

Step	Research Activity	Target	People Involved	Method	Lenght	Period
Pre-step	Meetings with the CEO and the controller	General understanding of the company and its competitive environment	The researchers, the controller, the CEO	Semi-structured interviews	2 meetings - 6 hours	January 2023
Pre-step	Discussion of the interviews and development of the research protocol	set up of the research protocol	The researchers	Discussion within the research group and development of the protocol	3 meetings - 8 hours	January - February 2023
Pre-step	Semistructured interviews with 2 people of the Operations Department, 2 people of the Sales Department and 2 people of the After Sales Department	To understand the product, the service and the actual revenue model	The researches and 6 managers/employees	Semi-structured interviews	6 meetings - 15 hours	March - April 2023
Action Planning - I cycle	Focus group with the team in charge of developing the new pricing system	To understand the data available and their reliability	The team in charge of developing the new pricing system	Focus group	2 meetings - 6 hours	May 2023
Action Planning - I cycle	Data collection from different sources	Data for developing the new pricing system	The controller, the After Sales Department, the Accounting Department	Collection of original data	50 hours	May - July 2023
Action Planning - I cycle	Data analysis: first descriptive analyses	Descriptive evidences from the initial data	The researchers	Data analysis	10 hours	July 2023
Implementation - I cycle	The data were removed from the effect of the inflation, organized on the basis of the lifecycle of the machine and outliers were removed	Data cleaning and organization	The researches and the Director of the After Sales Department	Interviews and data analysis	15 hours	August - September 2023
Implementation - I cycle	Calculation of a fixed lease rate for each machine model	Development of the new pricing system	The researchers	Data analysis	4 hours	September 2023
Evaluation - I cycle	Focus group where the results were discussed	Assessment of the output of the analysis	The team in charge of developing the new pricing system	Focus group	1 meeting - 4 hours	September 2023

Action Planning - II cycle	Data requested to group the machines and understand the customers' features that affect the spending in spare parts and maintenance	Data available to increase the effectiveness of the pricing system	The team in charge of developing the new pricing system	Focus group	1 meeting - 4 hours	September 2023
Action Planning - II cycle	New data analysed in order to understand their reliability and meaningfulness	Descriptive evidences on the data	The researchers	Data analysis	4 hours	September 2023
Implementation - II cycle	Statistical tests and development of the dynamic pricing model	Development of the new pricing system	The researchers	Data analysis	12 hours	October - November 2023
Evaluation - II cycle	Meeting with the CEO and the Directors of the four Business Units	Assessment of the model	The researchers, the controller, the CEO and the Directors of the Business Units	Focus group	1 meeting - 4 hours	January 2024

*Table A. Details of research activities*