

9TH PRICING & REVENUE MANAGEMENT SUMMIT

12-13 MARCH 2026
BERLIN, GERMANY

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CHAIR



Kris Glabinski
VP Europe
Aggregate
Intelligence



Arnaud Potiron
Group Pricing
Transformation Director
Michelin



SPEAKER LINE-UP



Aiken Thijssen
Lead Business
Process Expert
Philips



Graeme Aitken
Vice President,
Strategic Customer Pricing
DHL Express



Yvonne Pop
Director of UK and EU
Pricing & Monetisation
eBay



Robin Keus
Senior Pricing Associate
at the Strategic Pricing
Center of Excellence
Cargill



Jeremy Noad
Global lead for
Growth and Pricing
Linde



Katrin Wibmer
Head of B2B Pricing
Swarovski



Katja Ruehle
Pricing, Go-to-Market & Digital
Transformation Practitioner
Henkel



Vincent Faramaz
Senior Director (Global Head)
Commercial Management /
Professional Services
TikTok



Arnav Sawhny
Director - Strategic Pricing
part of the Global Commercial
Excellence team
Cargill



Gianluca Agostoni
Value Access & Pricing Head
Sanofi



Pascal King
Head Strategic Pricing and
Revenue Management,
International Centre of Excellence
Zoetis



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We are pleased to announce the launch of the **9th Pricing & Revenue Management Summit**, that will take place on **12–13 March 2026** in **Berlin, Germany**. Building on the success of previous editions, this year's event will bring together pricing managers, revenue leaders, data scientists, CFOs, and commercial strategists to explore the future of pricing and revenue excellence. Covering key topics like AI-driven pricing, dynamic segmentation, subscription models, behavioral pricing, omnichannel strategies, and profitability analytics, the summit offers a powerful platform to share expertise, present real-world strategies, and engage with peers across industries. Join us for this two-day event to engage in thought-provoking discussions, explore transformative solutions, and discover how intelligent pricing is reshaping revenue strategies, customer engagement, and competitive advantage across industries.

Key Practical Learning Points

- Reigniting Pricing Strategy and Transforming It Into a True Competitive Advantage
- Harnessing the Power of AI to Go Beyond Analysis and Deliver Real-Time, Forward-Looking Decisions
- Leveraging Predictive Insights and Data Analytics to Stay Ahead of Market Shifts
- Pricing with Purpose by Aligning Value with Strategy and Charging for What Truly Matters to Your Customers
- Embracing the Next-gen Pricing with Hyper-Personalized, Loyalty-Driven, and Subscription-Smart Models
- Navigating Market Uncertainty Through Dynamic, Data-Informed Pricing Strategies That Adapt in Real Time
- Turning Pricing Into a Relationship-Building Tool That Drives Engagement, Trust, and Long-Term Customer Value
- Stepping Into the Future of Pricing 2.0, Where Speed, Intelligence, and Human-Centric Design Lead the Way
- Unlocking Hidden Revenue Opportunities by Identifying Untapped Value Streams Across Your Business

Take a Look at the Past Edition



Who Should Attend

This summit brings together CEOs, CDOs, CTOs, CIOs, VPs, Directors, Heads, Managers, Leads and other Senior Level Executives dealing with:

- Pricing Strategy
- Pricing Analytics
- Revenue Management
- Product Planning
- Price Segmentation
- Go-To-Market Practices
- Business Finance
- Digital Products
- Demand Forecasting
- Commerce
- Financial Planning
- & Others!



X 15+ Industry Case Studies



X 20+ Hours of Networking:

forge new professional contacts during numerous networking breaks between sessions & during the special Networking Dinner on Day 1



X 100+ Pages of the Post-Summit Materials documentation package available upon demand*

Previous Attendees Include



...& MANY MORE!

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08:30 Check-In and Welcome Coffee ☕

09:00 Opening Address from the Chair

09:10 **"Breaking the Ice" Speed Networking Session**

Meet your colleagues, exchange business cards and have a maximum number of 1-on-1 talks in a short amount of time! Our Speed Networking session will help you to form those initial relationships early, find out who is facing the same challenges as you and get a nice preview of what a longer conversation could bring!

WINNING THE MARKET WITH NEXT-GENERATION PRICING STRATEGIES

09:50 AVAILABLE SPONSORSHIP SLOT



Unlocking Profitability with AI-Driven Pricing & Revenue Optimization

Discover how leading companies are leveraging AI, predictive analytics, and automation to transform pricing into a real-time growth engine. This session will showcase how intelligent technology enables faster decisions, improves customer alignment, and maximizes profitability in today's competitive and volatile markets.

10:30 Case Study: 🔍

Operating Models That Monetize: Aligning Structure with Pricing Strategy

Introduction to Operating Models as Strategic Engines to drive Strategy, Structure & Success. Explore how aligning an organization's operating model with its pricing strategy can unlock the Architecture of Pricing Excellence. Highlighting the key design decisions to empower leaders to turn pricing into a strategic growth lever.

Arnav Sawhny

Director - Strategic Pricing part of
the Global Commercial Excellence team

Robin Keus

Senior Pricing Associate at the
Strategic Pricing Center of Excellence

Cargill



11:10 Morning Coffee and Networking Break ☕

11:40 Case Study: 🔍

Customer-Centric Revenue Management: Rethinking Pricing Models for Marketplaces

In today's competitive digital economy, successful platforms must move beyond transactional pricing and adopt models that reflect evolving customer expectations. This session will explore how shifting from seller-focused fees to buyer-based monetisation can unlock growth while preserving marketplace trust. Drawing on my experience leading the transformation of eBay UK's consumer business pricing model — a change that created \$150M+ in incremental annual revenue opportunity — I will share lessons on balancing customer value, marketplace dynamics, and business objectives.

Yvonne Pop

Director of UK and EU Pricing & Monetisation
eBay



12:20 Case Study: 🔍

Optimizing Pricing Through Business Objectives and Contract Alignment *

Aligning contract models with business objectives strengthens pricing strategies and maximizes commercial value. Different structures — from outcome-based agreements to hybrid models — influence risk-sharing, pricing flexibility, and long-term value capture. By connecting contracts to business dynamics, organizations can enhance client relationships, improve resilience, and secure sustainable profitability in a digital-first environment.

Vincent Faramaz

Senior Director (Global Head) Commercial
Management / Professional Services
TikTok



13:00 Business Lunch 🍽️

PRICING AND REVENUE MANAGEMENT IN THE DIGITAL ERA

14:00 Case Study: 🔍

Leveraging Digital Tools and AI for Global Pricing Excellence

A hands-on session featuring two contrasting case studies on leveraging AI and digital tools for global pricing. Learn what drives success — and what can go wrong — when preparing data, integrating systems, and managing change. Practical lessons on turning digital enablement into real commercial impact.

- Showcasing two real-life cases of AI and digital tools in global pricing — one success, one learning
- Overcoming challenges in data readiness, tool integration, and stakeholder adoption.
- Building scalable, data-driven pricing capabilities through structured setup and execution
- Translating digital innovation into measurable impact on margin and decision speed

Katja Ruehle

Pricing, Go-to-Market & Digital
Transformation Practitioner
Henkel



14:40 Case Study: 🔍

AI-Driven Negotiations: How Buyers Are Changing the Pricing Game

- The rise of buyer-side AI Pricing negotiation AI tools such as Pactum AI and what they mean for pricing and commercial teams.
- How automated negotiations are shifting power dynamics and compressing deal cycles.
- What pricing leaders need to do to stay competitive: value-based preparation, dynamic guardrails, and data-backed strategies.
- Practical steps to integrate AI thinking into your own commercial strategy and protect margins.

Jeremy Noad

Global lead for Growth and Pricing
Linde



15:20 Afternoon Tea and Networking Break ☕

15:40 Case Study: 🔍

Leading Pricing Transformation at a Global Industrial Leader *

- Embedding digitalization and advanced analytics into pricing operations to improve agility and consistency.
- Harmonizing global pricing processes while adapting to regional market dynamics.
- Building organizational capabilities and cultural alignment to make pricing a strategic growth lever.
- Overcoming complexity in large industrial organizations to capture sustainable value and competitive advantage.

Arnaud Potiron

Group Pricing Transformation Director
Michelin



16:20 PANEL DISCUSSION 🗣️

Harnessing AI, Customer-Centric Models, and Transformation to Redefine Pricing Excellence

Operating model alignment, customer-centric revenue strategies, AI-driven negotiations, digital tools, contract alignment, and global pricing transformation are reshaping the landscape of pricing and revenue management. The panel examines how these elements can be combined into cohesive strategies that enhance profitability, strengthen resilience, and create long-term value. Emphasis is placed on practical approaches to balancing innovation with execution, overcoming organizational complexity, and embedding sustainability into pricing practices. Forward-looking perspectives highlight how companies across industries can future-proof their pricing models while meeting evolving customer expectations and competitive pressures.

17:00 Chair's Closing Remarks and End of Day One

18:00 Networking Dinner 🍷

08:30 Check-In and Welcome Coffee ☕

09:00 Day Two Opening Remarks from the Chair

TRANSFORMATIVE POWER OF REVENUE MANAGEMENT AND PRICING INSIGHTS

09:10 AVAILABLE SPONSORSHIP SLOT



Mastering Predictive Insights for Smarter Pricing Decisions

Exploring how predictive analytics and real-time data can anticipate customer behavior, market shifts, and competitor actions. Insights into building pricing systems that move from reactive adjustments to proactive, intelligence-driven decisions that unlock new revenue opportunities.

09:50 Case Study: 🔍

Delivering Higher Growth & Profitability At DHL Express By Getting Pricing Into The Heart Of The Business

How DHL is moving pricing from being a back-office function, setting and enforcing policies and creating spreadsheets, into a true business-oriented and customer facing consulting group, directly supporting commercial teams in negotiations and using data analytics and value-based pricing strategies to maximize growth, yield and customer satisfaction. The presentation will also cover how DHL has developed a world-class costing and profitability system providing critical data for 200+ countries – a massive challenge in a service industry with high fixed costs, i.e. planes. We will examine the difference between knowing the cost and relying on cost-plus pricing. Think Global, Act Local!

Graeme Aitken

Vice President, Strategic Customer Pricing
DHL Express



10:30 Morning Coffee and Networking Break ☕

11:00 WORKSHOP ⚙️

A Practical Implementation of Value and Margin Extraction, from Concept to KPI

- First, I will briefly talk about the concept of Value and Margin Extraction, how to apply it to a single product or a solution. We will go through an end-to-end example of the application of value and margin extraction to a mock-up business; from setting a realistic target per product and customer to aligning the total expected value extraction to sales targets.
- We will continue by sketching the setup of value and margin extraction to your own businesses and discussing with your neighbors.
- In the last part of the workshop, we will go through some of your sketches and answer questions.

Aiken Thijssen

Lead Business Process Expert
Philips



12:00 Case Study: 🔍

B2B Pricing Excellence: Driving Growth through Value-Based Models *

- Implementing value-based pricing to reflect customer needs while protecting brand equity and margins.
- Balancing global consistency with local flexibility across B2B markets and distribution channels.
- Leveraging data and customer insights to define willingness-to-pay and strengthen long-term partnerships.
- Embedding pricing as a strategic lever to drive sustainable growth in competitive B2B environments.

Katrin Wibmer

Head of B2B Pricing
Swarovski



12:30 Case Study: 🔍

Data-Driven Approaches to Pricing and Value Access in Life Sciences

Harnessing data and analytics to address the complexity of pricing in life sciences. The session explores how evidence-based insights support value-based pricing, strengthen market access strategies, and guide decision-making across diverse healthcare systems. Attention is given to balancing innovation with affordability, ensuring sustainable growth while meeting regulatory and patient expectations.

Gianluca Agostoni

Value Access & Pricing Head
Sanofi



13:00 Business Lunch 🍽️

14:00 Case Study: 🔍

Disruptive Pricing Models: Unlocking Access, Value, and Long-Term Growth *

- Designing disruptive pricing approaches that expand market access while sustaining profitability.
- Applying outcome-based and usage-based models to create measurable value for customers.
- Leveraging advanced analytics to capture hidden revenue opportunities and optimize portfolio performance.
- Anticipating industry shifts and building pricing strategies that secure resilience in a changing global landscape.

Pascal King

Head Strategic Pricing and Revenue
Management, International Centre of Excellence
Zoetis



14:40 Case Study: 🔍

Resilient Growth: Building Future-Proof Pricing and Revenue Strategies

In today's unpredictable economic landscape, organizations face increasing pressure to adapt their pricing and revenue models to shifting customer expectations, digital disruption, and market volatility. This discussion will highlight approaches to building strategies that remain effective under uncertainty, combining data-driven insights, AI, and value-based models. The focus will be on creating agile frameworks that secure sustainable growth while ensuring resilience against future challenges.

Speaker TBC

15:20 Chair's Closing Remarks and End of Summit

* TBC

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