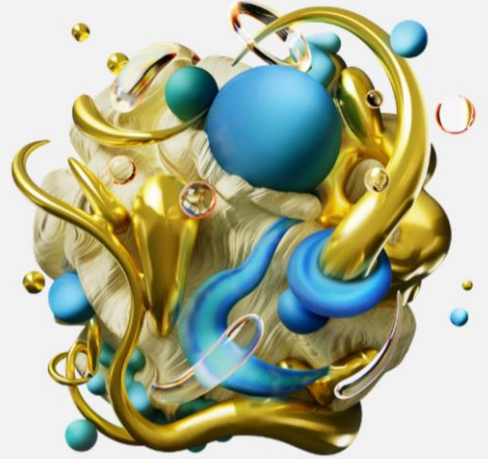




Revenue Management as a winning formula for the Manufacturing Industry

KEY DEVELOPMENT AREAS IN REVENUE MANAGEMENT TO DRIVE SUSTAINABLE GROWTH AND SALES EFFICIENCY IN MANUFACTURING

In today's complex market environment, manufacturing companies must prioritize development investments to maximise impact. Revenue management is a strategic lever that optimizes end-to-end sales processes by providing transparency and enabling cross-functional decision-making across all activities that drive business and customer value. By harnessing seamless data integration, advanced data analytics and AI-powered tools, manufacturers can streamline workflows and unlock tangible financial benefits, including enhanced profitability and sustainable revenue growth. Targeted adoption of shared revenue management practices empowers manufacturing companies to remain agile, competitive, and financially resilient in the continuously evolving market landscape.

Our Point of View on Revenue Management

Revenue Management is a strategic, data-driven discipline focused on maximising a company's revenue potential. It leverages integrated data flows and advanced data analytics to refine pricing, sales, and promotional strategies, thereby improving financial performance across diverse markets. By analysing historical data, current market dynamics, and future trends in a consolidated manner, revenue management enables sophisticated forecasting and decision-making across the organisation — empowering sales teams to “sell the right product, to the right customer, at the right time, for the right price.”

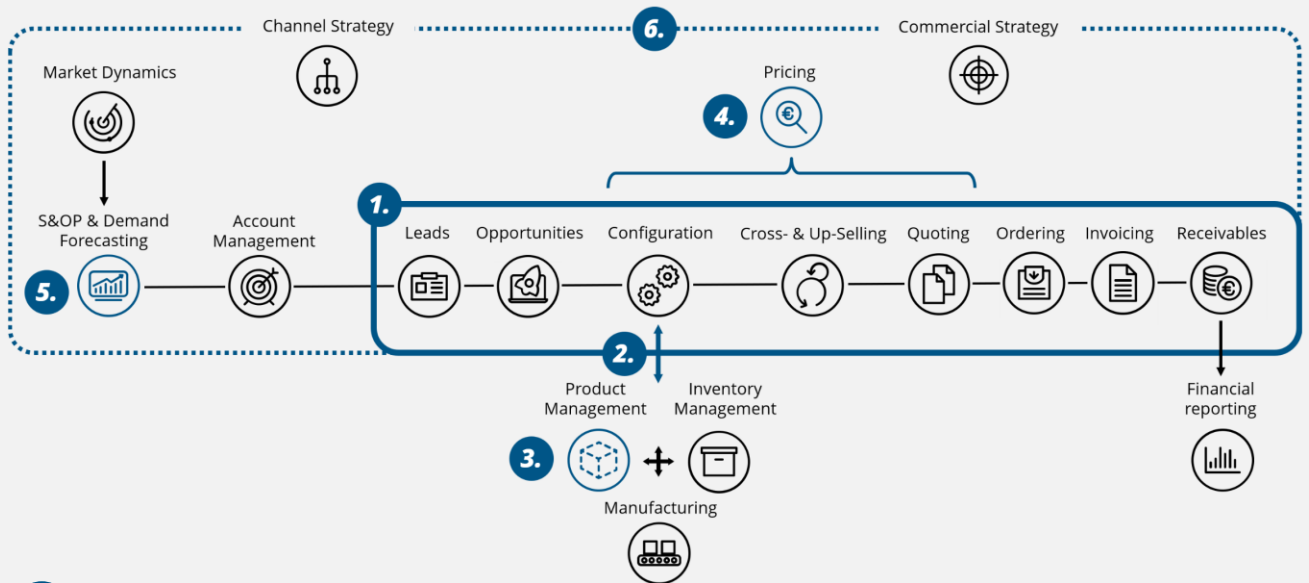
Effective revenue management harmonises and standardises processes across markets, while allowing for local nuances. Success depends on organisational alignment and operational execution, underpinned by high-quality data and mature processes. Ensuring that people, data, systems, and processes are aligned around shared goals and operating principles is essential to unlocking the full potential of Revenue Management.

*“Selling the right product to the right customer at the right
time for the right price.”*



Adopting Revenue Management

Revenue management is not a one-size-fits-all solution but requires company-specific choices to best respond to today's fast-evolving market environment and position. Companies must strategically prioritise where to invest their revenue management efforts to maximise impact. We have identified six critical dimensions specifically for the manufacturing sector where focused investments in revenue management deliver the greatest value. These dimensions span the full revenue lifecycle, enabling organisations to optimise processes, enhance decision-making, and drive sustainable growth:



1. Optimize the Lead-to-Cash Process

Integrating revenue management systems across the lead-to-cash cycle enhances operational efficiency, accelerates revenue recognition, and supports sustainable financial growth by managing value throughout both the customer lifecycle and the equipment lifecycle — enabling effective aftermarket and service sales alongside initial equipment sales.

2. Introduce Sales Configuration Layer

Implementing advanced Configure-Price-Quote (CPQ) systems enables a user-friendly sales layer that simplifies complex engineering configurations into clear, client-focused options. This accelerates quoting and pricing accuracy while unlocking flexible configuration and pricing possibilities for complex products and bundles.

3. Simplify and Modularise the Product Configuration based on Sales Input

By embedding customer insights into PLM processes and rationalising complex configurations, manufacturers enhance configurability, streamline production planning, reduce costs, and improve margin transparency — ultimately driving operational efficiency and customer-centric innovation.

4. Solidify Pricing Excellence with AI

Aligning pricing excellence with revenue management and using AI-driven tools enables manufacturers to dynamically optimise prices, anticipate market changes, personalise offers, and drive profitable growth.

5. Amplify Sales Planning Cadence & Automation

Integrating data, systems, and processes across revenue management with AI and advanced analytics improves planning accuracy and efficiency in demand planning, S&OP, and forecasting — maintaining a unified business outlook and accelerating responsiveness to market changes.

6. Commercial Strategy Driving the Revenue Management Choices

Effective revenue management starts with a clear commercial strategy that guides sales, pricing, and channel decisions. When driven by commercial priorities, revenue management optimises revenue effectively, boosts customer engagement, and ensures consistent execution across markets — maximising growth and profitability.

Benefits of Revenue Management in Manufacturing

Investing in revenue management delivers multiple benefits beyond increased revenue and profitability:

- ✓ **Single Source of Truth:** Harmonising data across systems creates a reliable, unified view of customer and product profitability.
- ✓ **Proactive Market Responsiveness:** Real-time, data-driven pricing and promotion adjustments improve competitiveness and customer satisfaction addressing diverse markets and customer needs.
- ✓ **Cross-Functional Alignment:** Enhanced transparency and shared business outlook fosters collaboration across sales, marketing, supply chain, and finance.
- ✓ **Operational Efficiency:** Streamlined processes reduce administrative burdens, accelerate workflows, and ensure consistent application of business rules.
- ✓ **Sustainable Competitive Advantage:** Together, these benefits enable manufacturers to adapt swiftly and confidently to evolving market dynamics.

Revenue management is a critical enabler of sustainable growth and operational excellence. By focusing on the right development areas, organisations can unlock significant value and build resilience in an increasingly complex market.

We invite you to explore our upcoming deep-dive articles, which will examine mentioned dimensions in greater detail. For insights and support in identifying your organisation's key focus areas, please contact our Sales Excellence professionals.



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