



# PRICING RECRUITMENT

**A LEADERSHIP GUIDE TO HIRING THE BEST CANDIDATES  
FOR PRICING & REVENUE TEAM POSITIONS:**

- PRICING ANALYST
- PRICING / REVENUE MANAGERS
- COMMERCIAL MANAGERS
- HEAD OF PRICING /
- HEAD OF YIELD & REVENUE MANAGEMENT



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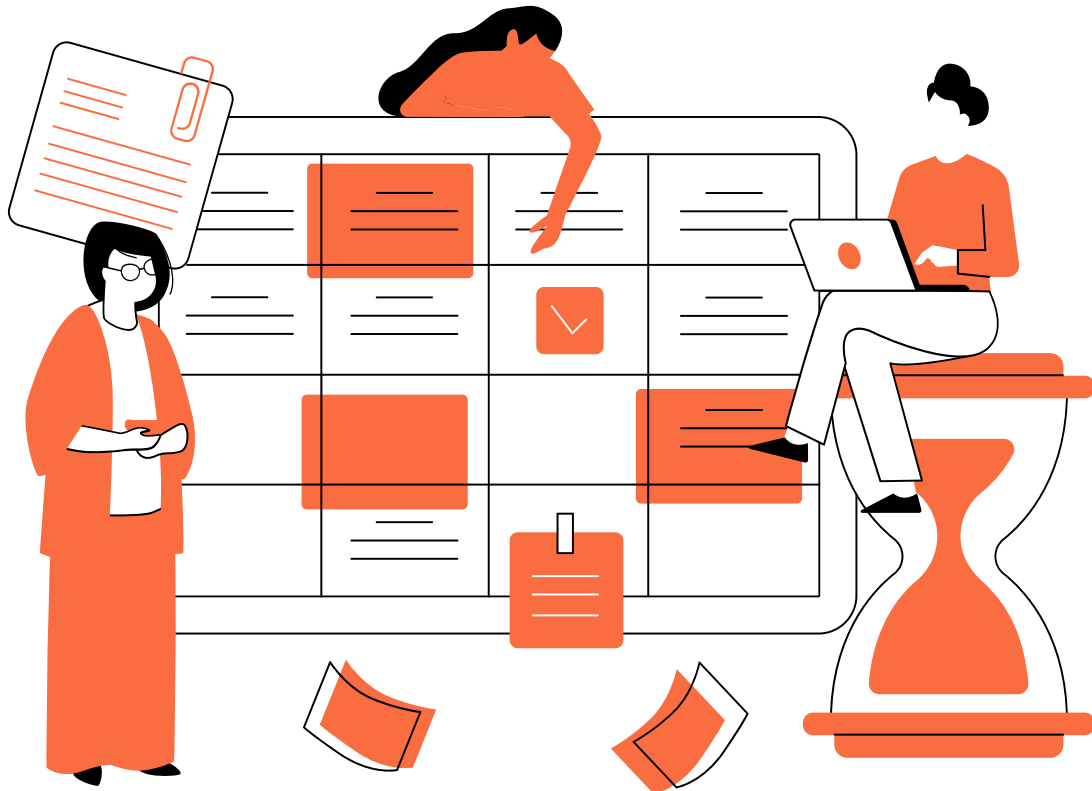
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# DEAR EXECUTIVES

Hiring people for pricing roles is much more difficult than it was in the past: Before, managers could wait for recruiters to bring them a shortlist of candidates; i.e., markets were more stable, pricing was a lot simpler and there was a lot less urgency to improve pricing and manage revenues. Now, however, both hiring managers and recruiters are operating in changing and highly competitive markets: Pricing skills are evolving all the time. And the pressure is on to get the ROI out of pricing; secure rare talent; and protect margins before it's too late.

The problem is though, it's still taking too long to hire candidates for critical pricing roles and selection decisions are not always the best. Indeed, the current recruitment model is forcing business into a dysfunctional cycle whereby: Applicants literally dread going through another bad recruitment process. A quarter of new hires are 'disengaged' after the first 3 months of joining; and dealing with underperformers and empty vacancies is the 'new norm' for team leads and executives.

**As the divide in the labour market broadens, what is the best way to fix a fundamentally broken recruitment model and get the right people in your pricing team to do the job you need them to do?**

You start by reading this Leadership Guide to Recruiting World Class Pricing Teams. In this fact-filled booklet, you'll discover how to avoid common hiring obstacles, six recruitment mistakes and why AI driven platforms like LinkedIn and SEEK are not the answer to this problem.

We wrote this guide to help you hire the best people for your pricing and revenue management teams. Now, with this information, you can set up new employees for success.

If you have any questions about recruitment, selection and assessment or training new recruits reach out to us.

**You're invited to call us at (+61) 2 9000 1115 or at [team@taylorwells.com.au](mailto:team@taylorwells.com.au).**

**We've dedicated our business to best-in-class pricing and team strategy, we'll be happy to help you**

Yours sincerely,

**Taylor Wells Team**  
**Taylor Wells Pty. Ltd.**

# 5 COMMON HIRING OBSTACLES!

## About Taylor Wells Pty Ltd.

Taylor Wells is a pricing advisory firm based in York Street, Sydney CBD. Our sole focus and dedication is supporting leaders build high performance pricing teams and departments.

We partner with Giants of Industry, leaders and innovators to create and capture value using best-in-class pricing and HR strategies.

We invest heavily in our research capability so that businesses get a faster ROI on their strategy, people & operations using our proven team building programme.

Our track record in pricing team excellence has helped our clients forge up to 5% additional margin in 12-18 months and less.

Our research and consulting shows that a world class pricing team can generate 5X-10X more profit than any other team when they are set up and integrated correctly.

Our mission is to maximise the power of pricing and HR to help leaders drive profitable revenue growth without the usual pain of change.

- Joanna Wells,  
Director of Taylor Wells

### #1: HIRING WITHOUT A CLEAR CRITERIA

Too many hiring managers and recruiters find themselves in the awkward position of 'hiring blind.' Initial screening and subsequent selection decisions are still very subjective and run without any hiring criteria at all.

### #2: POORLY WRITTEN JOB DESCRIPTIONS

Most pricing job descriptions are still too prescriptive and are excluding good people from applying. There is a tendency for roles to favour accountancy profiles above all else; and often a tight focus on experience and technical skills.

### #3: FAKE CVs

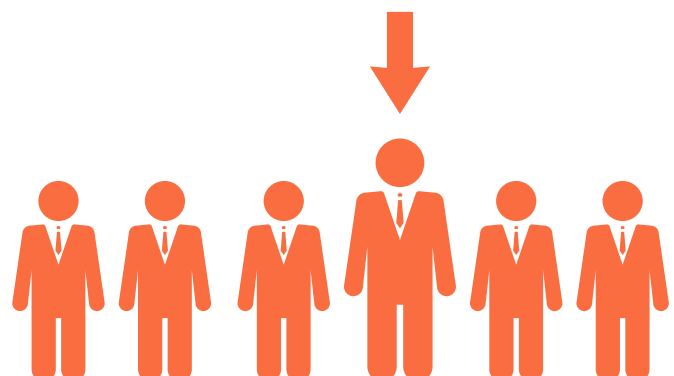
It is now common practice for candidates to use professional services firms to write their CVs to make themselves more appealing to hiring companies. Some people are specifically motivated to embellish or even lie about their experience or education on their CV to win a job.

### #4: INTERVIEW BASED HIRING

Broad, predictable and unstructured interview questions are not filtering out unsuitable candidates from the recruitment funnel. People know they should come prepared to interviews with pre-canned answers. The image candidates project is not necessarily the real person you'll see in the job.

### #5: PHONEY REFERENCES

Referees tend to provide positive feedback on a candidates capability, experience or character. Critical referees are often omitted. The majority of references forms are too vague with broad questions that are unrelated to the role and discipline. Recruiters (internal or external) are not incentivised to cross check references under the current recruitment model i.e., they are commission based.



# 6 COMMON MISCONCEPTIONS

## MISCONCEPTION #1: “We’ll be able to hire someone for this role easily enough.”

Is hiring really easy? Let’s look at some data and research to answer this: Gartner finds that businesses routinely lose out on 20% prime candidates during recruitment; and that 20% of all new employees post recruitment leave within the first 3 months. They cite the reasons for this are: bad job descriptions, negative candidate experiences, slow and biased decision making, limited communication, poor inductions and negative first impressions of the job and hiring manager. Which reveals that hiring to fill vacancies quickly using CVs is fraught with risk and cost. And that recruiting for best-fit and then holding onto good people is something very few companies do well.

## MISCONCEPTION #2: “LinkedIn is a great place to find people for roles.”

Yes, there are certainly lots of people and options on LinkedIn. And, on first glance it looks like it's going to be really good place to find someone for a pricing role. However, as you spend a bit of time on LinkedIn, reading through profile after profile - i.e., understanding what people actually do from their profiles or determining how good they are at pricing and if they work well in teams - LinkedIn becomes a much less certain and hugely time consuming option.

## MISCONCEPTION #3: “Our regular recruiter can help us find someone.”

A trusting relationship between a client and a good agency is very important. We would never recommend leaving your preferred agency, but for difficult-to-fill or project critical pricing roles, going off your ‘preferred agencies’ list to work with a specialist would help you to speed up hiring time by at least 57% and eliminate the risk of a bad hire.

## Only 1 in 134 applicants have what it takes to be successful in a pricing analyst role

A general manager of pricing & commercial strategy from a major ASX listed Energies business recently told us:

“I joined the function not fully realising the extent of the skills gaps in my pricing and commercial teams. The team has been pulled together from all areas of the business from sales support to admin co-ordinators and finance.

There are no real thinkers in the team or pricing skills and knowledge. It is difficult to compete with our competitors’ pricing strategies and analytics. We are always one-step behind company (X) - our major competitor.”

“Talent churn was becoming a serious problem for us – all our best people were leaving and we didn’t have the option to offer them more money to stay.”

HR Business Partner Retail.

*Optimise the search criteria to redefine and expand the available talent pools*

**MISCONCEPTION #4: "Working with multiple recruiters is better."**

The logic tends to go: 'If you work with lots of recruiters you'll get more and better CVs.' But what actually happens is that recruiters end up doing less headhunting, candidate interviews and screening than before and you get a much lower quality shortlist. In effect, multiple agencies competing for one role removes strategic sourcing from the table: Recruiters simply don't have the time to spend headhunting passive candidates or screening people carefully for your roles when they know that other recruiters are just sending you as many CVs as possible from candidates they know are desperate for a job, available right now or actively looking for roles. The knock on damage of this low level type of recruiting is significant: You end up getting the same, small group of candidates from all recruiters and in turn miss out on a pipeline of high calibre people. Agencies continue to send you unsolicited CVs hoping that one sticks; candidates grow more skeptical and disengaged as the process continues; the business' brand is cheapened by association to poor recruitment practices; and good recruiters opt out.

**MISCONCEPTION #5: "Let's use our pre-employment test to choose the best candidate."**

Employment tests like SHL are good tools for entry level graduate positions or professional manager roles in finance. They are not, however, designed to tell you who is good at pricing, who is better at pricing, or who is terrible at pricing. This is because they don't measure capabilities and qualities required for specialised pricing and revenue management and analyst roles. Which means that most employment tests - even big brand tests - will not help you make more informed selection decisions for pricing roles (analyst and manager).

**Misconception #6: "HR can screen for culture-fit; the hiring manager can screen for technical ability."**

Hiring for culture fit is great in theory but, in practice, very difficult to measure and easily distorted: For example, it is often assumed that: "If I like the person I am hiring, they must share the same values as me. And if I work well in this business, the people I like will also fit in the business too." However, sometimes, people you don't like are better at the job than people you do like. And, in any regard, hiring for culture fit shouldn't be about hiring likeable people with the same values as us. But rather finding people whose values align with the mission of the business - something which is incredibly difficult to find out in a 1 hour interview, as values are latent psychological structures.

Same goes with asking a hiring manager to devise a test for candidates. Tests devised by pricing managers are neither scientific nor objective. In effect, individual tests are subjective: they test and judge candidates based on (and often limited to) the job or the line manager's realm of knowledge and experience. There are no objective benchmarks or data points to gauge objectively candidates' capability or potential - just the hiring managers view. Consequently, the pricing team is populated with people who think and act like the hiring manager - good at certain things - but not necessarily the right mix of people to challenge convention and tackle new pricing problems from different angles.

"If I'd of known the types of challenges involved in pricing, I'd never have applied. I don't think I can stay in this job for much longer..."

- Pricing analyst, B2B.

## 5 FAQs

We have covered what to avoid and common misconceptions but what frequently asked questions should you have answered before you launch your next pricing hire?

### QUESTION #1: What is a typical pricing team salary structure?

Average salaries for pricing roles are as follows:

- Junior pricing analyst (2-3 years experience) 90K - \$110K
- Pricing analyst (3-5 years experience) \$105K-\$120k
- Senior Pricing Analyst/ Junior Pricing Lead (5-8 years experience) \$125K-\$150K
- Senior Pricing Manager (8 years+) \$150K - \$220K
- Pricing Director / Head of Pricing (10 years+) \$230K - \$380K

(Average base salary only; bonus and super not included; salaries vary between industry)

### QUESTION #2: How many pricing analysts do I need on my team?

Rule of thumb, for every \$100M revenue under management, you'll need 1 pricing analyst. If you have good IT and data systems in place already, the number of analysts you'll need decreases. For a \$800M business with limited IT and data analytics support, then, you'd be looking at hiring: 1 senior pricing manager, 1 senior pricing analyst, 2 pricing analysts and 1 junior analyst.

### Question #3: Who should the pricing manager report to?

- In B2C the Head of Pricing reports through to GM of Merchandise or Executive General Manager Marketing
- In B2B, the Senior Pricing Manager tends to report to GM Marketing, but also Sales and Finance
- In leading businesses in the US, EU and UK, the price management function is a management function in its own right reporting to the C-Level

### Question #4: What does a pricing team do?

- A typical team charter can be summarised as follows:
- Strategy - planning, price analysis & modelling, policy
- Support - decision support, price structures, processes
- Operations - systems & tools, price administration, data management

### Question #5: What are some risks to success?

- Under resourcing the pricing team
- Hiring spreadsheet technicians with limited team or management skills
- Positioning the pricing team in the wrong area of the business



## TAYLOR WELLS IS A GLOBAL PRICING & ORGANISATIONAL ADVISORY FIRM

Since 2014, our single focus and mission is to help our clients deliver increased profitability today and ongoing through our end to end approach to pricing transformation initiatives.

We work with leaders and pricing teams to develop pricing strategies, tests and trials to drive profitability. We work with sales directors to isolate the activities that lead to revenue growth and then build the tools, structures and processes to get there faster. We work with HR and marketing leaders to design organisational structures, roles and responsibilities to accelerate business outcomes and embed sustainable EBIT growth. We work with HR to hire the right pricing managers and advise them on how to build, reward, develop and motivate their pricing teams and commercial function. And, we help pricing professionals navigate and advance their careers.

## SERVING CLIENTS ACROSS THE GLOBE



### THE ROI

## THE REAL FINANCIAL BENEFITS

The key differentiator of our offer is that we enable our clients to internalise the pricing expertise so that they can build a sustainable pricing system that generates at least 3% - 10% additional margin each year.



## JOANNA WELLS

Director

BA / MA Arts, Msc Science  
University of Cambridge

"My passion is building world class pricing organisations using the latest pricing strategy, people and operations. My mission is to maximise and combine the power of strategic pricing, teams and culture to help leaders and teams drive profitable revenue growth."

### FOUNDER

## MANAGING DIRECTOR

Joanna Wells is the founder and managing director of Taylor Wells Advisory, a pricing and organisational advisory firm that supports Fortune 500, private Equity and ASX Listed companies in pricing & organisational strategy, commercial capability building and talent strategy and recruitment since 2014.

A Cambridge University qualified psychologist with over 12 years' experience in latest pricing and organisational consulting across B2B and B2C markets in Australia, the USA, the UK and Ireland; 25 years experience in industrial psychology & hiring; Joanna's sole focus and specialisation is helping business leaders build world class pricing organisations.

Joanna has worked on > 23 major pricing transformations, studied > 100 firms' pricing strategy and culture, evaluated 7,000 global pricing skills and capability assessments, and interviewed over 4,000 executives and managers around the world to answer complex pricing and commercial problems:

- How can we accelerate the ROI in pricing in < 12 months?
- How can we move the business from cost plus to value based without disrupting teams, customers and operations?
- How can we build high performance pricing organisations?
- What's the best way to integrate a new pricing team and/or system in the business?
- Why do over 70% of price change / improvement initiatives fail?



## EVIDENCE

# OUR RESEARCH

Our findings show that with the right strategy, set up and pricing team in place, incremental earnings gains can begin to occur in less than 12 weeks. After 3 months, the team can capture at least 1.0 to 3.25 per cent more margin using better price management processes. After 6-12 months, businesses are very often generating between 3 to 10 per cent additional margin each year as they identify more complex and previously unrealised opportunities, efficiencies and risks.

## OUR CAPABILITIES

Our unique strategy advisory de-risks pricing strategy development. Our optimised commercial system ensures your teams drive an efficient and effective transformation process. Our scalable design structures and processes; and research and experience that spans over 25 years and over 23 major pricing transformations around the world, ensure your teams learn and embed the right skills, at the right time to drive the right outcomes - no matter how tough the challenge or how challenging the business culture.



### PRICING & ORGANISATIONAL STRATEGY

Our focus is to enable leaders and pricing teams to develop and implement best-in-class pricing strategy. Unlike traditional consultancy, we strongly believe that the pricing transformation is powered through your teams from start to finish, not consultants. Our advisory, expertise and optimised systems support and guide teams to reach outcomes faster. Our expertise lies in enabling and supporting teams to be the best they can be using best-class pricing strategies, structures and practices.



### COMMERCIAL CAPABILITY BUILDING

Unlike traditional consultants, we specialise in unlocking the value of your teams & culture to drive & capture commercial strategy faster. Our optimised commercial system covers the basic pricing skills. Just like a fitness programme. Then, it builds up from there as teams master new skills, kick key milestones, reach personal and team goals, and achieve shared outcomes.



### PRICING TEAM ASSESSMENT & EVALUATION

We are world leaders at identifying and evaluating the pricing talent you need compared to the talent you have to prepare teams for a pricing transformation. Our founder, Joanna Wells, started her undergraduate research in devising multi trait assessments & evaluations to identify high performance leaders and specialist financial teams at the University Of Cambridge, Great Britain, 22 years ago. She further developed her research as a post graduate at Manchester Business School; and continues to invest in research and development at Taylor Wells Advisory. We have now collected millions of data points and valuable insights on high performance pricing strategies, teams, business culture and pricing transformations. Our objectivity and unique research and data is crucial to strategic decision making at the executive and board level. Our clients rely on us to mitigate risk and safely forge a clear path forward.



### PRICING RECRUITMENT

Our consultants are all highly qualified executives with backgrounds in pricing, economics, finance, psychology at the post graduate level. Our consultants also hold professional industry certificates in accountancy and industrial psychology and testing and all practice best-in-class value based pricing. We know exactly what great pricing talent looks like, and have worked with world leading pricing functions and executives around the world to find the right pricing professionals for their pricing and revenue management roles and transformational projects.



### SCALABILITY

We have created a scalable and optimised commercial system called Value Culture to enable leaders to build and embed commercial strategy development and price-setting capability across all teams in a business.

## SELECT TAYLOR WELLS CLIENTS

Taylor Wells has had the pleasure of working with many top companies in a variety of industries.



## SELECT TAYLOR WELLS PRESS ARTICLES & NEWSPAPER FEATURES

Taylor Wells has had the pleasure of working with many top newspapers, magazines to educate on business, teams, psychology and pricing related topics.

