Price increase impact

Visual guide — five screens

Lytica Consulting
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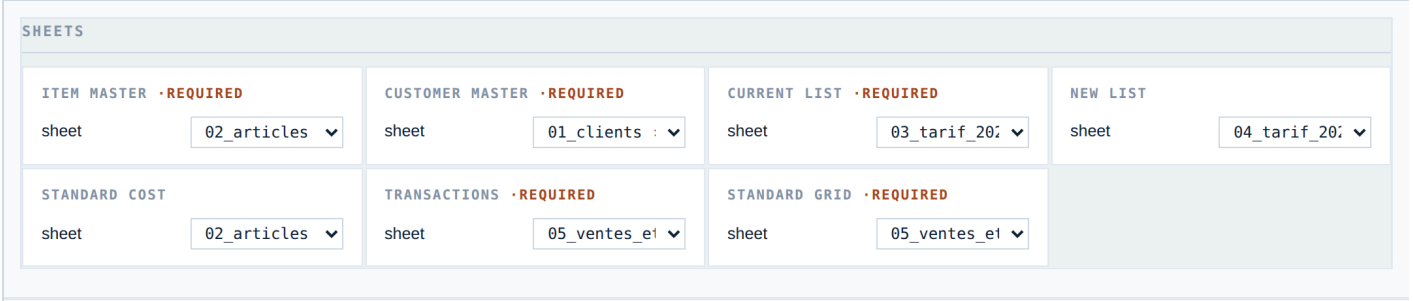
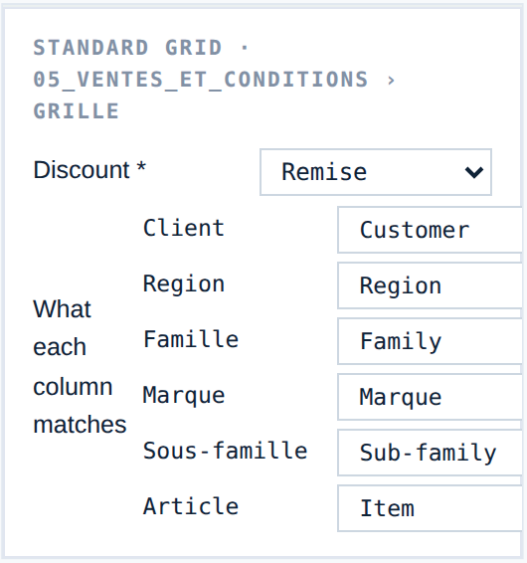
This guide shows the tool running on demonstration data. Each screen answers three questions: what you do, what to check, and the trap. Allow twenty minutes for the first run, fifteen of them on the first screen.

1 Load, map, price

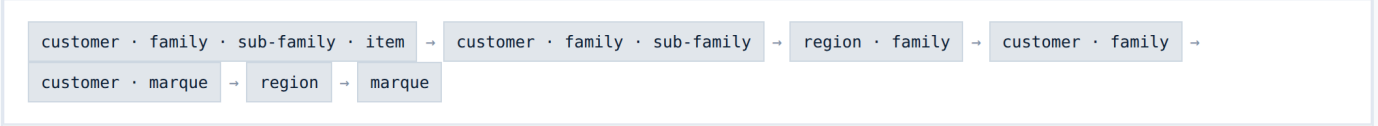
Tell the tool where your data is and what each column means.



Each role gets a sheet. Several workbooks are accepted: a sheet is identified as “file › sheet”.



For each column of your discount grid, a single menu: what it matches. Picking a master column creates the hierarchy level automatically.



The cascade is derived from your grid, from the most specific condition to the most general. You do not type it.

Nothing is computed on your data until this button has been clicked.

WHAT YOU DO

- Drop in the workbooks (several at once).
- Check the sheet mapping, then the column mapping.
- Match each grid column to its meaning.
- Choose the form of the new list price: price file, percentage per family, or overall percentage.
- Click **Use this data**.

WHAT TO CHECK

- The **net amount** is mapped — it is the column that gives the diagnosis its value.
- Current and new list prices are not swapped.
- The “where lines find their discount” table does not leave too many lines unmatched.

The trap — Until you click **Use this data**, everything you see comes from the demonstration dataset. The tag at the top turns orange and reads “files not applied” — that is the only signal that counts.

2 Check

Is the declared mapping right, and which lines are in scope?

LINES REBUILT	RATE ON LINES	RATE ON REVENUE
74 / 74	**100.0 %**	**100.0 %**

GAPS FOUND
0

The invoiced price is rebuilt from the grid and the gaps are counted.

LINE TYPES KEPT

☑ Catalogue (74) ☐ Negocie (50) ☐ Projet (6)

A line is in scope if its type is ticked and the cascade found a condition for it. Types read from: your data.

Line types are read from your data, with their line counts. You tick what is in scope.

	LINES	INVOICED REVENUE	SHARE
In scope	74	196,820 €	**63.4 %**
Out of scope	56	113,595 €	**36.6 %**
of which type outside filter	56		
Total	**130**	**310,415 €**	**100.0 %**

Coverage is the first figure to look at: a tool that only sees half the revenue proves nothing.

WHAT YOU DO

- Read the rebuild rate.
- Tick the line types governed by the list price.

WHAT TO CHECK

- Revenue coverage. Below 60 %, question the scope before reading on.
- The exclusion reasons: type out of filter, or no condition found — these are not the same problem.

The trap — If lines carry an **invoiced discount different from the grid discount**, the tool says so and sizes it. For those, revenue before comes from the invoice and revenue after from the grid: the increase shown mixes the tariff effect with the condition gap.

3 Read

What the list announces against what it collects, customer by customer.

READING

Announced increase +5.59 %, increase actually borne +5.63 %. The structure effect never exceeds 0.04 pt: as long as discounts are percentages they cancel out in the ratio, and the whole gap between customers comes from product mix.

The average and the spread. The gap between them is the subject.

CUSTOMER	SEGMENT	CURRENT REVENUE	AVG. DISCOUNT	INCREASE BORNE	MIX EFFECT	STRUCTURE EFFECT
IND-AUT-201	Industry	2,735 €	15.0 %	+10.00 %	+4.41 pt	−0.00 pt
UTL-EVC-520	Utilities	14,172 €	9.4 %	+8.88 %	+3.30 pt	+0.00 pt
INS-CTR-101	Installer	9,064 €	12.7 %	+8.20 %	+2.63 pt	−0.01 pt
DIS-NAT-001	Distributor	64,953 €	8.8 %	+7.47 %	+1.84 pt	+0.04 pt
INS-PNL-120	Installer	11,569 €	8.9 %	+5.09 %	−0.49 pt	+0.00 pt
IND-DTC-230	Industry	33,526 €	12.9 %	+5.00 %	−0.59 pt	−0.00 pt
INS-IND-110	Installer	7,165 €	11.5 %	+3.49 %	−2.09 pt	+0.00 pt
OEM-MCH-301	OEM	21,434 €	13.8 %	+3.01 %	−2.58 pt	+0.00 pt
PUB-LOC-401	Public Sector	10,920 €	12.6 %	+2.49 %	−3.09 pt	−0.00 pt
DIS-REG-010	Distributor	10,647 €	9.8 %	+2.49 %	−3.10 pt	−0.00 pt
DIS-NAT-002	Distributor	10,637 €	12.8 %	+2.39 %	−3.20 pt	−0.00 pt
Overall		**196,820 €**		**+5.63 %**	–	–

For each customer: realised increase, mix effect, structure effect. The decomposition is exact and additive.

WHAT YOU DO

- Compare the announced list increase with the realised increase.
- Rank mentally by euros exposed, not by percentage.

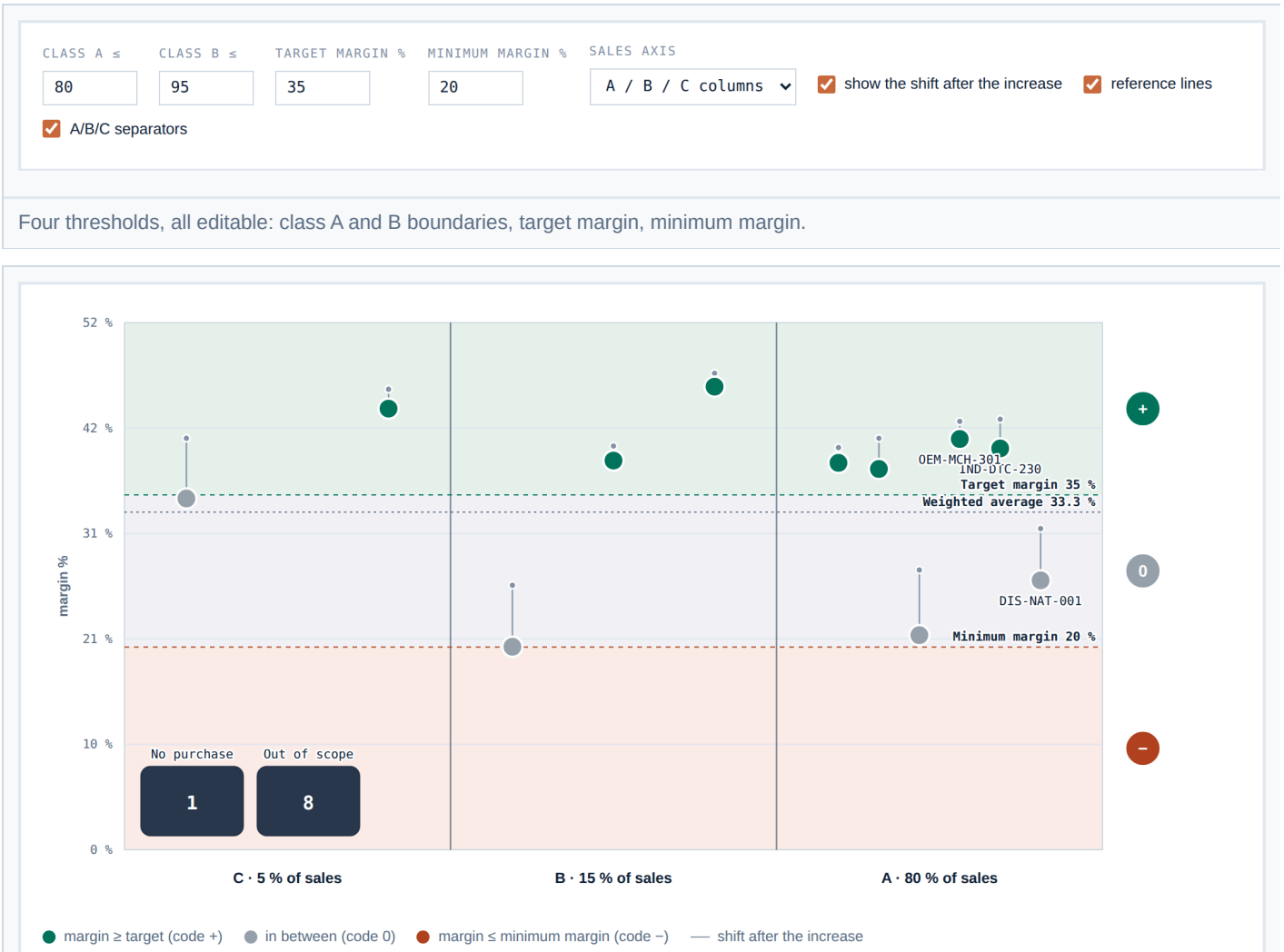
WHAT TO CHECK

- The spread of realised increases. A compliant average can hide one customer at +10 % and another at +2 %.
- The structure effect: on real data it is the gap between what the customer pays and what the grid says they should.

The trap — Hover the small **i** on the column headers and the top tiles: each notion is defined there, with its formula and a worked example. A firm net price cancels the increase entirely; a fixed-amount discount amplifies it.

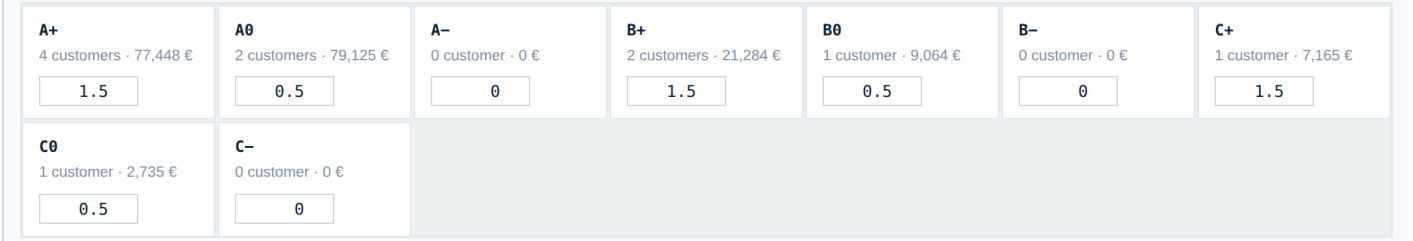
4 Classify

Place each customer, and derive how far you may concede.



Four thresholds, all editable: class A and B boundaries, target margin, minimum margin.

ABC class in columns, margin on the vertical axis, nine zones. The line links the current position to the position after the increase.



Each zone carries a band: the number of discount points you allow yourself to concede.

WHAT YOU DO

- Set the target margin and the minimum margin to your policy.
- Adjust the latitude bands if the default rule does not suit you.

WHAT TO CHECK

- The two bins at bottom left: *no purchase* and *out of scope* are not the same thing.
- The correlation between margin and realised increase. If the list hits your low-margin customers hardest, that is a mix accident, not a decision.

The trap — The matrix does not set the increase, it sets the latitude. And without a cost column margin cannot be computed: declare it instead — overall, per segment or per family — and everything derived will be flagged “declared”.

5 Adjust

Price what each concession costs, before making it.

COUNTER

Cumulative cost of the discounts granted: 0 € · increase after adjustment +5.63 % · Announced list increase +5.59 %, i.e. +0.04 pt of gap.

WHERE THIS COST COMES FROM

Within the default rule: 0 € · granted by loosening the rule: 0 € · granted as an individual override: 0 €. Widening a band changes the policy for a whole zone; an override is an exception for one customer.

The cumulative cost of the discounts granted, and where it comes from: default rule, relaxed rule, individual exception.

CUSTOMER	ZONE	CURRENT REVENUE	LATITUDE	INCREASE BEFORE	EXTRA DISCOUNT	INCREASE AFTER	COST
DIS-NAT-001	A0	64,953 €	0.5 pt	+7.47 %	0.0 pt	+7.47 %	–
IND-DTC-230	A+	33,526 €	1.5 pt	+5.00 %	0.0 pt	+5.00 %	–
OEM-MCH-301	A+	21,434 €	1.5 pt	+3.01 %	0.0 pt	+3.01 %	–
UTL-EVC-520	A0	14,172 €	0.5 pt	+8.88 %	0.0 pt	+8.88 %	–
INS-PNL-120	A+	11,569 €	1.5 pt	+5.09 %	0.0 pt	+5.09 %	–
PUB-LOC-401	A+	10,920 €	1.5 pt	+2.49 %	0.0 pt	+2.49 %	–
DIS-REG-010	B+	10,647 €	1.5 pt	+2.49 %	0.0 pt	+2.49 %	–
DIS-NAT-002	B+	10,637 €	1.5 pt	+2.39 %	0.0 pt	+2.39 %	–
INS-CTR-101	B0	9,064 €	0.5 pt	+8.20 %	0.0 pt	+8.20 %	–
INS-IND-110	C+	7,165 €	1.5 pt	+3.49 %	0.0 pt	+3.49 %	–
IND-AUT-201	C0	2,735 €	0.5 pt	+10.00 %	0.0 pt	+10.00 %	–
Overall		**196,820 €**		**+5.63 %**		**+5.63 %**	**0 €**

One row per customer, ranked by euros exposed. The customer name is clickable.

Product detail — DIS-NAT-001

A0 · 64,953 € · margin 26.6 % · band 0.5 pt

Close

HOW TO READ

6 reference(s) in scope. An empty field inherits the customer discount (0.0 pt); a value entered replaces it for that reference only.

THE BAND IS A BUDGET, NOT A PER-LINE CAP

A single reference may exceed 0.5 pt as long as the average across all the customer's references, weighted by revenue, stays inside the band. What is protected is the account's average price, not each item's.

AGGREGATE INSIDE THE BAND

The per-reference entries weigh 0.00 pt of extra discount at customer level, against a band of 0.5 pt.

PRODUCT	FAMILY	QUANTITY	CURRENT REVENUE	CURRENT DISCOUNT	INCREASE BEFORE	EXTRA DISCOUNT	REVENUE AFTER DISCOUNT	CO
CBL-PWR-002	Cables & Wiring	80	29,327 €	7.8 %	+9.00 %	0.0 pt	31,966 €	
CBL-PWR-001	Cables & Wiring	57	13,943 €	7.8 %	+8.50 %	0.0 pt	15,128 €	0
PRT-MCB-102	Protection & Control	204	9,712 €	12.5 %	+3.49 %	0.0 pt	10,051 €	-0
CBL-DAT-010	Cables & Wiring	74	9,379 €	7.8 %	+6.50 %	0.0 pt	9,988 €	-0
PRT-MCB-101	Protection & Control	324	2,416 €	14.5 %	+2.98 %	0.0 pt	2,488 €	0
CBL-MGT-021	Cables & Wiring	10	177 €	7.8 %	+4.01 %	0.0 pt	184 €	
Overall			**64,953 €**			**0.00 pt**	**69,805 €**	**0**

Back to the customer discount ☐ allow overrides beyond the band A line left empty follows the discount entered at customer level.

Per-reference detail: an empty line inherits the customer discount, a value entered replaces it.

WHAT YOU DO

- Enter the extra discounts, customer by customer.
- Go down to product detail to spread them finely.
- Export the campaign as CSV.

WHAT TO CHECK

- The increase after adjustment, at the top of the screen, against the announced list increase.
- The double counter: widening a band changes the policy for a whole zone, an exception applies to one customer.

The trap — The band is a customer-level budget, not a per-line cap. A single reference may exceed it as long as the account's weighted average stays inside. Beyond that, the tool says so in both places.

What the tool does not do

It does not decide your increase, segment your accounts, write your announcement letter, set the order in which to handle customers, or answer the first one who calls. It measures, and it bounds. The rest is a conversation.

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Screenshots taken on the demonstration dataset shipped with the tool. Results depend on the data loaded and the mapping declared: they are an aid to analysis, not a price recommendation.