

Rewriting the pricing playbook: How AI is turning data into dynamic pricing power



► Introduction

Pricing is more than just a number, it's a strategic lever that shapes revenue, customer perception, and long-term demand. However, in today's volatile market, influenced by shifting customer expectations, geopolitical challenges, transparent e-commerce pricing, and rapid technological advancements, one thing is becoming clear. It is increasingly difficult for people to accurately process the varied key drivers that impact pricing decisions.

Historically, pricing has been treated as an art rather than a science, with many organizations relying on outdated models driven by competitor benchmarks, historical trends, or gut instinct. Yet even modest pricing adjustments can dramatically influence revenue and brand perception – a single miscalculation can undermine trust, alienate customers, and leave significant revenue untapped.

Recent breakthroughs in AI are helping companies rectify these inefficiencies by predicting customer response, reacting to competitor moves, and optimizing pricing using a greater number of inputs. By uncovering hidden relationships in large datasets, AI offers an analytical precision that was once unattainable, helping businesses fine-tune complex pricing structures.

Organizations that treat pricing as a strategic priority and adopt dynamic, AI-driven models are better positioned for long-term success. As technology continues to evolve, those who embrace AI-driven pricing today are most likely to emerge as the market leaders of tomorrow. To illustrate why, we spoke with Brian Love, a Partner at Uvance Wayfinders, to explore how this technology can unlock new pricing opportunities.

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AI is creating opportunities to put pricing at the forefront of executive discussions. Technology is making pricing more strategic – elevating its level of importance and turning it into a major growth lever.

– Brian Love

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► From risk to reward: Why AI-powered pricing is a strategic imperative

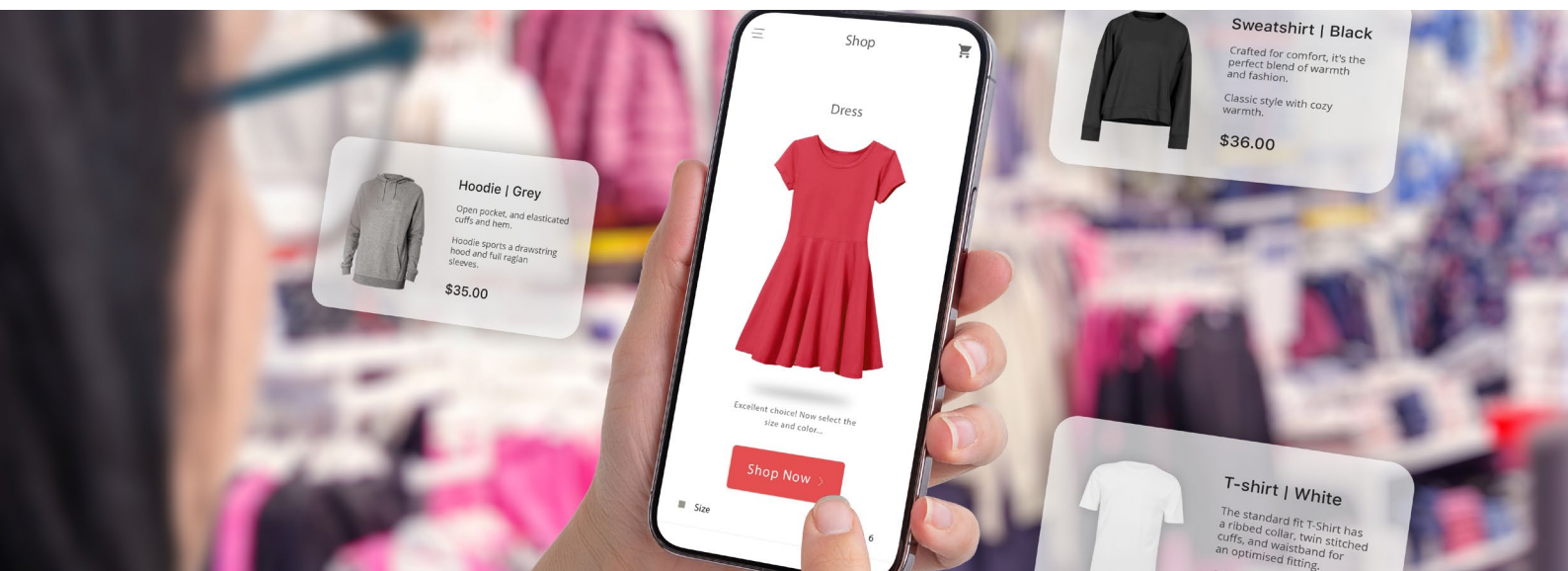
Changing prices is a high-stakes game. One wrong move can erode customer trust, shift market share to competitors, cause a business to lose a major contract, and leave a lasting mark on brand perception. Because of these risks, many businesses have traditionally avoided frequent or dynamic pricing adjustments. Yet at the same time, the rise of online competitors is making pricing more transparent and accessible.

AI provides the insights needed to transform pricing into a more predictive, strategic tool. It can analyze large datasets quickly to identify patterns based on market conditions, customer behaviors, and competitor actions. Machine learning then refines these models over time, enhancing their performance and accuracy, making pricing more dynamic and responsive.

The idea of making more frequent, even real-time pricing decisions, sometimes with limited human oversight, can feel unsettling. However, the potential benefits now far outweigh the risks. This approach can better meet customer expectations by providing competitive prices on the spot, preventing lost sales.

Similarly, B2B organizations have traditionally relied on salespeople with deep local knowledge to make decisions. Trusting AI to take on this role based on probabilistic outcomes can therefore seem counter intuitive. Yet without a data-driven approach, businesses risk reacting too late to changing market conditions and leaving revenue on the table.

For forward-looking businesses, the question is no longer if they should embrace AI-powered pricing, but how quickly they can do so. Organizations that treat pricing as a strategic tool, rather than an operational function, are well on their way to unlocking new opportunities for growth.



With the advent of massive data availability, organizations can use technology to look at pricing drivers from a fresh perspective. Now they can shine a light on what was previously unknown.

– Brian Love



► Beyond automation: How to address these challenges using AI

Yet with all this promise, organizations are only just beginning to use AI to improve efficiency, primarily through basic pricing automation. Automated processes are good and can offer quick wins leading to single-digit returns on investment. But it leaves a deeper layer of value untapped. The most innovative organizations go beyond automation and leverage AI for complex decision-making, delivering significant, measurable business impact. When AI is used to optimize pricing decisions, organizations can tap into much larger opportunities, often 10x returns or more.

Driving great value requires applying emerging AI models to more complex use cases. One example is category-wide optimization. Instead of setting prices in isolation, AI integrates consumer behavior, supplier data, and cost structures to maximize the benefit over an entire product portfolio, balancing pricing decisions across thousands of SKUs to maximize overall profitability.

Another opportunity is dynamic, in-store pricing. With the advent of electronic shelf labels, companies can explore varying prices in real-time to create more targeted or personalized pricing that can drive conversions. In the B2B space, companies that use AI/ML models to understand the drivers of win rates can recommend winning bid prices to their salespeople, ensuring consistency through preventing losing bids with too high a price or leaving money on the table by unnecessarily discounting.



► From opportunity to impact: How Wayfinders helps customers utilize AI effectively

AI tools on their own won't unlock full margin potential. Industry leaders recognize that success lies in a comprehensive approach that combines insight, technology, and execution. Transforming pricing with AI requires breaking down silos to integrate both internal and third-party data, evolving your pricing talent from execution-focused operators into analytical advisors, and integrating AI into business operations to unlock tangible, long-lasting value.

Leveraging specialized consulting expertise can maximize the transformative impact of AI-driven pricing. Here, our Wayfinders approach accelerates the journey by seamlessly integrating AI with deep industry knowledge and innovative technology solutions that scale inside your enterprise. This allows us to craft tailored strategies that meet C-suite objectives and deliver measurable results.

A typical engagement includes:

- Setting strategy by analyzing customer buying behaviors to inform pricing decisions.
- Developing AI models to simulate pricing scenarios and design intelligent pricing rules.
- Continual testing and learning to define success criteria, measure outcomes, and validate results.
- Activating organizational change, ensuring teams, processes, and systems are aligned to capture full value.
- Continuous adaptation to refine and evolve pricing strategies for long-term, sustainable success.

By leveraging cutting-edge technology, including leading price optimization tools, Wayfinders helps organizations execute pricing strategies at scale. As Brian notes: "The Wayfinders approach ensures pricing optimization is tailored to each business's unique challenges, unlocking the right priorities first and future-proofing operations with an end-to-end, AI-powered strategy."

► Fujitsu & GK Software: A complete solution for AI-driven pricing

As part of the Fujitsu family, GK Software delivers advanced AI-powered retail solutions, including the GK Air Price Optimizer. By analyzing a broad range of market and customer data, GK's platform helps retailers deploy real-time, data-driven pricing strategies across channels. When combined with Wayfinders' strategic consulting expertise, this proven enterprise solution allows organizations to operationalize their pricing strategy, driving a seamless transition from opportunity to impact with Fujitsu support.

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Pricing is ripe for high levels of automation. In three to five years, pricing processes may be entirely driven by automated recommendations. Further down the line, with a well-tested AI platform, there's no reason it couldn't be fully automated.

- Brian Love

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► Customer success story: Data-driven pricing unlocks nine-figure margin improvement

To illustrate the potential impact of AI in pricing, we can show how a top-10 US large-scale retailer achieved significant gains by focusing on pricing initiatives.

Challenge

The retailer wanted to refine its pricing strategy but lacked visibility into how its prices compared to competitors. This was especially problematic for products that didn't strongly influence customer price perception. Without these insights, they risked underpricing key items and losing revenue on products that weren't as critical for perception.

Solution

By leveraging advanced data analytics with AI/ML models, our team identified which products truly influenced price perception and which did not. We discovered that many items with low perception impact were priced well below competitor levels leaving substantial revenue "on the table."

Results

We quickly adjusted prices on select items to align with the market, capturing a nine-figure margin improvement. A successful pilot program led to a full-scale pricing strategy overhaul, translating into a substantial nine-figure margin improvement, a 2-3% overall boost, simply by repricing items that weren't major purchase drivers. This underscores the value of AI-powered analytics in uncovering hidden opportunities for profitable pricing decisions.



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The most beneficial move often comes from a truly holistic perspective. With AI solutions, we frequently find better price strategies for our customers, even if it may mean conceding a little in one category but gaining five times more in another. Businesses previously couldn't see these opportunities because the technology wasn't there. Now it is.

- Brian Love

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► Conclusion

In an increasingly competitive market, even well-established brands must seize every advantage as new disruptors emerge. By combining Wayfinders' consulting expertise with AI's transformative power, organizations can harness data to drive smarter, more dynamic pricing and promotion strategies. As AI-driven pricing models learn and refine, what was once a secondary priority becomes a core driver of innovation – seamlessly extending into promotions, personalization, and targeted actions that build agility, profitability, and market leadership.

**Want to explore how AI-driven pricing
can transform your organization?**

Connect with our Wayfinders team and take the first
steps towards realizing your untapped potential.



[Contact us to find out more](#)



► Contributor



Brian Love

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Brian Love is a Partner at Fujitsu Uvance Wayfinders with nearly 30 years of experience as a seasoned strategy consultant leading commercial transformation, growth, and innovation strategies with retail, industrial, and telecommunications clients around the world. He advises executives on customer-centric and AI strategies with specific expertise in pricing, promotions, and cost/supplier management. Brian brings a data-driven approach that has delivered millions of bottom-line value to companies in highly competitive and dynamic markets.



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