



ONE VISION, ONE TEAM, ONE PRICE



THE AUTHOR

Edward Salas

Senior Vice President of Retail Strategy
DATAWEAVE

Edward combines over 30 years of experience in the retail and pricing industry with a forward-thinking approach to data-driven solutions. Spending the majority of his career at H-E-B, Edward honed his expertise in pricing across multiple domains, including Corporate Pricing Strategies, Pricing Systems and Solutions, Competitive Data Acquisition, and Pricing Intelligence, fostering a deep understanding of this critical area. With over 20 years dedicated to pricing, he has contributed significantly to transforming it into a strategic advantage for businesses.

Today, at DataWeave, Edward leverages AI and advanced analytics to help global retailers and brands move forward on their pricing journey. He focuses on coordinating innovative retail and pricing solutions that drive business growth and empower organizations to adapt to a rapidly evolving market. As the facilitator of The Price Point, a LinkedIn-based thought leadership video series, Edward shares fresh perspectives and industry expertise, fostering meaningful conversations that guide the industry toward more strategic and impactful pricing practices.

Reach Edward at ...

ABSTRACT

In today's rapidly evolving and increasingly complex market, pricing is more than a function - it's a strategic advantage. One Vision. One Team. One Price. explores the critical synergies required to build a robust pricing organization that thrives in this dynamic landscape. By aligning the strengths of pricing teams, merchants, senior leadership, and digital, companies can elevate pricing from a tactical framework to a strategic one that drives competitive edge, customer loyalty, and sustainable profitability. Dive into this to uncover actionable insights and transformative needs for modern pricing excellence.



THE SYNERGIES OF A SUCCESSFUL PRICING ORGANIZATION

In today's competitive marketplace, the ability to establish and maintain an effective pricing organization is not only a differentiator but a necessity. Retailers and brands alike are facing unprecedented challenges, from fluctuating consumer demand to intense competitive pressures and an inflationary marketplace, all compounded by rapid technological advancements. To navigate this landscape effectively, pricing organizations must harness synergies across four critical pillars: Pricing Teams, Merchants, Senior Leadership, and Digital. Each pillar plays a pivotal role, and their collaboration is essential for long-term success. By examining the unique responsibilities and interdependencies of these pillars, companies can build a highly successful pricing organization that is not only robust and impactful, but also agile to navigate the changing times we're in.

PRICING TEAMS: TRANSITIONING FROM TACTICAL TO STRATEGIC

Pricing teams are the backbone of any pricing organization. Historically perceived as tactical executors focused solely on setting and managing prices, these teams are now transforming into strategic powerhouses that influence business-wide decision-making. Their ability to evolve reflects the growing importance of pricing in achieving competitive advantage, driving profitability, and enhancing customer satisfaction. This transition requires pricing teams to step beyond operational functions and adopt a proactive, insight-driven approach to their work.

TO SUPPORT THIS TRANSITION FROM TACTICAL TO STRATEGIC, PRICING TEAMS SHOULD FOCUS ON THE FOLLOWING:

1. GO BEYOND NUMBERS:

Develop expertise in analyzing and interpreting data, transforming raw insights into compelling narratives that drive action. This approach exceeds standard reporting by leveraging deep analytical insights to craft a well-defined perspective on the competitive landscape and effectively communicate that vision to stakeholders.

2. MARKET INTELLIGENCE:

Stay ahead of competitive trends by leveraging comprehensive market and competitor data. Competitive intelligence goes beyond raw data collected from competitors; it includes insights from news, social media, and financial filings. Proactively analyzing pricing movements and promotions enables the creation of a dynamic response system that protects margins and drives strategic decision-making.

3. SCENARIO PLANNING:

Implement tools and methodologies to model pricing scenarios and their potential outcomes. Advanced pricing teams excel in simulating market and organizational strategy changes and preparing contingency plans to mitigate any risks.

4. CROSS-FUNCTIONAL COLLABORATION:

Collaboration is the cornerstone of any successful pricing organization; without it, teams risk operating in silos. Proactively engage with Merchants, Senior Lea-

dership, and your Digital Team to foster open dialogue and alignment. This approach ensures that pricing initiatives are not only support broader organizational goals but also resonate across all key stakeholders

5. CONTINUOUS LEARNING:

Invest in ongoing training to stay updated on emerging pricing technologies, methodologies, and AI's impact on the industry. Don't settle for the status quo - build on what you're already doing well, enhance your strengths, and address gaps to drive continuous improvement and innovation.

By embracing these priorities, pricing teams can elevate their role within the organization, driving both top-line growth and fostering a strong price image that resonates with customers. Their evolution from reactive operators to proactive strategists positions them as key contributors to overarching business goals. By taking a leadership role in pricing strategy, these teams ensure that pricing becomes a central lever for profitability, customer loyalty, and competitive differentiation, anchoring the organization's long-term success.





MERCHANT TEAMS: ENGAGEMENT AS A CORE DISCIPLINE

Merchants are the custodians of assortment, brand identity, and customer experience. Their role goes far beyond selecting products; they shape the way customers perceive value and interact with the brand. For pricing to achieve its full potential, merchant teams must actively engage in pricing, contributing their unique insights and expertise. The alignment of merchant teams with pricing objectives ensures that pricing decisions resonate with market realities and customer expectations.

HERE ARE FOUR WAYS MERCHANTS CAN STRENGTHEN THEIR ENGAGEMENT:

1. TAKE ACTION:

Actively participate in pricing decisions and execution. Whether it involves providing feedback on competitive mapping (private label, size differentials, etc.) or determining price points that align with organizational strategies, merchants bring a unique perspective that is vital to shaping practical and achievable pricing strategies.

2. CATEGORY EXPERTISE:

Share insights on customer preferences and category dynamics, along with tailored competitive analysis from both brick-and-mortar and online channels that influence the category. Merchants that have a deep understanding of trends, seasonality, and competitive positioning are essential for developing impactful pricing strategies.

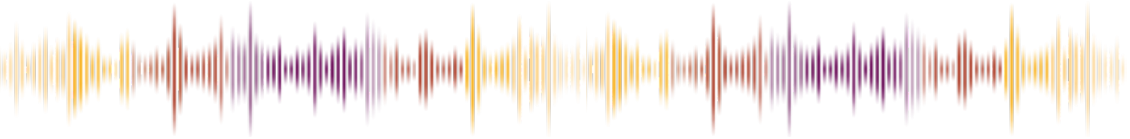
3. USE PRICING AS LEVERAGE:

Merchants have various tools to drive leverage, such as assortment and merchandising, but pricing can be just as powerful. Whether leveraging internal or competitive pricing data, it can be a key driver in securing additional deals or negotiating lower costs based on marketplace dynamics. Effectively utilizing pricing insights ensures merchants remain agile and well-positioned in a competitive landscape.

4. OPEN COMMUNICATION:

Foster transparent dialogue with pricing teams to ensure alignment on objectives. Regular meetings and collaborative planning sessions help create a unified approach to pricing while providing clarity and consistency when addressing questions from Senior Leadership.

By aligning their efforts with pricing teams, merchants can ensure that pricing not only resonates with the market but also reflects the realities of consumer expectations and competitive pressures. This alignment creates a cohesive approach that strengthens the overall strategy, providing a solid foundation for driving customer satisfaction. Additionally, by maintaining a strong connection to the customer experience, merchants help shape pricing strategies that are both relevant and impactful.



SENIOR LEADERSHIP: ELEVATING PRICING TO AN EXECUTIVE LEVEL

Senior leadership sets the tone for organizational priorities, and their support can transform pricing from a functional necessity to a strategic differentiator. A strong leadership commitment ensures that pricing is integrated into the organization's overall vision, securing the resources and attention it deserves. Pricing must be seen as more than a transactional activity; it should be a strategic imperative aligned with the organization's long-term goals.

SENIOR LEADERS CAN DRIVE THIS BY:

1. ELEVATING THE CONVERSATION:

Ensure pricing is a key topic in senior leadership discussions related to merchant and organizational strategies. Pricing plays a pivotal role in developing and sharing insights that position the company competitively while driving financial performance. As one half of the profitability equation, pricing deserves to be prioritized as a strategic cornerstone for achieving organizational goals.

2. ALIGNMENT WITH PRICING LEADERSHIP:

Continuous engagement with the leadership of the pricing team is essential for elevating pricing to an executive-level priority. This strategic partnership fosters consistent alignment, shared accountability, and a unified vision for driving results. It also establishes a direct line of communication, enabling swift decision-making in response to competitive shifts or market fluctuations, ensuring the organization remains agile and proactive.

3. RESOURCE ALLOCATION:

Ensure pricing teams have the budget and tools they need to succeed. Investments in data, technology, training, and personnel underscore the importance of pricing to the organization's mission.

4. CONTINUOUS MEASUREMENT AND ACCOUNTABILITY:

Establish clear KPIs to track pricing performance and adherence to strategy. These metrics should be integrated into weekly insights shared with leadership, creating a dual benefit: maintaining leadership engagement while reinforcing the critical role of pricing within the organization. Regular reporting sets the tone for pricing as a strategic priority and ensures alignment across all levels.

5. CUSTOMER-CENTRIC FOCUS:

Ensure pricing decisions align with the organization's commitment to customer value. A customer-first approach builds trust and loyalty, enhancing the brand's reputation. Remember that sacrificing short-term profitability can lead to long-term sustainability.

By addressing these critical areas, senior leadership establishes the foundation for a pricing organization that is both strategically aligned and operationally empowered. Elevating the conversation, fostering alignment with pricing leadership, ensuring adequate resources, maintaining accountability through measurable metrics, and prioritizing customer-centric strategies collectively create a framework for success. When pricing is treated as a strategic lever rather than a transactional function, it becomes a driving force behind competitive price image and profitability driving long-term sustainability. This holistic approach ensures that pricing decisions are not only impactful but also resilient in the face of market complexities and competitive pressures.



DIGITAL INFRASTRUCTURE: SUPPORTING WITH TOOLS AND PROCESSES

In a data-driven world, digital infrastructure underpins every successful pricing organization. The right tools and systems not only streamline operations but also unlock new opportunities for insight and innovation. Digital infrastructure serves as the connective tissue between data, strategy, and execution, enabling teams to operate with greater speed, precision, and confidence. Without robust systems in place, pricing efforts risk becoming disjointed and inefficient. Said another way, strategies are just words until you have the data, tools and mechanisms in place to support.



TO MAXIMIZE THEIR IMPACT, ORGANIZATIONS SHOULD:

1. INTEGRATE SYSTEMS:

Create seamless connections between pricing tools, market intelligence platforms, and other systems. Integrated ecosystems enable real-time data sharing, holistic analysis, and efficient price execution.

2. ALLOCATE RESOURCES:

Pricing and pricing strategies are constantly evolving, requiring tools and resources to adapt to changing business needs. This is not a one-time effort but an ongoing commitment to enhancement and innovation. Whenever possible, dedicate resources to the pricing team to support the development of impactful solutions and maintain a competitive edge. If team resources are constrained, prioritize pricing initiatives to ensure they remain at the forefront of organizational strategy.

3. ENHANCE DATA GOVERNANCE:

Maintain clean, accurate, and consistent data across the organization to create a solid foundation for leveraging advanced AI tools and elevating pricing strategies. Continuously evaluate and address data needs to stay aligned with both market dynamics and organizational goals.

4. STRATEGIC DIGITAL COLLABORATION:

Involve the digital team in all third-party vendor discussions related to data and technology to proactively address potential roadblocks. Their participation is equally critical during strategic shift discussions in pricing to ensure that existing tools and systems can support the changes or to facilitate the development of new solutions.

By addressing these key areas, organizations can create a robust digital infrastructure that elevates pricing strategies. Seamless system integration streamlines workflows, while resource allocation ensures adaptability to evolving needs. Strong data governance enables precise, AI-driven insights, and strategic collaboration with digital teams ensures tools and systems align with pricing objectives.

Together, these elements help transform pricing from a tactical function into a strategic advantage.



BRINGING IT ALL TOGETHER

In a rapidly evolving and increasingly complex pricing landscape, the collaboration between pricing teams, merchants, senior leadership, and digital forms the cornerstone of an effective pricing organization. Each pillar brings unique strengths, and their collaboration transforms pricing into a powerful lever for competitive advantage, customer loyalty, and sustainable profitability.

By elevating pricing, organizations can transform pricing into a powerful strategic advantage. This comprehensive approach positions pricing as a critical driver of competitiveness and growth, enabling organizations to make impactful decisions that are agile, forward-looking, and resilient in the face of complex market dynamics.

Ultimately, a successful pricing organization doesn't just react to changes - it anticipates them, adapts strategically, and thrives. By embracing the interconnectedness of these pillars, companies can position themselves as leaders in their industries, driving long-term growth and value creation.

ABOUT EPP

"EPP is dedicated to providing professional guidance, adding value, and co-creating impactful learning journeys, events, and content to improve top-line revenues and profitability. Our new quarterly publication, EPP Pulse, is designed to further this mission by gathering actionable insights, monitoring the market, and collecting success stories and relevant case studies for the benefit of the pricing and RGM community.

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."

More on www.pricingplatform.com

TRAININGS

CERTIFICATION

EVENTS

BODY OF KNOWLEDGE

RESOURCES


COMMUNITY

Everyone wants inspiration. Call us, we help.

Pol Vanaerde, *President EPP*

 [linkedin.com/in/pol-vanaerde-152365](https://www.linkedin.com/in/pol-vanaerde-152365)

Ani Dungerwal, *Senior Digital Marketeer*

 [linkedin.com/in/ani-d-95279550/](https://www.linkedin.com/in/ani-d-95279550/)