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White Paper



Discover

the Power of Oracle
CPQ Pricing for
Transforming Industrial
Manufacturing

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Introduction

Industrial Distribution is undergoing rapid transformation as organizations seek to modernize quoting, pricing, and order fulfillment processes. Complex product catalogs, margin pressure, supply chain volatility, and demand for faster, more accurate quotes have accelerated the need for scalable pricing solutions. The Oracle Configure, Price, Quote (CPQ) Pricing Portal provides a powerful platform for distributors to manage price setting and execution within their respective lead-to-order & order-to-cash workflows.

This white paper explores the strategic role of Oracle CPQ in the industrial distribution sector and highlights how Accenture has partnered with leading distributors to deploy CPQ capabilities to improve sales operations and effectiveness.

Importance of Pricing in Distribution

Effective pricing is imperative in industrial distribution, where thin margins, large stock keeping unit (SKU) assortments, and rapidly shifting supplier costs demand precision and speed. Oracle CPQ's Pricing Portal provides a modern framework to manage this complexity—enabling dynamic customer-specific pricing, rapid response to fluctuating costs, and fast, accurate quoting at scale.

In an industry where service quality and reliability directly influence customer loyalty, manual or inconsistent pricing introduces risk, delays, and margin erosion. By adopting Oracle CPQ, distributors transform operational pricing challenges into a strategic advantage, increasing customer confidence, protecting margins, and enabling faster, more agile sales.

Transformation Trends in Industrial Distribution

Industrial distributors are transforming their operating models as online sales expand, cloud-first architectures replace inflexible legacy systems, and AI-driven automation becomes essential to compete. These shifts are reshaping how distributors run, scale, and differentiate in an increasingly digital market.

- **Digital First Selling**

The worldwide B2B (business-to-business) e-Commerce market is worth an estimated \$32 trillion and projected to reach \$62 trillion by 2030—a compound annual growth rate of approximately 14%. The ease and accessibility provided through eCommerce channels has created a paradigm shift in B2B purchasing. Buyers can seek out competitive offers and solutions, generally opting with a distributor who offers the most frictionless experience. According to Forrester®, more than half of B2B revenue funnels through digital channels (website, portal, chat, etc.) that provide superior flexibility, speed, and self-service options. B2B purchasing habits have pushed digital to the forefront, forcing distribution to revamp operating models and pricing strategies.

- **Composable Cloud-First Enterprise Stacks**

Economic pressure and legacy system constraints are pushing distributors toward cloud-first architectures since their on-premise systems can no longer keep pace with rising operational demands and challenges. Industry forecasts show cloud investment surging. In our opinion, this is largely driven by cloud, data centers, and AI investments. Based on our observed industry trends, Cloud-first architecture benefits pricing by providing a modular foundation where pricing, data services, and approval workflows can be updated or scaled independently. It ensures pricing remains consistent and provides real-time access across all channels.

- **AI and Automation**

Cloud investment serves as the modern infrastructure enterprises need to deploy AI and automation at scale. The incorporation of AI into ERP systems is crucial for enhancing data-driven decision-making. By 2028, Gartner anticipates approximately “15% of day-to-day work decisions will be made autonomously through agentic AI, up from 0% in 2024” (Gartner Identifies the Top 10 Strategic Technology Trends for 2025). We believe the combination of Cloud and AI positions distributors exceptionally well to replace siloed systems and manual decision making with unified data, intelligent automation, and faster, more reliable operations across all facets—sales, service, supply chain, finance, and operations.

Where Accenture Has Been Successful

Accenture has a proven track record of implementing Oracle CPQ for Industrial Distribution. Key success stories on pricing include:

- **Dynamic Pricing at Scale:** Oracle CPQ’s Pricing Portal provides an extensible framework to implement rules-driven pricing with Attribute-Based Pricing Templates and Advanced Scripting Models. Pricing Templates allow prices to be calculated using runtime attributes—customer, market, region, and product—across the entire platform without heavy scripting. The portal evaluates transactional attribute combinations in real time to output the correct price, discount, or markup. For complex use-cases, the Advanced Scripting Model supports multi-variable input conditions and complex pricing outputs such as custom-segment pricing, cost-plus with variable margin, and volume-based pricing. These are critical pricing characteristics for an industry defined by compressed margins, volatile cost, and sensitive customer demand.
- **Data Volume and Governance:** Oracle CPQ’s Pricing Portal is designed to handle large, complex product catalogs and high-volume pricing data through its integrated pricing engine and scalable architecture. It supports intricate configurations and price rules across thousands of SKUs and helps organizations centralize the governance of pricing in a unified system.
- **Speed:** In distribution, thousands of transactions move through a multitude of different sales channels— inside sales, field sales, customer service, e-commerce portals, electronic data interchange (EDI), and automated order systems. Oracle CPQ’s Pricing Portal delivers fast and accurate pricing at enterprise scale through an engine that keeps pace with the speed of business.
- **Pricing as a Service:** Oracle CPQ’s ‘*CalculatePrice*’ REST API allows external applications—whether CRM, ERP, or eCommerce—to call CPQ for dynamically calculated prices. Through the API, the Pricing Portal executes all customer-specific models, rules, and attributes to return the final calculated price to the requesting system. This makes Oracle CPQ a true centralized price engine for the entire enterprise, not just quoting.

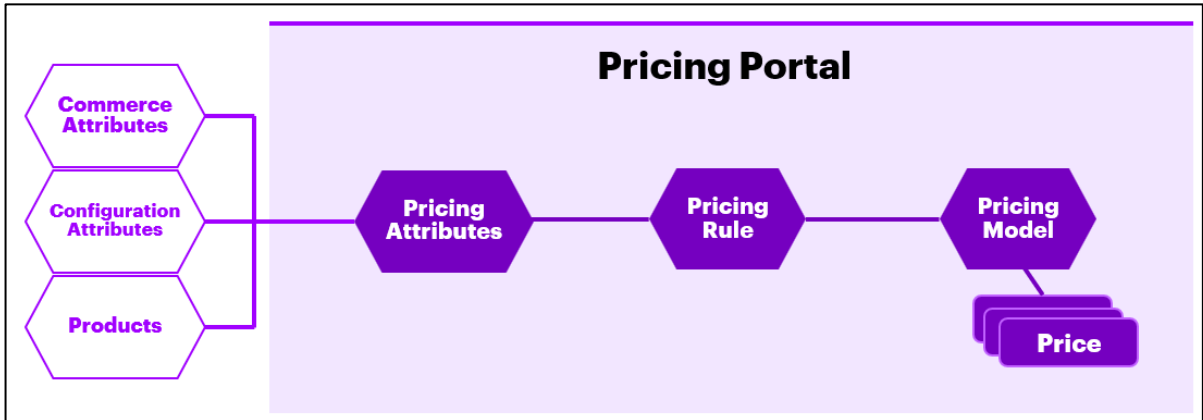
Accenture’s deep industry expertise and partnership with Oracle have enabled high speed, enterprise-wide pricing built to handle industrial distribution scale and complexity.

Key Pricing Portal Capabilities

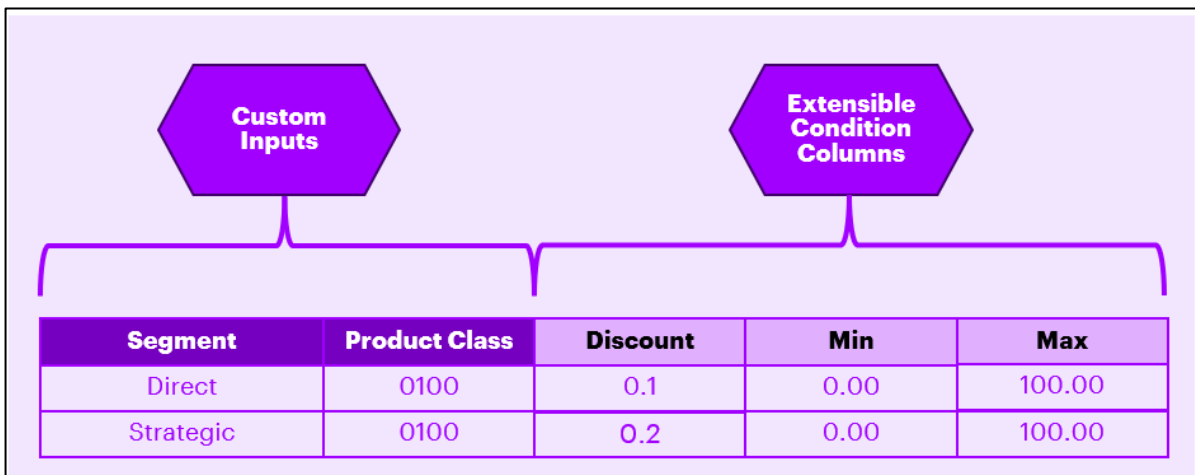
Oracle CPQ’s Pricing Portal provides a foundation for administering pricing across Configuration, Commerce, and Products. The portal is organized by the following categories.

- **Pricing Attributes:** Canonical attributes mapped to Commerce, Parts, and Configuration.

- **Pricing Rules:** Determine when the Pricing Portal Engine will invoke pricing.
- **Pricing Models:** Contain a set of price points, discounts, or markups that can be applied using simple conditions or through linked Pricing Rules.



- **Pricing Matrix Templates:** Attribute-based pricing that supports custom matrices as the basis for calculating runtime prices.



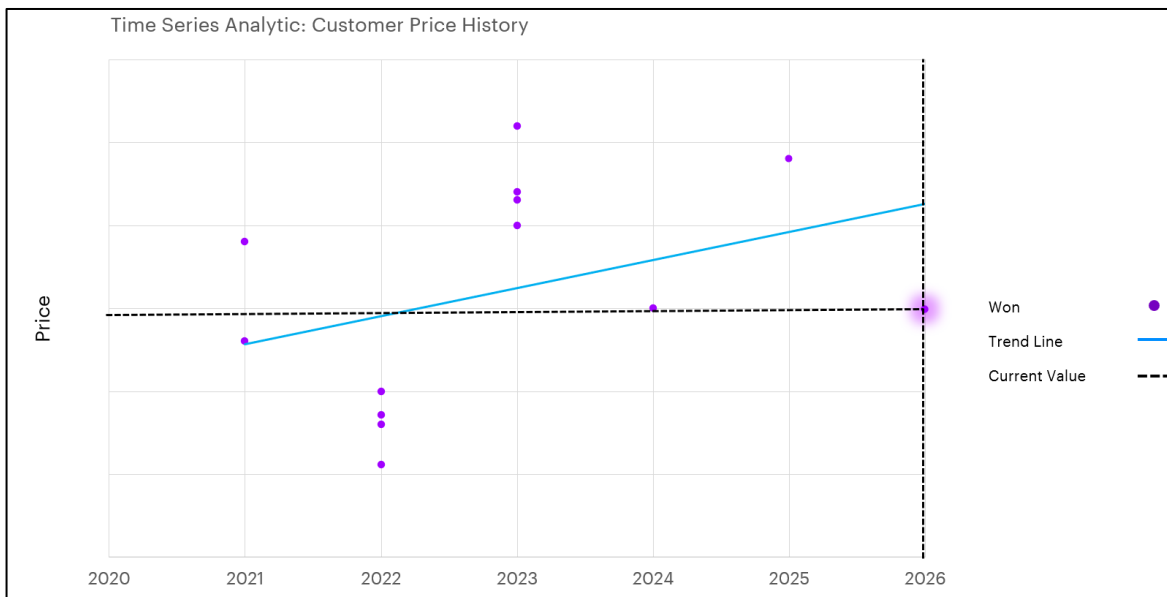
- **Pricing Integration:** The Pricing Portal allows CPQ price lists, rate plans, charges, and rate cards to be synchronized with Oracle Fusion Pricing—ensuring both CPQ and Fusion Order Management operate from the same price definitions. When integrated with CPQ, Fusion Order Management treats the prices negotiated in CPQ as the pre-priced sales order lines. This ensures CPQ and Oracle Fusion Order Management operate from a single, synchronized set of pricing definitions—eliminating mismatches, rework, and downstream recalculations.

Oracle CPQ to Fusion Price Synchronization	
CPQ Price Model	Oracle Fusion Pricing Price List
CPQ Price Model Items (Products)	Oracle Fusion Pricing Price List Item
CPQ Price Model Item (Product) Charges	Oracle Fusion Pricing Price List Item Charges
CPQ Price Model Item (Product) Rate Plan	Oracle Fusion Pricing Price List Item Rate Plan

AI for Pricing in Distribution: Powering Smarter Pricing and Operational Precision

Oracle CPQ has a robust set of Price Optimization features spanning Last Price Paid (LPP), Time Series Analytic, and Price Scores. LPP is one of the most important reference points in any price setting strategy because it anchors decisions in actual history. Supplemented by LPP, the Time Series Analytic provides a historical snapshot on pricing and discounting trends overtime. Lastly, the Price Scoring feature provides a visual and numeric indicator on the relative profitability of a quote or quote line with predefined or customized calculations. This provides reps and approvers with simple visual indicators on profitable deals. See the examples below.

Product	List Price	Quantity	Adjustment	Adjustment Type	Net Price	Price Score	Last price Paid
10000002	\$1,000.00	20	50	Percent Off	\$500.00	5	\$650.00
10000001	\$1,000.00	10				9	\$650.00



Oracle’s Modern GenAI and Agentic AI capabilities rely on Oracle CPQ’s Price Optimization inputs for structured information that meaningfully improve the system’s ability to reason, predict, and act. Some key features that benefit from these inputs include: GenAI Quote Summaries, AI-powered Quote Assistant, and AI-driven product recommendations. This automation can accelerate quoting across massive product catalogs while preventing discounting errors that can wipe out millions.

What Analysts Firms Are Saying

In our view and across broader analyst sentiment, consistent recognition emerges. Oracle CPQ is among the top platforms for enterprise-grade pricing, AI-driven selling, and a connected customer experience.

- Forrester: The Forrester Wave™ Configure, Price, Quote Solutions, Q1 2025 evaluation positions Oracle CPQ as a Leader, giving Oracle the highest score in the Strategy category across 13 different vendors. Oracle CPQ was deemed “the best for large enterprises with diverse selling processes offering mature products and services across direct, indirect, and e-commerce sales channels.”

- Gartner: The 2026 Magic Quadrant™ for Configure, Price, Quote shows Oracle as a Leader for the ninth consecutive year. This report evaluates 16 vendors where Oracle was again positioned as a Leader on Completeness of Vision and Ability to Execute.

From our view, these acknowledgements underscore Oracle CPQ's positioning as an enterprise-grade platform with strong execution and a clear strategic vision. From Oracle's perspective, this recognition aligns with its AI-first innovation strategy—particularly in intelligent pricing, guided selling, and automation—as a key differentiator in complex B2B selling environments. As articulated in Oracle's own product messaging, Oracle CPQ is positioned not merely as a quoting tool, but as a foundational engine for digital transformation.

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Conclusion

Oracle CPQ serves as the modern middle office for industrial distributors—bridging CRM and ERP with a unified, cloud-first engine that transforms complex commercial operations into fast, consistent, and intelligence-driven processes. CPQ brings structure and discipline to pricing by enabling dynamic price strategies, implementing governance, and delivering data integrity across every quote. The system replaces manual, inconsistent workflows with repeatable, automated processes that scale effortlessly across large product catalogs, volatile supplier costs, and intricate customer agreements. In an industry defined by thin margins and rising customer expectations, Oracle CPQ serves as the operational backbone that elevates pricing, quoting, and commercial excellence.

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