Questions	Basic Level Start of the Pricing Journey	Yes/No	Level 1 - Developing the Pricing Journey	Yes/No	Level 2 Progressing well	Yes/No	Level 3 Very advanced	Yes/No
To what degree are competitor prices tracked?	Prices are not tracked systematically.		Pricing is internally tracked but not systematically		Pricing information is tracked systematically		Competition pricing intelligence is fully developed and embedded	
What kind of technology / pricing tools are in place?	No specific software in place		Pricing software in place but processes not in place		Price management system, including decision support and API's implemented		Dynamic pricing system, including price recommedations linked to business applications.	
Capability development & training	Limited price knowledge sharing.		Key users are trained in basic functionality. However not used fully		Key users are thoroughly trained in all features of the pricing software technology. Able to extract standard reports		Key users and all relevant pricing stakeholders are able to add or extract any relevant information they need. Able to self serve bespoke reports	
How agile and responsive are the pricing systems?	Pricing system not being used		Pricing system is responsive but sub optimal/not meeting users needs		Pricing system is highly responsive		Responsive pricing system with live-feed integration	
Which type of data is used in pricing decisions support?	Pricing decisions are not fact based.		Pricing decisions support is based on internal costs.		Costs and competitor pricing knowledge is considered		Internal costs and historical pricing knowledge are considered	
How pricing changes/strategies of competitors are reacted to?	Competitors prices are not responded to.		Responses are reactive but unsupported by a strategy (mainly matched to competitor moves).		Pricing response strategies are developed for the most predictable situations (and for the most important product categories).		Full competitive response plan based on. Competitor Pricing Analysis (price competition potential, competitors likely strategies)	
To what degree are industry and market trends monitored?	No mapping of market or industry trends, only information on the current state of the industry and market is available.		Basic market research on the future state of the market (e.g. market size and potential). Mostly performed as a yearly exercise.		Elaborate industry and market research, ☐ executed periodically (e.g. assessing the latest technology trends).		Ongoing extensive industry research based on different sources: primary and secondary, quantitative and qualitative.	
How is stakeholder communication in relation to pricing organised?	No developed corporate policies regarding pricing communication.		Pricing changes are only communicated when they are in effect.		Proactive approach to pricing communication, mainly focused on customer impact.		The pricing communication strategy is fully developed (for customer, company, competitors and other stakeholders).	
Count of Yes/No								