

# Pricing Capabilities Assessment and Roadmap Development

## Client

A \$6.7+ billion specialty retailer offering pet services and products through 1,300+ stores across North America

## Challenge

- The client lacked a clearly defined pricing strategy and relied on outdated pricing tools with high manual workload and frequent errors
- Promotional activity exceeded store operations capacity, leading to execution challenges
- Margin and competitive pressures prompted interest in differential pricing strategies
- Omnichannel growth made it difficult to target pricing messages effectively across customer segments.

## Approach

- Assessed pricing management structure, tools, and policies to identify inefficiencies
- Benchmarked against industry best practices in price differentiation and Omnichannel pricing
- Defined future pricing capabilities and structured them into clear strategic initiatives
- Estimated financial benefits for each initiative to quantify ROI potential
- Developed a phased roadmap, prioritizing initiatives for maximum impact.

## Impact

- ✓ Client adopted a complex Omnichannel differential pricing strategy based on pricing zones
- ✓ Roadmap implementation expected to deliver over \$177M in annual EBITDA improvement
- ✓ Established a scalable pricing framework to enhance competitive positioning and operational efficiency.

## Case Study

To develop the recommended roadmap, we evaluated three different phasing approaches

