LIVE WEBINAR · THURSDAY, SEPTEMBER 17, 2026 · 12:00 PM ET

Why Most Revenue Growth Management Initiatives Never Get Started

…and How to Make Yours Happen

It's budget season. This hour covers how executives decide, what a fundable business case looks like, what programs like this really cost, and how to set yours up to win — with or without an RGM or pricing team in place today.

Armin Kakas Founder & Managing Partner, Revology Analytics

Enrico Sieni Partner, Revology Analytics · Co-Founder, Revify

WHO YOU'LL BE HEARING FROM

Two sister firms, one pricing discipline

Revology Analytics and Revify are independent sister firms run by the same senior operators — different packaging for different situations.

Revologyanalytics.com

THE ADVISORY FIRM

A boutique Pricing & Revenue Growth Management consultancy for mid-market and enterprise commercial teams ($50M–$2B) — tailored transformations, advanced analytics & agentic AI builds, and capability in-sourcing.

Best when: you already have commercial and pricing teams and want a transformation or a new capability.

Myrevify.com

THE STANDING PRICING TEAM

A fixed-fee, phased pricing team-as-a-service for $10M–$1B manufacturers and distributors without a pricing function — senior operators plus a purpose-built pricing analytics platform.

Best when: there's no pricing team yet and the first job is a diagnostic and foundations, fast.

Run by operators, not career consultants. Armin built revenue-management groups in CPG and retail and co-founded the analytics arm of a leading consumer-durables distributor. Enrico led pricing transformations at MSC Industrial Supply, Berry Plastics and HB Fuller.

THE PROBLEM

Most RGM initiatives never get started

The math is usually fine. What's missing is the business case: the opportunity never gets sized, nobody is named to lead it, and while it waits, the budget gets committed to other programs.

LIVE POLL

Is a revenue growth management initiative on your 2027 list — and does it have a business case yet?

Not on the list · On the list, no case yet · Case in progress · Already funded

One promise for this hour: you leave knowing how to get your initiative approved — the key questions executives ask, the one-page case that answers them, and what to ask for.

From four flat years to a funded fix

The setup	The excuse	Found	Approved	Year one
A $420M industrial manufacturer — margin flat for four years	Sales blamed competition; nobody owned the pricing question	A diagnostic surfaced $6.8M of margin leakage	The CFO approved the project in 17 days	$5.1M realized — ≈1.2% of sales, inside the 1–2% rule
sound familiar?	***the usual story***	***the "how much"***	***a specific ask travels fast***	***delivered, on plan***

Finding the money is the easy half. Getting the initiative approved is where most teams stall.

A 30-SECOND SELF-CHECK

Where are you today?

1 Gut feel

Pricing lives in spreadsheets; decisions by instinct

2 Descriptive

Reports exist; no one acts on them

3 Analytics

Elasticity, waterfall, promo ROI in use

4 Optimized

RGM is a managed P&L capability

Most rooms sit at 1–2. In our 2025 RGA Maturity Report, 54% of commercial leaders rate their revenue growth analytics Low or Medium, and only 2% reach Very High (Revology Analytics, n=52). Knowing where you are in the maturity curve tells you what to ask for.

AGENDA FOR TODAY

From Concept to Launched

1. **1** — Why initiatives never get funded
2. **2** — How Executives actually decide
3. **3** — The business case that gets approved
4. **4** — What it actually costs
5. **5** — How to make it happen

Part 2 is the key hurdle

Every approval turns on four questions: How much? How certain? Who owns it? What if we do nothing?

The One Pager Cheat Sheet

The Business Case Canvas — you'll learn about it in Part 3, and it's part of the Playbook you will receive.

Real examples

Costs, benchmarks and returns from actual 2025–26 engagements.

Side Note: *If AI is the initiative on your list: the same approach funds AI and other large transformational programs too.*

01

Why RGM Initiatives Never Get Funded

The math is rarely the problem.

Revology ANALYTICS Revify

Everyone is funding growth initiatives. Few will execute.

#2

strategic pricing ranks among the top growth levers for 2026 — and 72% already use AI in pricing

Simon-Kucher GPS 2025

$2.59T

projected global AI spend in 2026, up 47% YoY — all initiatives are after the same funding

Gartner, 2026

85%

of executives say their pricing decisions could be better — the appetite is there

Bain (1,700+ cos.)

But ambition isn't execution:

~70% of transformations fall short of objectives (McKinsey / BCG) **97%** of price increases miss their target (Simon-Kucher) **~95%** of GenAI pilots show no P&L impact (MIT, 2025)

Beyond budget constraints, a clear business case and strong change management are keys for success.

The competition for the same dollar

Sales	*"We need the new CRM."*
Operations	*"We need to automate these production lines."*
IT	*"We need the ERP upgrade for security reasons."*
Marketing	*"We need the digital eCommerce push."*
Pricing	*"We think there might be an opportunity…"*

Every function asks with a number. Pricing asks with a hunch — and loses.

Guess which one gets funded.

Budget follows certainty and ROI.

The rest of this hour is how to walk in with the specific ask.

Seven reasons the initiative never launches

1. **No business case** — the prize never gets sized
2. **No cross-functional alignment** — Finance, Sales and Ops never co-own it, therefore won't support it
3. **Unclear where to start** — no obvious first step, path
4. **No owner or sponsor** — no name attached to it
5. **Adoption is an afterthought** — the plague of half-baked solutions
6. **ROI fear / past burn** — a bad memory blocks the next ask
7. **Pilots that never scale** — proofs of concept never materialize

None of these will surprise you. Each gets a full page in the Playbook, so we won't spend the hour on them. Today is about getting funded.

~70% of transformations fall short (McKinsey/BCG) **97%** of price increases miss target (Simon-Kucher) **<2/3** of initiatives have an engaged sponsor (PMI)

What waiting another budget cycle costs

A well-run RGM initiative is worth 1–2% of sales — our conservative planning range; best-in-class programs reach 2–5%. Skip a cycle and that ROI is lost forever.

Move now — fund it for 2027

$2.5–5.0M

of value lands in year one — and every year after

vs

Wait a year

$0

…while competitors who moved add 200–500 bps of margin, through new capabilities

The gap after one skipped cycle: $5–10M by 2029 — your year of value foregone, plus the lead competitors' compound.

Illustrative arithmetic for a $250M company at the 1–2%-of-sales rule; the 200–500 bps competitor gain reflects Revology Analytics / Revify engagement benchmarks.

"What happens if we do nothing?" is one of the four questions executives ask. This slide is your answer.

02

How Executives Actually Decide

The same four questions, asked by the same five people.

Every approval comes down to four questions

1 How much?

✗ A vague "significant opportunity"

✓ A sized prize tied to your P&L — typically 1–2% of sales

→ we size it, with real numbers, in Part 3

2 How certain?

✗ "Trust me" ROI and vendor decks

✓ A baseline + proof gates the CFO can audit

→ the stage gates that prove it, in Parts 3–4

3 Who owns it?

✗ "The team" (= no one)

✓ One sponsor, one owner, named before the ask

→ named on the Canvas, in Part 3

4 What if we do nothing?

✗ Silence

✓ The cost of waiting, in dollars, on one slide

→ you saw the math on the cost-of-waiting slide

Answer all four on one page and you have a business case. Miss one and you have a weak request.

APPROVAL IS POLITICAL, NOT JUST ANALYTICAL

The five stakeholders you must win

CEO	CFO	Sales	Operations	IT / Data
"Does this fit the growth story I'm telling the board?"	*"How much, how certain, and when is payback?"*	*"Will this break my deals — and my comp plan? Will my team revolt?"*	*"Can we execute this without chaos on the floor?"*	*"Whose data, whose systems, whose backlog — and what shadow IT and infrastructure does this add?"*

Sequence matters: win the CFO with the case and Sales with the design — before the budget meeting, not in it. Across our clients, an engaged and prepared executive sponsor is the single strongest predictor for success.

The four CFO objections — and the answers

Objection	Answer
“We tried pricing initiatives before.”	That's why it's phased: a diagnostic first, and stage gates the program must clear before scale.
“We don't have the bandwidth.”	The diagnostic runs on a handful of data extracts over 2–6 weeks. It requires a few hours of your team's time, not weeks.
“Show me the payback.”	Value tracked from a pre-agreed baseline, with payback targeted inside the first year.
“Our data isn't ready.”	That's what the diagnostic tells you — what today's data supports, before any big check.

The full objection playbook — each answer with its number — included in the Playbook.

03

The Business Case That Gets Approved

One page that answers all four questions.

“How much?” — what 1% of price is worth

6.4%

median gain per 1% of price realization, ~2,000 public companies — distributors ≈11%; ex-regulated ≈10–11%

Revology Analytics, 2025 global study — the most current read

11.1%

operating-profit lift per 1% of price across 2,463 companies — 3–4× a volume gain

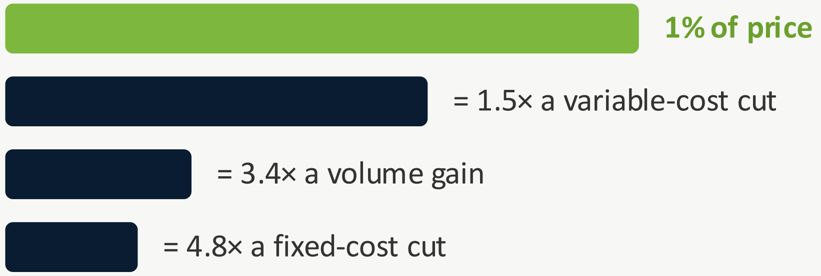
HBR, Marn & Rosiello (1992)

~8%

operating-profit lift per 1% price increase, S&P 1500

McKinsey, The Power of Pricing (2003)

RGM pulls every commercial lever — price, mix, promo, terms. Price is the sharpest, so it anchors the sizing:



Sources: Revology Analytics, 2025 Global Price Impact Research (~2,000 public companies); HBR, Managing Price, Gaining Profit; McKinsey, The Power of Pricing — profit impact of a 1% improvement in each lever

A $250M company

↓

1% of price

↓

$2.5M a year

↓

One budget decision.

the conservative end — best-in-class programs run 2–5% of sales

On thin margins, nothing else comes close

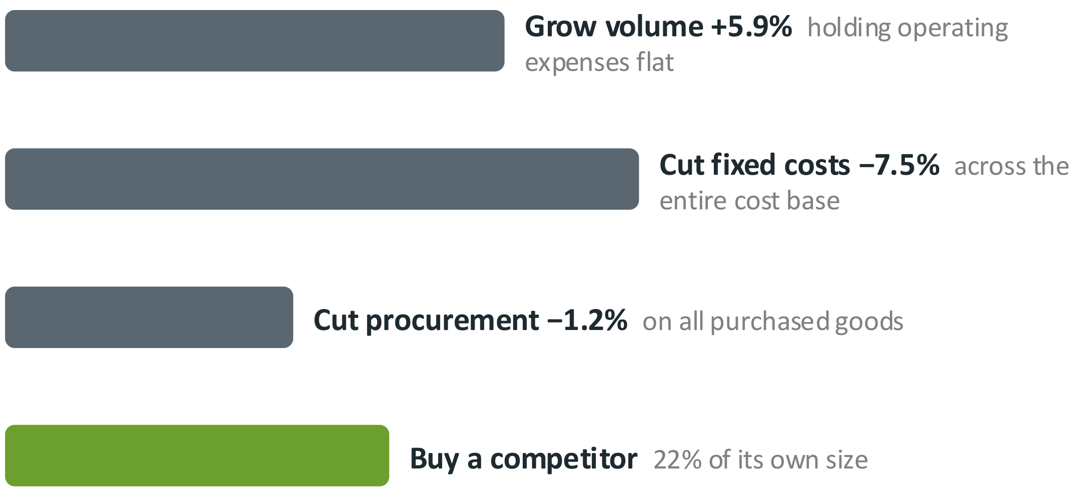
+22%

EBITDA from a 1% price improvement, across 130 global distributors — and roughly +20% enterprise value.

Best-in-class distributors gained 200–500 bps of margin from pricing while the average lost ~100 bps.

On food-wholesale margins (~2.75% EBIT), 1% of price can nearly double pre-tax profit.

To match that same profit, the average distributor would need to…



Source: McKinsey, Distributors' Most Powerful Value-Creation Lever (2019); margins per NYU Stern / Damodaran (2026)

THE ONE-PAGER

The Business Case Canvas

1 · OPPORTUNITY

Where value leaks today — waterfall, churn, cost pass-through. One paragraph.

2 · FINANCIAL IMPACT

The sized prize: 1–2% of sales (conservative), tied to a baseline your CFO signs.

3 · INVESTMENT & PHASING

Diagnostic → sprint → build, with the number for each gate.

4 · RISK & CERTAINTY

What could miss, and the gates that prevent derailing.

5 · OWNER & SPONSOR

One accountable owner + one executive sponsor, by name.

6 · TIMELINE

Budget-cycle milestones: socialize, defend, lock, start.

7 · SUCCESS METRICS

Revenue · margin · adoption · budget · time-to-value — the key numbers leadership will watch.

THE ASK

One sentence. One number. One date.

We'll fill one in live during the session. A fill-in Excel version ships in the Playbook — most teams finish it in under an hour.

Phase the ask — small first check, gated scale

Idea

Business case
the Canvas

Diagnostic
2–6 weeks
$25–45K ✓

Pilot / sprint
6–12 weeks
$70–135K ✓

Scale / build
12–16 weeks
$135–270K ✓

Capability
in-house, sustained

stage gate: value proven before the next check clears

In the diagnostic

Waterfall + margin-leak scan, sized opportunity, quick wins, the case baseline — a $25–45K first yes instead of a $250K ask.

In the pilot / sprint

Elasticity + promo-ROI on priority categories; a guardrailed pilot proves value vs. baseline — e.g., a global nutrition & health products maker.

In the scale / build

Platform build-out, playbooks + governance, team enablement and handoff — e.g., a global data-storage maker and a national beverage company.

Phase fees: Revology Analytics / Revify 2025–26 engagement benchmarks, rounded. Client examples anonymized; Revify's diagnostic fees are public at myrevify.com.

04

What It Actually Costs

Benchmarks nobody else publishes.

BENCHMARKS FROM REAL 2025–26 ENGAGEMENTS

From a two-week diagnostic to a full build

$25–45K

2–6 weeks

Diagnostic

Opportunity sizing, price elasticities, quick wins, the case baseline

$70–135K

6–12 weeks

Analytics Sprint

Price waterfall, promo ROI, cross-sell/up-sell & whitespace opportunities.

$135–270K

12–16 weeks

Capability Build

Platform + in-house capability handoff + sales team adoption & operating rythm

Against a prize of 1–2% of sales, the whole ladder usually pays back 10x in Year 1.

Where each fits: Revology Analytics for larger-scale programs and companies with RGM or pricing teams in place
Revify Analytics for industrial manufacturers and distributors building the function for the first time

“WHAT'S NORMAL FOR A COMPANY LIKE OURS?”

Benchmarks by company size

Company profile	Sensible first step	Typical program	Value at stake (1–2% of sales)
$10–100M **manufacturer / distributor, no pricing team yet**	Diagnostic $25–45K	Sprint, then decide $70–135K	**$0.1–2M / yr**
$100M–$1B **mid-market, small team or first hire**	Diagnostic → sprint $70–135K	Capability build $135–270K	**$1–20M / yr**
$1B+ **enterprise, RGM team in place**	Focused sprint on one focus area	Phased build $270–540K+ (enterprise AI: $5–20M)	**$10M+ / yr**

Fees: Revology Analytics / Revify 2025–26 engagement benchmarks, rounded (Revify's are public). Value rule: 1–2% of sales is the conservative case; best-in-class programs reach 2–5% (200–500 bps).

From diagnostic to funded, in one story

Diagnostic	Found	Approved	Scaled	Result
A $300M distributor ran the initial Pricing & RGM diagnostic	A $2.5M/yr churn leak & $5M in discounting rationalization surfaced	Phased ask cleared sign-off: fix the leak first, then scale	Pricing, churn and cross-sell programs followed	$12M identified · $9M implemented across engagements
weeks, not months	*the "how much"*	*small first yes*	*gated, not big-bang*	*the results*

Why it worked: the ask answered all four questions — sized ($2.5M/yr), certain (found in their own data), owned (named sponsor), and urgent (the leak compounded monthly). Client details anonymized.

HOW IT PLAYS OUT — A PILOT SPRINT

The sprint version — proof inside one fiscal quarter

Sprint	Analyzed	Piloted	Measured	Scaled
A global nutrition & health products maker ran the 6–12 week sprint	Elasticity and promo-ROI models built on priority categories	Price and promo moves went live with guardrails	Lift tracked against the pre-agreed baseline — proof the CFO could audit	The sprint's proof cleared the budget for the wider rollout
one quarter	*their own data*	*risk contained*	*the proof gate*	*budget earned*

Why it worked: the pilot answered “How certain?” with the company's own transactions — proof the CFO could audit before any scale decision. Client details anonymized.

05

Make It Happen

The timeline, the metrics, the first step.

Success is based on four key numbers

1

Revenue

Net price realization vs. target — is the price we set the price we get?

2

Margin

Pocket price & margin after every leak — list is often 20–40% higher than pocket

3

Adoption

Are the tools and playbooks actually used by the sales teams?

4

Time-to-value

How fast the first proven win lands — target inside the first quarter

This is the simplified, webinar version. The full KPI tree — waterfall leakage, discount exceptions, win rates, governance bands — is included in the Playbook.

Source: Pocket-price gap per McKinsey (Power of Pricing) and the Vendavo price-waterfall framework

The Budget Approval Timeline

YOU ARE HERE

SEPTEMBER

Socialize the idea. Size the prize. Find the sponsor.

OCTOBER

Draft the line item. Phase the ask. Pre-wire the CFO.

NOVEMBER

Defend it in budget reviews — numbers and proof gates.

DECEMBER

Lock the funding before the money is spoken for.

Miss December and the next window is a year away — that's the cost-of-waiting slide all over again.

EVERY REGISTRANT GETS IT

The RGM Initiative Playbook

1 Business Case Canvas

The fill-in one-pager — as an Excel planner that runs the numbers for you.

2 Four questions & five stakeholders

The decision map, with the pre-wiring sequence.

3 Cost benchmarks by company size

Diagnostic to build, with the 1–2%-of-sales rule.

4 CFO objection playbook + KPI tracker

Every answer with a number; the full KPI tree.

Your first step: the Revology diagnostic measures how much opportunity you actually have — the “how much” for your Canvas. No pricing team yet? Start with Revify Analytics Pricing and RGM Diagnostic phase.

Register at MyRevify.com

revologyanalytics.com · myrevify.com

YOUR MOVE

Three ways to leave this hour

1
Do nothing

The cost-of-waiting math runs whether you act or not. The next budget window is a year away.

2
Build it yourself

Take the Canvas and the Playbook, fill them in, and put one page in front of your CFO before the window closes.

3
Build it with us

Start with a 2–6 week diagnostic: sized opportunity, quick wins, and the baseline for your case. Revify's fees are public.

Whichever option you pick — budget funding requires discipline and preparation.

Monday morning, in six moves

- **Name the executive sponsor** — one name, not a committee
- **Estimate the prize** — revenue × 1–2% — the Playbook calculator does it for you
- **Pull three years of transaction data** — one extract is enough to start
- **Book the finance conversation** — pre-wire the CFO before any budget meeting
- **Fill in the one-page Canvas** — under an hour for most teams
- **Decide on the diagnostic** — the small first yes that de-risks the rest

All six live in the Playbook. Every registrant gets it after the session — including the Canvas as a fill-in Excel planner that runs the numbers for you.

Questions?

Budget follows certainty — let's make yours the initiative that actually happens.

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THE EVIDENCE BEHIND THIS SESSION

Sources & further reading

- **Revology Analytics** — 2025 RGA Maturity Report (n=52 commercial leaders)
- **Revology Analytics** — 2025 Global Price Impact Research (~2,000 public cos.)
- Marn & Rosiello — Managing Price, Gaining Profit, HBR (1992)
- McKinsey — The Power of Pricing (2003) · Distributors' Lever (2019)
- Simon-Kucher — Global Pricing Study 2025
- Bain — B2B Pricing Mistakes, 1,700 companies (2018)
- Vendavo — The Power of the Price Waterfall
- MIT NANDA — The GenAI Divide: State of AI in Business (2025)
- Gartner — GenAI spend & project abandonment (2024–2026)
- McKinsey / BCG — Why transformations fail (~70%)
- PMI — engaged-sponsor rate across initiatives
- NYU Stern / Damodaran — Margins by Sector (2026)

Full cited list ships in the Playbook and the Research Source Pack. The 6.4% and maturity figures are Revology Analytics research; engagement fees are Revology Analytics / Revify benchmarks, rounded (Revify's are public). Client stories are anonymized; the opening $420M story is an illustrative composite consistent with the 1–2% rule.