reprice

BENCHMARK REPORT · 2026

Prices move all through planning & launch …

… then stop when the week begins

THE 2026 BLACK WEEK PRICING BENCHMARK · 180 EUROPEAN E-COMMERCE COMPANIES

The Black Friday *Freeze*

Months of planning. Then the prices stop moving — during the one week that decides the year.

EXECUTIVE SUMMARY

Months of planning. Then the prices stop moving.

European e-commerce takes Black Friday seriously. Planning starts months in advance. Discounts are locked early. Competitor prices are checked before launch. The preparation is real.

Then the week begins — and the pricing work stops. A third of companies never touch a price during Black Friday week. Two thirds change prices at most twice. The market moves daily; their prices don't.

Black Friday pricing has two halves: setting the campaign, and staying competitive while it runs. This research shows that most companies only do the first half. They plan the discount, launch it, and go blind — during the one week where competitors move most, margins are thinnest, and every hour of mispricing costs real money.

61%
start planning Black Friday 3+ months in advance

30%
change zero prices during the week itself

74%
face a real barrier to changing prices mid-week

80%
admit at least one questionable pre-Black Friday pricing practice

36%
would need 1–2 days to react to a competitor undercut — or wouldn't know

46%
plan a bigger Black Friday this year

Black Friday prices are set months in advance — then frozen during the week that decides the year.

ABOUT THE RESEARCH

180 companies. One blind spot.

This report is based on a survey of **180 European e-commerce companies**, completed in July 2026. Every respondent is a leader involved in price strategy and price optimization: 44% own pricing and campaign decisions outright, and 56% are actively involved in them. All 180 run Black Friday campaigns.

Questions covered the full Black Friday lifecycle — planning, launch, optimization and analysis — asking about typical practice and each company's most recent Black Friday.

What's inside

The Planning Paradox

Nobody sleepwalks into Black Friday. 61% of companies start planning at least three months in advance — 16% start more than six months out. Discount decisions are grounded, too: 57% set levels using competitor pricing data, 56% against margin targets, and 63% systematically check competitor prices across their key assortment before launch.

61%
start planning 3+ months before Black Friday

57%
lock their discounts a month or more before launch

63%
systematically check competitor prices before setting their own

Here is the paradox: the same discipline that makes the planning good makes the execution rigid. 57% lock their discounts a month or more before launch. The decisions are made when the information is oldest — weeks before anyone knows what competitors will actually do, what stock will actually sell, or where the market will actually land.

> "
> The planning happens in decks, meetings and spreadsheets. The prices live somewhere else. By launch day, the plan and the market have already started drifting apart — and the plan doesn't know it.

Planning discipline is high. But a plan locked in October is a guess about November.

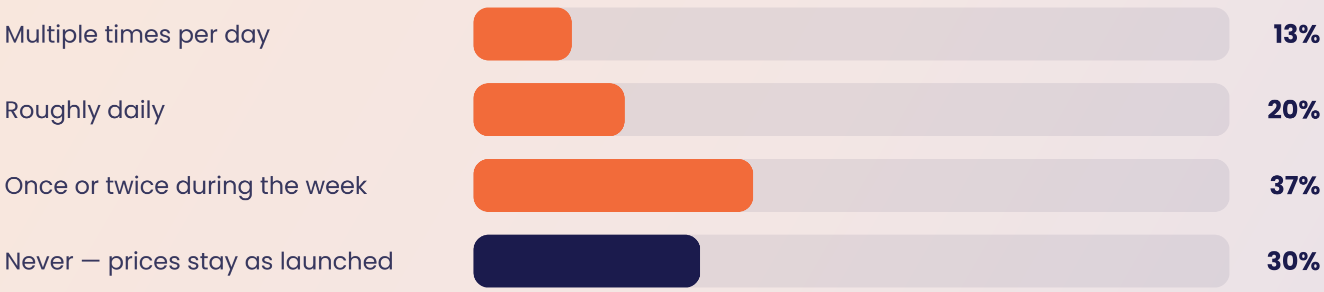
WHAT TO DO INSTEAD

Plan the strategy months out — but keep the prices decidable until the moment they matter. Segment the assortment before planning starts: which products compete on price, which protect margin. A locked discount list treats both the same.

CHAPTER 02 · OPTIMIZATION

The **Freeze**

This is the report's central finding. During Black Friday week itself — the days when competitors move most and every pricing decision has its highest stakes — 30% of companies change nothing. Not one price. Another 37% change prices only once or twice all week. Just 13% adjust multiple times per day.



Why frozen? 53% describe their prices as "fully flexible — changeable at any time." The behavior says otherwise, and so does the follow-up: 74% name a concrete barrier to changing prices mid-week. Too manual (23%). Locked by internal policy (20%). No data to base decisions on (18%). No time — the team is fully occupied (13%).

And the freeze is wider than the campaign. When attention narrows to the discounted products, the rest of the assortment — usually the majority of it — stops being priced at all. Competitors don't limit their moves to your campaign list.

67% change prices at most twice during the biggest sales week of the year.

WHAT TO DO INSTEAD

The fix is structural, not effort. Teams that reprice during Black Friday haven't hired more people — they've removed the export–import loop between their data and their prices. If changing a price takes a spreadsheet, an approval and a file upload, it won't happen on the Friday.

Flying Blind

Companies plan for competitors, but few can respond to them in real time. We asked what would happen if a key competitor undercut them on an important product during Black Friday week. Only 18% could know and respond within the hour. 45% would catch it the same day. But 22% would need one to two days — and 14% admit they probably wouldn't know it happened at all.

18%
could react to a competitor undercut within the hour

45%
would catch it the same day

36%
would need 1–2 days — or would never know

Watching is not the same as reacting. Monitoring produces information; only a connected pricing workflow turns information into a live price. During a one-week event, a two-day reaction time means the moment has already passed — the traffic went to the competitor while the response was still in a file.

The companies know it, too: asked for their single biggest Black Friday challenge this year, 32% said protecting margins while staying competitive and 23% said reacting fast enough to competitor prices. That's 55% naming exactly the two problems the freeze creates.

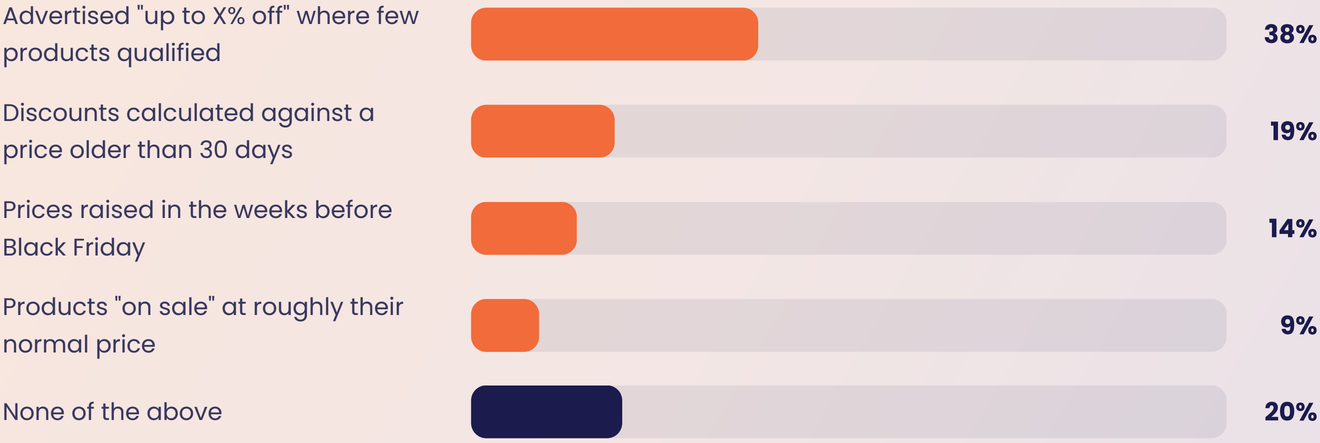
Only one in six could respond to a competitor's move within the hour.

WHAT TO DO INSTEAD

Define reaction rules before the week starts: which products get defended, how far you'll follow a competitor down, and who approves — or whether approval is pre-agreed. Reaction speed is a workflow property, not a staffing property.

The Compliance **Gamble**

EU price-marking rules are unambiguous: an advertised discount must be measured against the lowest price from the previous 30 days. We asked what has actually happened at companies ahead of a Black Friday. 80% admitted at least one practice a regulator would question.



Little of this is deliberate deception. It's what happens when discounts are calculated in spreadsheets against whatever reference price someone had to hand, at scale, under deadline. Nobody manually checks the 30-day price history of 3,000 SKUs the week before launch.

The stakes aren't reputational only. Violations of consumer price-marking rules can carry fines of up to 4% of parent-company revenue. At that level, a spreadsheet shortcut is a board-level risk.

80% admit at least one pricing practice that wouldn't survive an audit.

WHAT TO DO INSTEAD

Compliance can't be a manual pre-launch audit — the catalogue is too big and the deadline too close. Checking every campaign product against its own 30-day price history has to be built into the pricing workflow itself, so non-compliant products are flagged before the campaign goes live, not after the fine arrives.

The Tooling Gap

How do companies actually manage Black Friday prices? 18% run the year's biggest sales week in spreadsheets. Another 19% change prices manually, product by product. That's 38% handling their highest-stakes pricing with their most fragile process.

38%
manage Black Friday prices in spreadsheets or product-by-product manual changes

34%
rely on their e-commerce platform's built-in discount tools

17%
use dedicated pricing software

The spreadsheet failure mode is always the same. Export the product list. Cross-reference competitor prices in a second tool. Check compliance by eye. Import everything back. One person holds the logic in their head — and during Black Friday week, that person is the busiest they will be all year.

This is where the freeze, the blindness and the compliance gamble all come from. They aren't three problems. They're one problem — pricing data living in one place while pricing decisions happen in another — showing up three ways.

Spreadsheets weren't built for pricing thousands of products. Black Friday proves it annually.

WHAT TO DO INSTEAD

Count the handoffs in your current process: every export, cross-check and re-import between deciding a price and that price going live. Each handoff is a delay during the week and an error surface under pressure. The goal for November is zero.

Bigger, Blinder

After the week ends, most companies do look back: 52% run a documented review, 41% at least an informal one. But reviewing is not the same as measuring. Asked whether their most recent Black Friday was actually profitable — margin after discounts, ad spend, shipping and returns — only 50% could say they measured it precisely. 38% have "a rough idea." 11% measured revenue only.

50%
cannot say precisely whether their last Black Friday was profitable

11%
measured revenue only — no margin view at all

46%
plan a bigger Black Friday this year anyway

And the bets are getting larger. 46% plan a bigger Black Friday this year; 49% will match last year; under 1% are skipping it. Half the market is scaling up a play whose profitability it can't precisely state.

A campaign that "worked" by revenue can quietly fail by margin — discounts too deep on products that would have sold anyway, ad spend chasing traffic that didn't convert to profit, returns eating the December numbers. Without product-level margin measurement, the same mistakes get bigger every year, with confidence.

Half can't say if Black Friday made money. Half are going bigger. It's largely the same half of the market.

WHAT TO DO INSTEAD

Before scaling up, instrument the measurement: campaign profitability by product — revenue, margin, stock movement and returns — not a single top-line number. "Which campaigns actually worked" should be answerable per product, or growth just compounds the blind spot.

The Black Week Readiness Checklist

Six moves, mapped to the gaps in the data. All of them are decisions, not purchases — and all of them are cheaper in September than in November.

1. **Segment before you plan**
   Split the assortment into products that compete on price and products that protect margin. A discount list that treats both the same races everything to the bottom.

2. **Set margin floors, not just discount depths**
   Every campaign price needs a floor it cannot cross — including when a competitor forces a mid-week reaction.

3. **Verify every deal against the 30-day rule**
   Check each campaign product against its own 30-day price history before launch. If the check isn't automatic, 80% of you already know what happens.

4. **Keep the whole range priced**
   Campaign products are a minority of the catalogue. Competitors don't stop moving on the rest — everyday pricing has to keep running through the week.

5. **Define reaction rules in advance**
   Which products get defended, how far you'll follow, who decides. If the answer requires a meeting on Black Friday, the answer is too late.

6. **Measure margin per product, not revenue per week**
   Decide before launch how profitability will be measured — margin after discounts, ad spend, shipping and returns, per product. Then next year's plan writes itself.

THE OTHER SIDE OF THE DATA

The teams who don't freeze.

The companies that came out of this research best had one thing in common: their everyday pricing never stopped — not during Black Week, not ever. Here are two of them.

"PriceShape were incredible at pricing products, but we didn't have control of the campaigns. I didn't find any other software that could provide both functionalities in one system. Now we have all the information — cost price, margin, pricing — in one place, and the system tells us which products are compliant and ready to be discounted."

Lars Lindberg · Pricing Manager, Farmasiet Online Pharmacy

"Before, everything was in Google Sheets — thousands of rows, and no easy way to plan campaigns and competitive pricing together. Because of Reprice, it's easy to move products from the main pool into the more competitive pool, or back, depending on what we need. The quality of the decisions is just incredibly much better."

Marianne Helleve · Purchaser & Campaign Planner, Fjellsport Outdoor & Sport

Trusted by **100+** e-commerce stores across the Nordics

ABOUT REPRICE

Pricing and discount campaigns shouldn't happen in spreadsheets.

Reprice is the only platform where competitive pricing and discount campaigns work from the same product data. Keep some products matched to the market, move others into campaign, and check every campaign price before it goes live — without exports, manual checks, or last-minute surprises.

01

See every product

Competitor position, stock, margin, sales and campaign status for every product, side by side — so you can decide whether to match the market, hold, discount, clear stock or leave it alone.

02

Keep prices competitive

Set everyday rules for the products that should follow the market. Match selected competitors, hold your margin floor, and review changes before they go live — or let Reprice update them automatically.

03

Build a campaign, safely

Pull products into a campaign by brand, category, stock or margin. Reprice protects them from daily rules and checks the 30-day rule before launch, so you know exactly what's ready to go live.

See how your Black Week compares

Book a 30-minute demo with your own assortment.

reprice.io →

Methodology: Survey of 180 European e-commerce companies, July 2026. All respondents are leaders involved in price strategy and price optimization at companies that run Black Friday campaigns. Percentages may not total 100 due to rounding.