
Petrochemical Sales and Marketing Leadership: Segments, Pricing and Contracting Training Course

15 – 19 March 2027
Tokyo





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Programme Summary

Petrochemical sales and marketing leadership is the subject of this one-week training course for commercial, marketing and business leaders, ending in a commercial plan for one product chain. Many producers and traders sell by habit, quoting each customer on the last deal, so margin follows the market instead of being shaped by choices. The programme moves from the structure of the market and its margins to diagnosis of portfolio, customer and price position, then to design of segments, pricing, contracts and channels, and then to application. Mars Training Centre UK delivers this programme on petrochemical sales and marketing leadership for leaders from mixed organisations.

The Business Case

Petrochemical products are sold in cycles of tight and loose supply, and prices move with feedstock, capacity and demand. When commercial teams react product by product, they accept low-margin volume in good years and lose accounts in weak ones. Leaders who understand where margin is made, segment customers by value and set pricing and contract rules in advance protect returns through the cycle and give plants a steadier demand picture.

- Margin Resilience: Improves as pricing rules link to feedstock and cycle position.
- Customer Portfolio Quality: Strengthens as accounts are segmented by value, risk and growth.
- Sales Forecast Reliability: Rises as contract structures give a clearer demand base.

Principles and Evidence Base

- Value chain analysis of the petrochemical sector: It frames the margin and position map built in Sessions 1 and 2.
- Market segmentation and portfolio analysis: They guide the customer and product choices made in Sessions 2 and 3.
- Cycle and price formation analysis drawn from commodity market reporting: It supports the pricing and contracting rules designed in Session 3.

Intended Participants

- Commercial leaders who answer for margin and volume across a product range.
- Marketing leaders who define segments, offers and market intelligence.
- Business unit heads who decide which products and customers to grow.
- Trading and contract leaders who set terms and manage counterparty exposure.

Typical participants come from petrochemical producers, chemical distribution, trading houses and downstream manufacturing.



Learning Outcomes

1. Participants will be able to diagnose where margin is made and lost along a petrochemical product chain.
2. Participants will be able to evaluate a product and customer portfolio by value, risk and growth.
3. Participants will be able to construct customer segments and an offer for each.
4. Participants will be able to justify pricing rules that respond to feedstock and cycle position.
5. Participants will be able to design contract structures and sales channels for each segment.
6. Participants will be able to prioritise commercial actions in a plan for one product chain.

Programme Structure

Day 1: Petrochemical Sales and Marketing Leadership and Market Structure

How is the market built, and where is margin made along the chain?

- Petrochemical Value Chain Map
- Supply and Demand Balance Reading
- Feedstock to Product Margin Ladder
- Cycle Phase Indicator Sheet
- Commercial Role and Decision Rights Chart

Day 2: Diagnosing Portfolio, Customers and Price Position

Which products and customers earn their place, and where is the price position weak?

- Product Margin and Volume Scorecard
- Customer Value and Risk Matrix
- Price Position Benchmark Table
- Competitor Offer Comparison Sheet
- Lost and Won Deal Review Log

Day 3: Designing Segments, Pricing and Contracts

How are customers grouped, priced and contracted so that margin holds through the cycle?

- Customer Segmentation Template
- Segment Offer Definition Sheet
- Pricing Formula and Floor Rule Set
- Contract Structure Options Table
- Counterparty Exposure Limit Guide



Day 4: Sales Channels, Accounts and Commercial Governance

How are channels, key accounts and commercial decisions organised and controlled?

- Direct Versus Distributor Channel Comparison
- Key Account Plan Format
- Sales Pipeline and Forecast Review
- Deal Approval Authority Table
- Commercial Performance Dashboard Layout

Day 5: Applying Petrochemical Sales and Marketing to One Product Chain

Is the commercial plan ready to take to the executive team?

- Applying the Session 1 Margin Map to the Chain
- Testing Session 2 Scorecards on Chain Data
- Selecting Session 3 Segments and Pricing Rules
- Rehearsing the Session 4 Account and Channel Choices
- Completing the Commercial Plan for the Product Chain

Methodology

The programme uses a case analysis method built on anonymised margin tables, customer lists and contract terms from commodity chemical and polymer businesses. Participants analyse the data in small groups, take commercial positions and defend them to peers who act as customers and finance colleagues. Facilitator feedback is given on every work product before it enters the final plan.

- Suggested activity: Ranking ten customers by value and risk and choosing which to grow, hold or exit.
- Suggested activity: Setting a pricing rule for a product in three phases of the cycle.
- Suggested activity: Comparing a spot, a formula and a fixed term contract for one account.

Capstone Output

Each participant completes a commercial plan for one product chain. It holds a margin map, a product and customer scorecard, customer segments with offers, pricing and contract rules, a channel and account plan, and a set of measures. The plan is used at work to agree commercial direction with executive colleagues and to brief sales teams.



Frequently Asked Questions

Is petrochemical sales and marketing leadership suitable for leaders who have not led a commercial team before?

Yes. Petrochemical sales and marketing leadership is taught at a managerial level and assumes responsibility for a product range, customer base or commercial team, not earlier strategy work.

Which models does petrochemical sales and marketing leadership rest on in this programme?

Petrochemical sales and marketing leadership here rests on value chain analysis, market segmentation and portfolio analysis, and cycle and price formation analysis from commodity market reporting.

How is the commercial plan from petrochemical sales and marketing leadership used at work?

You use the commercial plan to agree direction with executives, set pricing and contract rules and brief sales and trading teams on priorities.

How does petrochemical sales and marketing leadership differ from a programme on petrochemical plant operations?

Petrochemical sales and marketing leadership centres on customers, pricing and contracts, while petrochemical plant operations centres on production, reliability and process performance.