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EMBARKING ON BIG PRICING TRANSFORMATION – GETTING STARTED: FROM AMBITION TO IMPACT

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ABSTRACT

Introducing a pricing tool is often a catalyst for broader pricing transformation - but many initiatives fail by treating tool selection as a purely technical exercise. Successful organizations embed tool decisions within a clear pricing ambition, governance model, and target operating model from the outset. This paper outlines how to approach pricing tool selection and rollout as an integral part of an endtoend pricing transformation, ensuring the tool enables better decisions, consistent execution, and sustainable adoption. When aligned with strategy, processes, and people, pricing tools become a powerful accelerator of value realization rather than a standalone IT solution.



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Pricing leaders across industries know that modernizing pricing capabilities has become a strategic necessity. Markets move faster, customer expectations evolve, and commercial models become more complex. In this environment, organizations often look to technology as the answer. And indeed, tools are essential. But too many transformations stall because they begin with a request for vendor proposal instead of an ambition.

A pricing tool is not a piece of IT infrastructure, it is the backbone of how a company defines, governs, and executes its pricing decisions. Treating tool selection as a technical procurement misses its potential to fundamentally improve pricing. That is why Accenture's 360° Pricing Software Blueprint takes a different starting point: Purpose before selection, outcomes before features, and crossfunctional alignment before investment.



Figure 1: Focus areas along Accenture's pricing software Bluebring (Source: Accenture)

DEFINING PRICING AMBITION: WHAT THE TOOL MUST ENABLE

Organizations often know they need a pricing tool but struggle to articulate precisely what it should do. The risk is a vague or overly broad scope that leaves internal stakeholders misaligned and vendors unclear regarding expectations. The 360° Pricing Software Blueprint begins by creating a shared understanding of the outcomes the organization wants to achieve.

This starts by clarifying the specific areas in which the organization seeks to enhance its pricing capabilities: Either by accelerating price updates across markets, improving transparency across the gross-to-net pricing waterfall, achieving more consistent and strategic discounting, reinforcing approval discipline, or expanding the use of advanced pricing methods at scale. For many organizations, this ambition also extends to CPQ: enabling smarter selling, embedding price guidance and guardrails directly into the quoting process, and ensuring that product, price, and discount logic flow seamlessly from configuration through deal approval and sales orders. With a clear view on these ambitions, the conversation naturally centers on the pricing levers that will create the most impact. The goal is not to produce a functional checklist but to establish a direct link between pricing ambition and technological enablement. That clarity becomes the anchor for all subsequent decisions.

QUANTIFYING PRICING VALUE: TRANSLATING AMBITION INTO A BUSINESS CASE

Leadership teams need certainty about value, especially when technology investments span multiple functions and require sustained change. The 360° Pricing Software Blueprint therefore builds a financial model that quantifies where and how the pricing tool will create measurable improvement.

While each organization's strategy differs, three categories of impact consistently emerge:

- **Margin improvement**, through better price realization, guardrails, leakage reduction, and improved governance
- **Revenue uplift**, driven by faster decisions, higher win rates, optimized promotions, or improved price/pack architecture
- **Efficiency gains**, from automation, streamlined workflows, and more reliable data flows

Beyond sizing the opportunity, the 360° Pricing Software Blueprint addresses the question every CFO and CEO asks early in such programs: When will we see ROI? Linking value realization to a practical rollout plan ensures the business case is both compelling and investment-worthy.

DESIGNING THE TRANSFORMATION ROADMAP: FROM INTENT TO EXECUTION

Even well-defined pricing strategies can lose momentum when they shift from planning into implementation. That is why the 360° Pricing Software Blueprint places strong emphasis on designing a roadmap that is transparent, pragmatic, and aligned with the organization's pricing maturity level.

The roadmap outlines how the organization progresses from clarifying its scope to shortlisting vendors, then demonstrating proof of value, and finally launching pilots. It highlights dependencies, from data readiness to integration complexity, and surfaces decisions that need early resolution, such as how approval flows should operate or how pricing roles will evolve.

Importantly, the roadmap balances pace with pragmatism. Organizations are often tempted to aim for full transformation in one step, but lasting impact emerges through iterative scaling. An initial pilot creates early wins; subsequent waves build capability depth and organizational confidence. By establishing this rhythm early, the roadmap becomes a tool for risk reduction, momentum, expectation, and stakeholder management.

ENABLING CROSSFUNCTIONAL ALIGNMENT: THE ADOPTION MULTIPLIER

Pricing touches nearly every stakeholder: Product and Marketing define the offer, Pricing sets pricing logics, Finance safeguards profitability, Sales negotiates with customers, Operations executes, and IT ensures system stability. Without alignment across these groups, even well-designed solutions struggle to gain adoption.



The 360° Pricing Software Blueprint accelerates alignment through a focused two-day workshop that brings key stakeholders together. Guided by commercial experts, participants surface constraints, resolve trade-offs, and document decisions in real time.

The benefit is twofold: First, the resulting recommendations reflect the realities of each function, making them more practical and durable. Second, the process generates shared ownership, a prerequisite for meaningful adoption later.

THE ROLE OF TECHNOLOGY: HIGH IMPACT & ENABLER, WHEN BUILT ON THE RIGHT FOUNDATIONS

Once ambition, value, roadmap, and alignment are in place, selecting the right pricing tool becomes far more targeted. Instead of comparing abstract features, the process centers on clearly defined functional, technical, and commercial requirements, based on company-specific use cases that vendors must demonstrate. This shifts the conversation from generic feature checklists to practical questions: Can the software support the decisions that matter? Will it scale and integrate smoothly with CRM, ERP, and CPQ? And will users trust and adopt the guidance it provides?

The best solutions usually stand out through intuitive decision support, configurable workflows, seamless integration, and user experiences built for real commercial situations. Yet even the strongest platform only creates impact when it is embedded within the right governance, training, and continuous improvement structure. Technology accelerates pricing excellence, but it cannot deliver it. That is why the 360° Pricing Software Blueprint treats the tool not as the destination, but as a catalyst within a broader pricing landscape.

THE IMPORTANCE OF STAKEHOLDER COMMITMENT

While ambition, value, and alignment set direction, sustained stakeholder commitment determines whether a pricing transformation delivers lasting impact. Pricing transformation cuts across strategy, systems, and day-to-day execution, requiring engagement well beyond design and go-live.

Business leaders anchor the change by reinforcing priorities and mobilizing resources. Product owners ensure pricing logic reflects market realities and customer insights. IT enables scale through reliable data, integration, and transparency across the pricing ecosystem.

What differentiates successful programs is not one-time alignment but continued joint ownership. When commitment weakens during execution, value erodes quickly. Accenture research shows that organizations can lose on average 42% of potential benefits when execution discipline and stakeholder engagement erode over time. Conversely, when business, product, and IT leaders remain jointly accountable, pricing becomes embedded in the operating model rather than treated as a finite project.

TURNING PRICING TECHNOLOGY INTO A LASTING CAPABILITY

Organizations that succeed in pricing transformation share one defining trait: Clarity sustained through execution. They know where value lies, how their teams must work, and how technology should enable, rather than dictate, their pricing strategy.



Accenture's 360° Pricing Software Blueprint provides the framework to create this clarity and convert it into action. By linking ambition, quantified value, a pragmatic roadmap, cross-functional alignment, and sustained commitment, it helps organizations transform pricing technology into a durable capability.

For pricing leaders exploring pricing software, the 360° Pricing Software Blueprint offers a pragmatic starting point. It accelerates the journey from "we need to modernize" to "we know how to unlock value," ensuring technology becomes a strategic enabler of profitable growth rather than a standalone IT project.



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EPP Pulse offers another valuable platform for the Pricing and RGM community by bringing to light successful practices and strategies, enabling expertise exchange, fostering connections among pricing professionals, and engaging the community in dialogue and content sharing. Furthermore, EPP Pulse serves as a tool to identify market needs and interests for topics that could be developed in future EPP forums and events.”

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