

POI's Industry Articles
State of the Industry Edition



Revenue Growth Management in 2026:

How Leading CPG Organizations
Are Driving Profitable Growth

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The Promotion Optimization Institute, 2026

The latest 2026 State of the Industry research from the Promotion Optimization Institute (POI) reveals a decisive shift across the CPG industry: Revenue Growth Management (RGM) has become the enterprise engine for profitable growth. For organizations seeking CPG industry support to navigate pricing pressure, retailer demands, margin compression, and omnichannel complexity, the message is clear: RGM excellence is no longer optional.

In today's volatile environment, CPG leaders are embedding Revenue Growth Management across pricing strategy, trade promotion optimization, portfolio management, and enterprise planning. The result is faster decision-making, stronger ROI accountability, and measurable P&L impact.

Profit and ROI Have Replaced Volume as the Primary Success Metrics

One of the most important findings in 2026 is how companies now define promotion success.

- **75%** of organizations measure promotional effectiveness using ROI or incremental profit.
- **52%** prioritize contribution margin.
- **47%** track incremental volume.
- Only **43%** emphasize net sales as a primary KPI.

This represents a major shift in CPG strategy. Growth for growth's sake is no longer the objective. Profitability, trade efficiency, and disciplined total trade investment are now central to commercial performance. For companies seeking CPG industry consulting or Revenue Growth Management guidance, aligning KPIs to profit is foundational.

Where RGM Is Delivering the Greatest P&L Impact

CPG executives see the strongest margin upside in:

- **77%** Portfolio optimization
- **67%** Post-event ROI analysis
- **63%** Pricing ownership, architecture, and elasticity modeling
- **63%** Trade terms and spend optimization

These numbers reinforce a critical reality: sustainable growth comes from optimizing mix, pricing structure, and trade architecture—not simply increasing promotional frequency. Organizations

investing in price pack architecture, trade promotion management, and RGM analytics are capturing disproportionate margin gains.

RGM Is Expanding Across the Enterprise

Revenue Growth Management is no longer limited to post-event analysis. Leading CPG companies are integrating RGM across five strategic levers: price strategy, promotion strategy, mix and assortment optimization, trade investment architecture, and portfolio strategy. The enterprise goal is precise execution: the right product, at the right price, with the right promotion, in the right channel, at the right time.

- **70%** of companies now rely on RGM to own post-event ROI analysis.
- **55%** place advanced trade promotion and pricing optimization under RGM leadership.
- **45%** assign what-if promotion scenario planning directly to Revenue Management teams.

Centralization is accelerating insight velocity and improving governance. However, pricing accountability remains fragmented in many organizations, creating execution risk and slower response to market volatility.

Analytics Maturity Is Accelerating, but Gaps Remain

Advanced RGM analytics are becoming a competitive differentiator in the CPG industry.

- **34%** of organizations currently operate at a predictive analytics maturity level.
- **27%** remain primarily diagnostic.
- Only **10%** have achieved prescriptive analytics capability.
- **32%** aim to reach prescriptive maturity in 2026.

The transition from hindsight reporting to predictive modeling and next-best-action recommendation engines is transforming how CPG companies approach pricing strategy, promotion optimization, and portfolio planning. AI-driven scenario modeling and automated decision support are rapidly becoming essential components of modern Revenue Growth Management strategy.

For organizations searching for CPG industry help, investing in analytics modernization is one of the highest ROI initiatives available.

Sales Enablement Is the Bottleneck to Transformation

Retailers are ready for data-driven change. Internal alignment is the challenge.

53% of retailers are open to trying new promotional tactics when supported by strong data.

47% of organizations still default to legacy anniversary-based planning.

The constraint is not analytics. It is sales adoption and change management. Companies that invest in financial fluency, ROI storytelling, and negotiation capability are transitioning faster from reactive discounting to strategic value-based selling. Revenue Growth Management success depends as much on capability building as on advanced analytics.

Pricing Strategy and Price Pack Architecture Take Center Stage

Pricing evolution in 2026 is anchored in structure, elasticity, and consumer insight.

- **66%** of companies are analyzing optimal price points and thresholds.
- **52%** prioritize pack attributes as drivers of category growth.
- **52%** are investing in consumer-based pricing insights.
- **25%** are leveraging AI or machine learning to optimize pricing.

At the same time, **43%** still rely heavily on Excel to execute price pack architecture decisions. This signals a major opportunity for automation, governance improvement, and scalable optimization.

Clear ownership of pricing and PPA decisions is critical. Approximately **50%** of organizations operate under shared or non-RGM ownership models, which increase complexity and slow execution. Leading CPG organizations are centralizing governance to improve pricing consistency across channels and markets.

The Strategic Imperative for CPG Leaders

The 2026 findings confirm that Revenue Growth Management is no longer a tactical commercial function. It is a strategic enterprise discipline connecting pricing strategy, trade promotion management, portfolio optimization, retail execution, and advanced analytics.

Organizations that elevate RGM are seeing:

- Stronger margin expansion
- Faster decision cycles
- Improved cross-functional alignment
- More resilient growth during market volatility
- Those that delay modernization risk remaining reactive, siloed, and margin-constrained.

For CPG companies seeking industry help, guidance on Revenue Growth Management, or expertise in trade promotion optimization, pricing strategy, and enterprise planning, the path forward is clear: embed RGM at the center of the organization.

Revenue Growth Management excellence is now a competitive advantage—and in 2026, it is defining market leaders.

Resources To Further Your RGM Journey

Download the POI Consumer Goods State of the Industry Report (Complimentary on the POI Website) to access expanded analysis on RGM and: CPG industry trends, C-suite priorities, holistic enterprise planning (TPMx & RGM), marketing and retail media, in-store execution, data management, AI and advanced analytics, and omnichannel/eCommerce transformation.

[Download the POI 2026 Consumer Goods State of the Industry Report](#)

POI offers a suite of RGM trainings designed to build capability across your organization and commercial teams. From foundational understanding for cross-functional roles to practical application for sales and retailer conversations, these sessions equip teams to apply pricing, promotion, mix, and trade insights more effectively. The result: stronger retailer partnerships, smarter investment decisions, and more consistent, profitable growth.

- RGM Basics for Sales Teams™
- Implementing RGM with Retailers™
- Demystifying RGM for Organizations™
- RGM Essentials for Senior Leaders™

[Explore POI's RGM Training Course Opportunities](#)

Unlock the Full Potential of RGM Performance with POI's RGM Foundation Certification™. Many CPG companies have invested heavily in RGM tools and data, but still miss value because teams lack shared skills and a common language to turn insights into action, leaving RGM siloed and decisions driven by habit. POI's RGM Foundation Certification™

bridges this gap by equipping cross-functional teams with practical knowledge, tools, and confidence to apply pricing, promotion, trade, and mix levers collaboratively. Through interactive, real-world training across the five RGM pillars, participants gain actionable frameworks to drive smarter decisions, stronger retailer conversations, and faster RGM adoption.

[Explore The Promotion Optimization Institute's RGM Foundation Certification™](#)