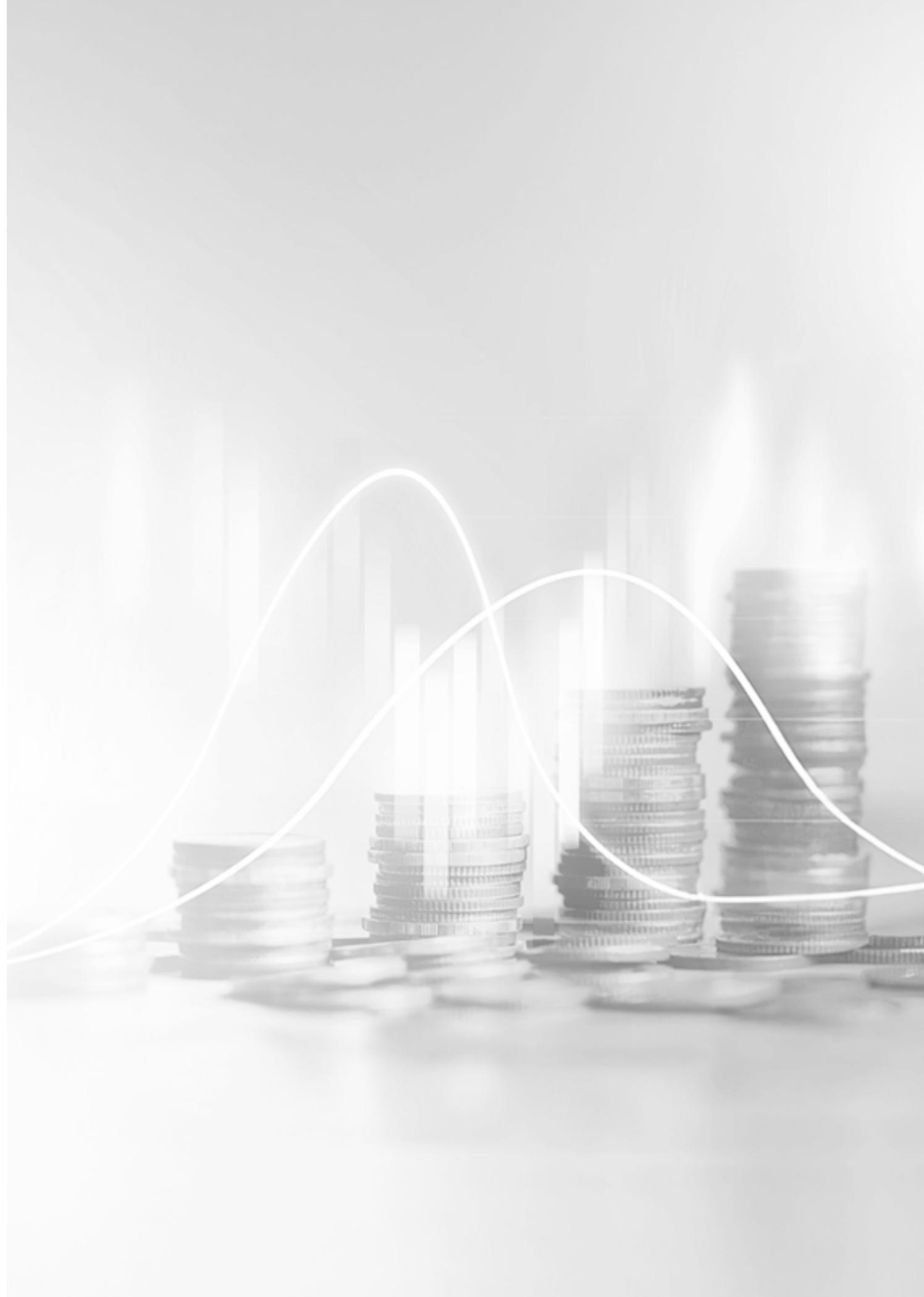
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