# Advanced Commercial Performance Analysis Course

7 – 11 June 2027
Milan

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Training Center

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# Advanced Commercial Performance Analysis Course

**Ref:** 1047_177227 **Date:** 7 – 11 June 2027 **Location:** Milan **Fees:** 5700 Euro

## Overview

Advanced Commercial Performance Analysis Course is a one-week advanced course for commercial managers, finance partners, sales operations teams, pricing analysts, account managers, and operational decision-makers, who leave with a Commercial Performance Decision Pack. Participants connect market evidence with revenue, price, volume, mix, margin, customer, product, channel, pipeline, and cost-to-serve analysis to form traceable recommendations. Agile Leaders Training Center develops commercial performance analysis capability.

## Who Should Attend

- Commercial management teams responsible for revenue, margin, portfolio, and growth decisions
- Finance business partnering teams responsible for commercial challenge and decision evidence
- Sales operations teams responsible for pipeline, conversion, performance, and forecast analysis
- Pricing teams responsible for price architecture, discounts, and margin protection
- Account and operations teams responsible for customer economics and service commitments

The course assumes participants can interpret management reports and commercial data, and it leaves introductory accounting and basic selling techniques outside its scope.

## Departments and Industries

The course supports organizations that need commercial choices grounded in revenue, margin, and profitability evidence.

- Commercial finance, planning and analysis, pricing, and revenue management
- Sales operations, account management, marketing analytics, and business development
- Manufacturing, distribution, logistics, and consumer products
- Technology, telecommunications, banking, and professional services
- Healthcare, hospitality, utilities, and infrastructure services

## Learning Objectives

By the end of this course, participants will be able to:

- Build a commercial performance driver and evidence architecture
- Analyze revenue, price, volume, mix, and margin movements
- Evaluate customer, product, and channel profitability
- Diagnose pricing, discount, pipeline, and conversion economics
- Compare market, competitor, and scenario implications
- Design commercial KPIs, governance, and decision recommendations

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## Course Agenda

## Day 1: Commercial Performance Architecture

- Commercial Value Driver Tree
- Market-to-Financial Evidence Map
- Revenue Quality and Margin Measure Set
- Commercial Data Definition Register
- Decision Question and Evidence Charter

## Day 2: Revenue and Margin Analysis

- Price-Volume-Mix Revenue Bridge
- Gross Margin Movement Reconciliation
- Discount Waterfall and Leakage Analysis
- Revenue Concentration and Quality Matrix
- Trend, Seasonality, and Exception Diagnostic

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## Day 3: Profitability and Cost-to-Serve

- Customer Profitability Analysis Model
- Product and Service Contribution Matrix
- Channel Profitability and Cost Map
- Cost-to-Serve Driver Analysis
- Portfolio Promote-Retain-Redesign Grid

## Day 4: Pipeline, Market, and Scenarios

- Sales Pipeline Conversion Economics Model
- Win-Loss and Deal Quality Diagnostic
- Competitor Price and Offer Evidence Matrix
- Commercial Scenario and Sensitivity Model
- Commercial KPI and Review Governance Board

## Day 5: Commercial Analysis Practice

- Exercise: Build a Price-Volume-Mix Bridge
- Exercise: Diagnose Discount and Margin Leakage
- Exercise: Compare Customer and Channel Profitability
- Exercise: Test a Pipeline and Market Scenario
- Capstone Exercise: Commercial Performance Decision Pack

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## Practical Exercises

The course uses suggested activities that connect commercial evidence, financial models, and accountable decisions.

- Suggested activity: reconcile revenue and margin movement for a product portfolio
- Suggested activity: calculate customer and channel cost-to-serve implications
- Suggested activity: test price, discount, volume, and conversion assumptions
- Suggested activity: present a governed commercial recommendation with scenarios

## FAQs

### Who suits advanced commercial performance analysis training?

Commercial managers, finance partners, sales operations teams, pricing analysts, account managers, and operational decision-makers suit the training. Participants should already interpret management reports and commercial data.

### How does commercial performance analysis differ from financial statement analysis?

Commercial performance analysis traces market, customer, product, pricing, pipeline, and channel drivers behind revenue and margin. Financial statement analysis concentrates on reported financial position and results at an entity level.

### How does price-volume-mix analysis support commercial decisions?

Price-volume-mix analysis separates the effects of selling prices, quantities, and portfolio composition. It helps teams explain revenue and margin movement and test the commercial consequences of alternative assumptions.

### Why is cost-to-serve used in customer profitability analysis?

Cost-to-serve captures activities such as order handling, delivery, support, returns, and credit effort. It reveals differences that revenue and gross contribution alone can hide.

## Conclusion

Participants take back a Commercial Performance Decision Pack containing driver trees, revenue and margin bridges, profitability models, pipeline economics, market evidence, scenarios, KPIs, and governance decisions. It makes commercial recommendations traceable to defined evidence. Teams can use it to challenge assumptions, compare options, and review results.