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Portfolio and sales channel management focused on profitability.

Profitability-oriented management of product portfolios and sales channels

Management oriented towards the profitability of product portfolios and sales channels

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Summary

Revenue growth can coexist with pressure on margins, inventory, and working capital. This article analyzes portfolio and sales channel management from the perspective of the economic contribution of products and customers, the integration of the purchase journey, and the use of commercial indicators. The narrative review compiles academic literature published up to 2025, focusing on customer profitability, relationship value, and coordination between channels.

This synthesis proposes evaluating business decisions based on contribution, resource consumption, and effects throughout the relationship, while preserving the distinction between revenue and cash generation. A conceptual framework organizes the connection between economic criteria and points in the customer journey. The work does not contain a case study or its own empirical measurement. It concludes that expansion should be accompanied by criteria for reviewing the product mix, commercial conditions, and service costs, rather than being evaluated solely by sales volume.

Keywords

Profitability; product portfolio; sales channels; customer management; sales performance.

Abstract

Revenue growth can coexist with pressure on margins, inventory and working capital. This article examines product portfolio and sales channel management through the economic contribution of products and customers, purchase journey integration and commercial indicators. The narrative review draws on academic literature published through 2025, focusing on customer profitability, relationship value and coordination across channels.

The proposed synthesis assesses commercial decisions through contribution, resource consumption and effects over the customer relationship, while distinguishing revenue from cash generation. A conceptual figure connects economic criteria with stages of the customer journey. The paper includes neither a case study nor original empirical measurements. Expansion should be monitored through product mix, commercial terms and service costs rather than sales volume alone.

Keywords

Profitability; product portfolio; sales channels; customer management; commercial performance.

Introduction

Prescriptions occupy a central position in business monitoring because they offer an immediate solution.

of activity. However, additional requests may require discounts, intensive service and

Increased inventory. Expansion modifies both resource inputs and resource needs.

Performance evaluation is accurate, therefore, recognizing the differences between selling more and increasing...

economic contribution and improved financial availability to sustain operations.

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This issue becomes particularly relevant when the organization combines direct channels,
Resellers and digital platforms. Each arrangement distributes activities and costs differently. A
Direct selling can increase control over the relationship, but it transfers functions to the company.
acquisition, delivery, and service. The economic effect depends on these conditions and cannot be
deduced solely from the absence of intermediaries.

Verhoef, Kannan, and Inman (2015) discuss the shift from multi-channel management to a
a perspective that considers the movement of consumers between them. This approach broadens the
Commercial analysis unit. A transaction may depend on information obtained elsewhere.
of contact, making it difficult to interpret terms that attribute all value solely to the payment channel.
It was recorded.

The objective of this article is to organize criteria for portfolio and channel management oriented towards profitability.
It examines factors such as service costs, working capital, customer behavior, and conditions.
Commercials affect growth readings. The discussion combines academic literature with analysis.
conceptual, without case studies or in-house collection of business data.

2 Methodology

This work employs a narrative review and conceptual analysis of six publications on productivity.
marketing, customer profitability, relationship value, channel integration, and evaluation of
reviews. Consulting journal pages and academic repositories used combinations of
customer profitability, customer lifetime value, marketing productivity, omnichannel and customer
journey. The selection includes works published up to December 31, 2025; the conference
The bibliographic review was conducted on October 8, 2026.

The inclusion criteria were relevance to the problem, identifiable authorship, and metadata.
Verifiable bibliographical data. The selected texts offer complementary approaches, not a single, definitive version.
A thorough literature review was conducted. No systematic protocol, double selection, or other methods were employed.
meta-analysis. The article does not estimate effect size, prevalence of practices, or performance of a
sector. The conclusions remain both interpretative and propositional in nature.

Baethge, Goldbeck-Wood, and Mertens (2019) present SANRA as an assessment tool.
A critique of narrative reviews, addressing objectives, research, references, and rationale. These
These aspects guide the organization of the text. No points were assigned to the review, nor is it presumed.

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Validation of the scale for administration. The analysis distinguishes the concepts from the sources of the managerial applications proposed by the author.1

The synthesis was distributed across six axes: economic contribution, portfolio composition, integration. of channels, customer relationships, measurement discipline, and managerial implementation. The figure is a conceptual representation developed by the author, without numerical data and without causal relationships. tested. Its purpose is to organize decision dimensions, avoiding the presentation of a theoretical illustration. as an empirical result.

3. Revenue, economic contribution, and working capital.

The first distinction is between revenue and contribution. The net revenue considered in the analysis should... To reflect the consistent handling of relevant discounts, cancellations, and deductions. The contribution It requires recognizing the variable costs associated with the sale. The definition used needs to be... documented, since measures with the same name may incorporate different sets of expenses. and produce incompatible comparisons.

The level of analysis alters the interpretation. A positive contribution per request does not demonstrate that the The customer base covers the company's structure. Similarly, arbitrary allocations of fixed costs. They can make a product appear unprofitable without identifying which expenses could be eliminated. due to its withdrawal. It is recommended to separate marginal contribution, avoidable costs, and result after common expenses.

Niraj, Gupta and Narasimhan (2001) develop a model to relate profitability to characteristics of customers in a supply chain and illustrate their application with data from a distributor. The work considers direct service costs and distributor activities with the suppliers. This distinction underlies the analysis of small orders, frequent support and particular conditions, the effects of which do not appear in an aggregate measure of revenue.

Working capital introduces a time dimension. Selling with longer payment terms can increase the... Recognized revenue and increased financing needs. The purchase of inventory also Commits resources before cash inflow. It is important to note the time lag between disbursement and... receipt, identifying how a business strategy alters this interval and its exposure to delays.

[1] SANRA was developed in the context of narrative reviews. The article uses editorial guidelines without applying a score and without claiming validation of the instrument in the field of management.

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Discounts need to be evaluated based on their effect on contribution and volume. If the costs
They remain stable per unit; the price reduction decreases the unit contribution. The increase in
The amount needed to preserve the total depends on the initial contribution, not just the...
percentage discount. The analysis should also recognize that higher volume may require capacity.
additional costs and modifications to costs previously considered stable.

Commercial management should clearly state the objective of each action. A promotion might aim to increase liquidity,
Customer recovery or inventory reduction, with different success criteria. It is worth noting.
This objective and the evaluation period before execution. This prevents results from being
later reinterpreted to justify any performance, while preserving a clear relationship.
between hypothesis, decision, and evidence.

4. Portfolio composition and resource allocation

The heterogeneity discussed by Niraj, Gupta, and Narasimhan (2001) allows for an examination of the portfolio.
also due to the activities necessary to fulfill different requests. The application to the product mix.
This is a conceptual extension made in this article. Contribution, demand, inventory, and commercial function.
They need to be evaluated together: a high-revenue item may concentrate customer service,
It would occupy space or commit capital. Revenue alone is insufficient to decide on expansion.
Comparison requires defining a compatible unit. Products can be analyzed by unit.
sold, order, customer, or period, depending on the decision. Mixing metrics makes it difficult to discern whether
A difference results from price, quantity, or method of service. It is recommended to document the...
The unit used and the totals reconciled with the financial records, avoiding building a
classification based on incompatible bases.
Some products perform complementary functions. One category may stimulate the purchase of
either further enhance customer convenience. This hypothesis needs to be tested through proper observation.
without assuming that every low contribution is compensated by an indirect benefit. The withdrawal of
An item can also alter the composition of orders, which requires monitoring and review afterward.
The change.
Inventory levels should be interpreted in relation to demand and replenishment time. Low sales may indicate...
excess, seasonality, or availability function. The diagnosis depends on the history, the
Supply constraints and the cost of disruption. These elements should be evaluated together.
avoiding classifying all low rotation speeds as inefficiency and all high rotation speeds as a result
economically superior.

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Expanding the variety of items can increase operational complexity. More items require registration,
Purchasing, control, and customer service, even when the individual volume is small. The decision must
acknowledge these commitments and verify whether the additional contribution sustains the effort. It is not necessary to...
This establishes an ideal portfolio size; the recommendation is to make the cost of the choices explicit.
and the reasons for its maintenance.
A periodic review should combine indicators and market knowledge. In line with the evaluation...
According to Rust et al.'s (2004) marketing productivity model, the analysis should relate resources employed.
to the economic consequences. Product classification helps to formulate questions; decisions of
Maintaining, developing, repositioning, or removing items requires documenting the conditions that justify the new action.
Evaluation. The portfolio is reviewed as demand, costs, and capacity change.

5. Channel integration and consistency in the purchase journey.

Channel management requires understanding how consumers research, compare, buy, and search.
support. Verhoef, Kannan, and Inman (2015) situate the omnichannel perspective within this circulation between
Contact points. The conceptual contribution is to recognize interdependence between channels. Not to
It concludes that every company needs to be present in all of them, or that integration will produce a return.
regardless of the costs.
The closing channel doesn't necessarily represent the entirety of the experience. A customer may...
Obtain information in person, place an order online, and seek support via messaging. The assignment
Focusing exclusively on the last point tends to simplify this process. It is recommended to distinguish the record from
transaction and contribution of contacts, keeping explicit the limitations of follow-up when
The journey cannot be rebuilt.
Lemon and Verhoef (2016) organize the customer experience across the journey and from multiple points.
of contact. This perspective provides a basis for examining what occurs before, during, and after the
purchase. In this article, the concept is associated with economic questions about acquisition, fulfillment.
of the promise and continuity of the relationship, without stating a specific financial effect for each
stage.
Integration depends on consistency in essential information. Availability, conditions of
Payment and deadlines may vary by channel, but the differences need to be understood and
communicated. When the customer receives inconsistent promises, the operation may face problems.
Complaints and rework. The analysis requires evaluating this consistency along with the revenue, as problems
Enforcement notices may appear after the sale is closed.

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The cost of each channel needs to include its activities: commissions, acquisition, logistics, and support.

The distribution of commissions differs between direct and intermediary sales. The elimination of a commission.

This alone does not represent net savings if the company takes on other functions. The comparison

Appropriate considerations take into account the set of responsibilities and the volume actually served, with rules

consistent allocation of shared costs.

The choice of channels should align with capacity and objectives. A new point of sale can expand

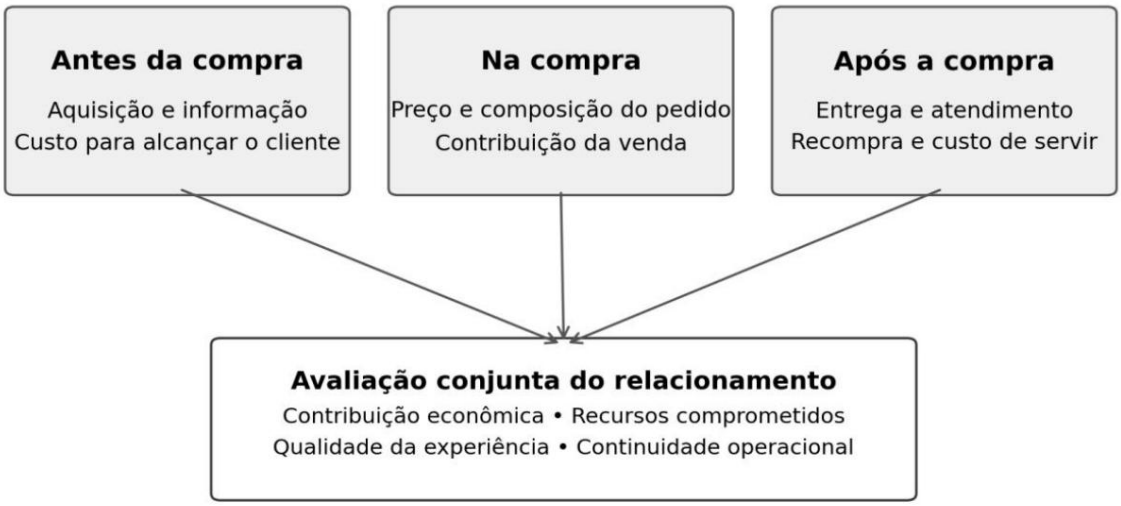
The scope and demand for service are beyond the team's capacity to sustain. It's advisable to test the expansion with...

Operating and contribution criteria, including effects on existing channels. Figure 1 relates

The stages of the journey discussed by Lemon and Verhoef (2016) are addressed in economic questions developed in

this article. This is a conceptual representation, without empirical validation.2

Figure 1 Economic dimensions along the customer journey



Source: conceptual elaboration by the author, in dialogue with Lemon and Verhoef (2016), Niraj, Gupta and Narasimhan (2001) and Gupta, Lehmann and Stuart (2004). It does not represent empirical data nor tested causality

[2] The figure presents a conceptual synthesis by the author. The relationships shown have not been empirically tested and do not represent indicators for a specific company.

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6. Customer relationships and economic value over time.

Profitability per transaction does not encompass the full value of a relationship. Customers may present...
Different patterns of repurchase, service needs, and payment behavior. Gupta,
Lehmann and Stuart (2004) define customer value based on discounted future earnings.
This concept allows for discussion of the temporal dimension of the commercial decision, without altering expectations.
Purchases based on previously completed orders.
In the concept of customer value by Gupta, Lehmann, and Stuart (2004), the estimate depends on gains.
Discounted futures. Therefore, retention, margin, and time horizon need to be explicitly defined. In business
Given the short historical data, these hypotheses may be unstable. Separate observed results from scenarios.
Testing the sensitivity of the parameters avoids assigning certainty to a projection whose reliability is not fully understood.
It depends on the premises.
Segmentation should have an identifiable managerial function. Grouping customers by frequency, contribution
The need for assistance may guide different priorities. The group should not function as
Permanent label, as conditions change. Classifications should guide actions and be
reassessed, preventing a category built with incomplete data from determining treatment.
Inadequate or commercially unjustified opportunities.
The distinction between current profitability, examined by Niraj, Gupta and Narasimhan (2001), and future value,
Discussed by Gupta, Lehmann and Stuart (2004), this prevents treating recurrence as a synonym for profit.
Maintaining a relationship may require concessions and resources that reduce the contribution. Accounts
Low results require investigation of conditions and possibilities for adjustment before...
decisions regarding maintenance or closure.
Acquisition also requires comparison criteria. Commercial expenses can generate customers in
Different moments and segments. Dividing a month's total spending by the number of shoppers in the same period can
produce an inaccurate measure when the effects are delayed. It is necessary to define
window and reference group compatible with the decision, signaling situations where the information
The available information does not support a stable estimate.
The relationship constitutes an economic and operational dimension. As Lemon and [other sources] discuss...
According to Verhoef (2016), the experience involves contacts that span different functions within the company.
The promise of service must match the ability to deliver. Costs, recurrence, and
Quality should be considered together, while preserving the distinction between results already achieved.
observations and expectations regarding future purchases.

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7. Business indicators and measurement discipline

The discipline of measurement begins with shared definitions. A team can track...
Orders are issued, while another considers only invoicing or receipt. The measures
They answer different questions and need clear identification. It is recommended to establish a
A dictionary of indicators, with formula, origin, and period, allowing the same result to be...
reproduced by different professionals from the available records.
Rust et al. (2004) propose a broad framework for evaluating marketing productivity and its linkage.
with business value. This perspective justifies aligning activity metrics and consequences.
economics. Reading them together allows us to distinguish between scope, acquisition, and contribution, without assuming that
An improvement in one of these dimensions automatically indicates superior performance in the others.
Goals influence behavior and should be examined together. A single goal
Revenue targets can favor discounts or payment terms that compromise contributions and cash flow. A target of
An isolated margin can discourage opportunities that would utilize available capacity. The proposal
It involves monitoring a reduced set of complementary measures, with an understanding of
commitments involved in each decision.
The measurement model by Niraj, Gupta, and Narasimhan (2001) considers service activities that
These criteria vary between clients. To apply it to other contexts, the allocation criteria need to be...
Explicitly stated. Indicators by product or customer may appear accurate when costs
Shared values were distributed by approximations. Testing other plausible rules reveals whether a
The conclusion depends on a specific allocation.
The quality of the comparison depends on equivalent periods and bases. Changes in the mix, dates
Promotions and late cancellations can alter the growth reading. It is recommended
Reconcile commercial and financial indicators, recording temporal differences. The analysis should
distinguish an increase in activity from a change in the way sales are recognized, preserving the
trust in the information used to make decisions.
Performance meetings need to generate verifiable follow-up actions. It is recommended to document the meeting.
The hypothesis regarding the problem, the chosen commercial action, and the indicator to be reviewed. The discipline
It doesn't depend on the quantity of reports, but on the possibility of comparing expectations and results.
This procedure also allows you to abandon actions whose initial justification no longer exists or
whose effects were not confirmed.

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8. Managerial implementation and limits of expansion.

The transition to integrated channel management, discussed by Verhoef, Kannan and Inman (2015),
It broadens the scope of business decisions. The managerial implementation proposed here can begin by
a product family or a channel with sufficient records. The selection allows you to verify
Definitions must be defined before expansion. The time required depends on cost reconciliation and participation.
from someone who knows the operation, without a universal execution deadline.
Lemon and Verhoef (2016) highlight the integration of business functions into the customer experience.
This approach helps to understand why decisions about deadlines or discounts need to involve the...
financial and operational areas. It is advisable to identify who approves the terms and conditions, and who monitors them.
Receipt and who verifies the fulfillment of the promise. Coordination allows for discussion.
Performance based on a common information base.
The review must respect commercial commitments and business cycles. Abruptly changing a
A portfolio or a service condition can produce consequences that the initial indicator does not.
It was captured. It is recommended to organize tests with monitoring, preserving the capacity for correction.
The intervention needs to be judged by its effects on the overall operation, and not just by one aspect.
Localized improvement in one measure.
Learning should consider negative outcomes. An action that increases sales and reduces them.
The contribution provides relevant information about the business hypothesis. Recording the conditions helps.
to understand why it occurred and whether another design can be tested. The evaluation needs to avoid selection
only favorable results, especially when the data are used to justify continuity of
a policy already adopted.
Expansion must incorporate cash flow, production, and service constraints. A new channel could
Increased demand exceeds available capacity, requiring investments and staff changes.
The proposed model recommends anticipating these needs and revising assumptions when the volume
It grows. Costs that were stable on a small scale may change, making it inadequate.
Direct extrapolation of initial performance.
The presented diagram is a summary to guide research and decision-making. Its use requires...
Adaptation to the sector, contractual conditions, and availability of records. Future studies may...
Test your criteria in organizations with distinct channels and portfolios. The main empirical question
The goal is to verify whether integrating the measures improves decision-making and financial sustainability, without making assumptions.
This result is before the evaluation.

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Conclusion

Profitability-oriented portfolio and channel management requires an understanding of growth that...
Track contributions and committed resources. Revenue remains relevant, but does not describe...
alone the ability to finance the operation. The article outlined criteria for examining this.
Difference and discussing business decisions from a perspective that considers products, customers, and channels.
in a related way.

The separation between marginal contribution, avoidable costs, and shared expenses offers a
basis for interpreting choices. A classification produced by allocations does not demonstrate which expenses
They disappear with the withdrawal of a product. The evaluation needs to make the intended decision explicit and the
level of analysis, recognizing that adequate measures for general monitoring may not be
sufficient for a specific intervention.

The portfolio should be reviewed in connection with demand, inventory, and sales function. Products may
to play complementary roles that require investigation. Low turnover does not determine
Automatically withdrawn, just as high revenue does not demonstrate economic priority.

The management criterion is to make the justification for maintenance or expansion verifiable, monitoring the...
resources needed to support it.

Integrating channels broadens the understanding of the purchase journey. The point at which the transaction
The occurrence does not necessarily represent all relevant contacts. Economic comparison should
Include activities undertaken by the company and their effects on customer service. Direct selling, therefore, does not...
It receives a presumption of superiority; its suitability depends on operational conditions and
financial matters that need to be examined.

The value of the relationship introduces expectations and uncertainty. Retention and contribution projections.
These findings should be distinguished from previously observed results. Scenario analysis can help in evaluating this.
Sensitivity, but it doesn't eliminate historical limitations. It is recommended to monitor segments with...
revisable criteria, preserving qualitative knowledge and avoiding the treatment of estimates of
behavior such as commitments to future revenue.

Commercial measurement needs to be reproducible and linked to economic consequences. Definitions
Stable financial reconciliation and record-keeping strengthen the evaluation. Goals that recognize
Focusing on only one dimension can produce inadequate incentives. The synthesis proposes measures
complementary and a review cycle that allows comparing the business hypothesis with the result,
including adverse effects and changes in context.

The study's contribution is conceptual and limited by the narrative nature of the review. No further information was provided.
Business data was not collected nor causal relationships tested. The figure organizes questions, without

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to constitute a validated model. Future research could compare decisions before and after the adoption of criteria, examining contribution, working capital and operational stability with controls appropriate to the differences between companies.

It can be concluded that consistent expansion requires understanding the cost and continuity of... growth. The review of the mix, commercial conditions and channels must keep pace with the actual capacity of Execution. Profitability-oriented management doesn't end with measurement; it depends on decision-making. It is recorded, implemented, and there is the possibility of correcting it when the results or conditions of the business change.3

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[3] Profitability and cash generation are distinct dimensions. Recommendations are not a substitute for... Neither accounting nor accounting procedures establish a universal rule for recognizing revenues and expenses.

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