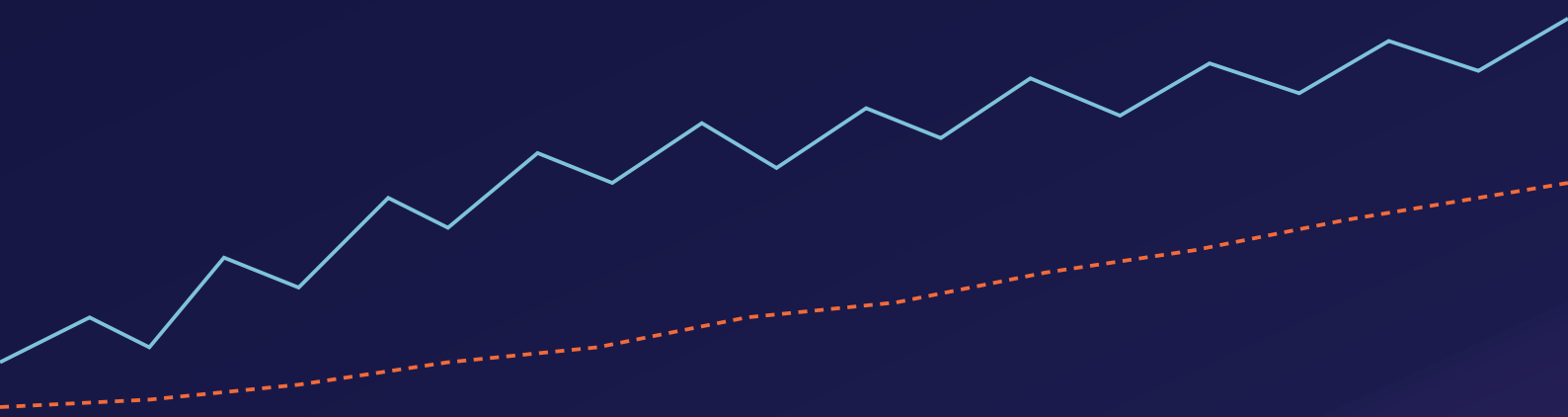
reprice

BENCHMARK REPORT



220 E-COMMERCE RETAILERS · PRICING, CAMPAIGNS AND COMPLIANCE

The Nordic E-commerce Pricing *Benchmark*

How Retailers Grow Margin Without Breaking the Rules

AT A GLANCE

Ten Numbers That Matter

88%

did at least one questionable pricing practice in the last 12 months, yet only 4% name compliance as their biggest challenge

55%

used an "up to" claim that few of their products could back up

43%

raised prices shortly before a sale

78%

of retailers that calculate the 30-day lowest price automatically grew margin, compared with 54% of those checking by hand

75%

of retailers that run pricing and campaigns from one system and measure margin per product grew margin, compared with 56% of the rest

38%

of retailers letting AI change prices showed a before-price they never charged, twice the rate of the rest (19%)

16%

have reviewed more than three-quarters of their catalogue in the last 90 days

43%

keep their minimum margin only as a guideline or in a spreadsheet

29%

still price mainly from spreadsheets

1.1m kr

potential yearly revenue gain for a Norwegian retailer with 50,000 orders from closing price gaps

Percentages may not total 100% due to rounding. Group comparisons show correlation, not cause.

EXECUTIVE SUMMARY

Where Margin Growth Comes From

Retailers have spent the last few years learning to move prices faster, with more automation, more AI and more competitor data.

Speed keeps the sale when a competitor moves, but on its own it does little for margin. Retailers who respond to a competitor the same day grew margin at nearly the same rate as those who take a day or two (68% compared with 61%), and the number of approvals a price change needs made almost no difference either.

The retailers growing margin share three habits. They run competitive pricing and discount campaigns from the same system, they measure each campaign's margin product by product, and they calculate the 30-day reference price automatically. Retailers that do the first two grew margin at a rate of 75%, compared with 56% of everyone else, and those that automate the 30-day check reached 78%.

75%
grew margin with one system and margin measured per product

78%
grew margin with an automatic 30-day check

88%
admit at least one questionable pricing practice

The same data shows a compliance problem the industry isn't talking about. Nearly nine in ten retailers admit at least one pricing practice a consumer authority would question, from inflated "up to" claims to before-prices that were never charged, yet only 4% see compliance as their biggest challenge. The risk rises with automation: retailers letting AI change prices on its own were twice as likely to show a before-price they had never charged.

> The retailers who grow margin and stay within the rules have built checks into the system that moves their prices, so every competitive change and every campaign discount is tested against the margin floor and the 30-day rule before it goes live.

Speed keeps the sale, and the checks built into the system keep the margin.

ABOUT THE RESEARCH

About the Research

The Nordic E-commerce Pricing Benchmark surveyed **220 people who set or approve prices** at online retailers in November 2026. Every respondent sells at least 1,000 products online: 65% sell 1,000 to 4,999 SKUs, 26% sell 5,000 to 19,999 and 9% sell 20,000 or more. Of the respondents, 57% set prices themselves and 43% approve them.

The survey covered nine areas of pricing work, from team setup and competitor tracking to compliance, measurement and AI. Comparisons between groups, such as retailers that grew margin and those that didn't, show where practices and results go together. They show which retailers were more likely to grow margin, not that one practice caused the growth.

The benchmark follows **The Black Friday Freeze**, Reprice's survey of how retailers price during their busiest week of the year.

WHAT'S INSIDE

01	**The Approval Tax**	Sign-offs that buy no margin
02	**A Day Late**	Competitor moves nobody sees
03	**The Unseen Catalogue**	Prices nobody has checked in 90 days
04	**Gaps Nobody Finds**	Margin left below the next offer
05	**The Spreadsheet Floor**	Margin limits outside the system
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07	**The Compliance Blind Spot**	Nine in ten admit a risky practice
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CHAPTER 01 · TEAM

The Approval Tax

78% of retailers need two or more sign-offs to change a price, and the extra approvals buy no extra margin.

78%
need two or more approvals before a price change goes live

27%
say approvals slow their price changes more than anything else

33%
run pricing with one or two people

What slows price changes down the most

Share of retailers, one answer each



Among the retailers surveyed, 11% run pricing with one person, 22% with two, 45% with three to five and 22% with six or more. Bigger teams don't translate into much better results, which suggests the systems a team works with matter more than its headcount, and that a team of one or two with the right setup can match a much larger one.

Price changes pass through several hands before they go live: 42% need two approvals and 35% need three or more, leaving only 20% where a single sign-off is enough.

> "
>
> Retailers needing three or more approvals grew margin at the same rate as those needing one (63% and 62%). The cost shows up as time, which a team of two or three can least afford.

Every extra approval costs time and buys no extra margin.

WHAT TO DO INSTEAD

Set the limits once, with a margin floor and the competitors that matter, and let changes inside them go live without a sign-off. Keep approvals for the changes that fall outside those limits.

A Day Late

One in three retailers only learns about a competitor's price cut a day or more after it happens, and 70% still check competitor sites by hand.

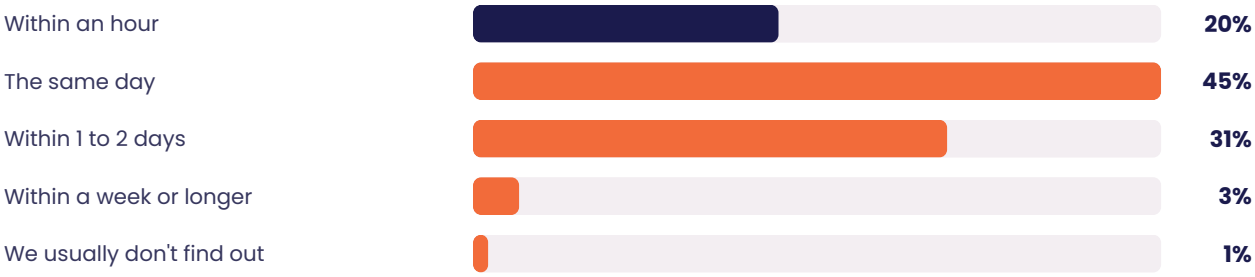
36%
only learn about a competitor's price change a day or more later

70%
still check competitor sites by hand

20%
find out within the hour

How soon retailers find out a key competitor changed a price

Share of retailers



Nearly every retailer tracks competitor prices, with only 1% saying they don't. The methods overlap: 77% use pricing software, 70% check competitor sites by hand, 36% check Prisjakt or PriceRunner by hand and 25% run their own scraper. Because the shares add up to well over 100%, many teams run software and manual checks side by side, which points to gaps in what their tools cover or a lack of trust in the data.

A tool that only tracks competitor prices also leaves the team to decide each response and check it against margin and campaigns by hand.

> For one retailer in three, a competitor's price cut is a day old before anyone on the team sees it.

A price cut nobody sees for a day is a day of lost sales.

WHAT TO DO INSTEAD

Match products by GTIN against the competitors that matter, and get an alert when they move, so checking sites by hand becomes the exception.

CHAPTER 03 · COVERAGE

The Unseen Catalogue

At 84% of retailers, at least a quarter of the catalogue has gone three months without anyone checking its price.

84%
have left at least a quarter of the catalogue unreviewed for 90 days

43%
change bestseller prices weekly

45%
need a day or more to respond to a competitor undercutting them

Share of the catalogue reviewed in the last 90 days

Share of retailers



Bestsellers get regular attention, with 43% changing their prices weekly, 15% daily and 4% several times a day. The rest of the catalogue gets far less, and only 16% of retailers covered more than three-quarters of it in 90 days, which leaves thousands of prices at a typical retailer set once and left to drift as competitors move.

Response speed has less to do with margin than the industry assumes. Retailers that respond within the same day grew margin at a rate of 68%, compared with 61% of those taking one or two days and 65% of those taking longer.

> "
>
> Speed decides whether a retailer keeps the sale when a competitor moves, and the checks around each change decide whether it keeps the margin.

The prices nobody looks at are the ones drifting furthest from the market.

WHAT TO DO INSTEAD

Let rules cover the long tail so every product stays priced against the market, and keep the team's time for bestsellers and campaigns.

CHAPTER 04 · OPTIMIZATION

Gaps Nobody Finds

Three in four retailers say they raise prices when they're far cheaper than the next competitor, but only one in six reviews enough of the catalogue to find those products.

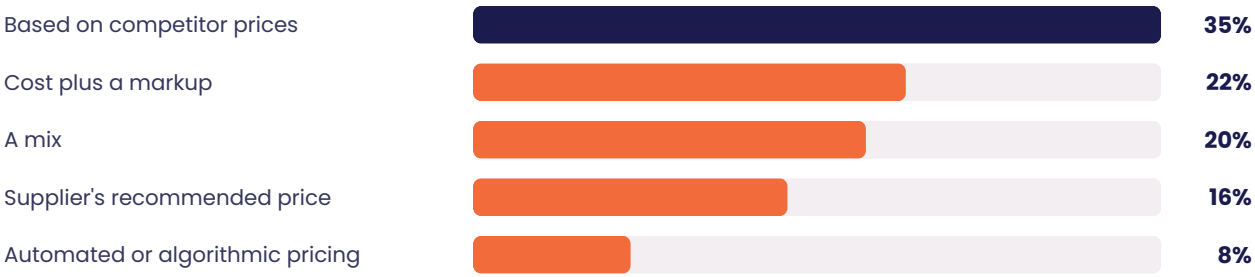
75%
raise the price to just below the next competitor when they find a wide gap

16%
review enough of the catalogue to find those gaps

82%
price at least a quarter of their products automatically

How retailers set the price on most products

Share of retailers



Competitor prices are the most common basis for pricing, used by 35% of retailers for most of their products. Automation is widespread at the product level, with 59% pricing between a quarter and half of their products through rules or software and 23% pricing more than half that way.

When they are the cheapest seller by a wide gap, 75% of retailers say they raise the price to just below the next competitor, while 24% leave it where it is. The intent is clear, but the products priced well below the market sit mainly in the part of the range nobody is looking at.

A price gap can only be closed once someone finds it.

WHAT TO DO INSTEAD

Flag every product priced well below the next competitor, with the margin gain shown, and move it to just under the next offer while keeping the top spot.

The Spreadsheet Floor

Retailers with no margin floor were the least likely to grow margin, and 43% of the floors that do exist sit in a spreadsheet, outside the system that changes the prices.

65%
grew gross margin in the last 12 months

43%
keep their minimum margin as a guideline or in a spreadsheet

41%
of retailers without a floor grew margin

Share of retailers growing margin, by type of minimum margin

Higher is better



Gross margin rose over the last 12 months for 65% of retailers, held flat for 26% and fell for 8%. A minimum margin is close to universal, with 49% enforcing one in their pricing system and 43% keeping one as a guideline, leaving 8% with no floor at all.

Having a floor matters more than where it lives today, because a spreadsheet guideline performs as well as an enforced floor while a person reviews every change.

> 46% of retailers already let AI change prices on its own, and a floor kept in a spreadsheet can't stop a change nobody reviews.

A floor in a spreadsheet only works while a person checks every change.

WHAT TO DO INSTEAD

Move the margin floor into the system that changes the prices, so every automatic change is tested against it before it goes live.

CHAPTER 06 · CAMPAIGNS

Pricing and Campaigns in One System

Running competitive and campaign prices from one system goes with a 20-point margin lead, and with more than twice as many price rises just before a sale.

64%
run competitive and campaign prices from the same system

72%
of them grew margin, compared with 52% on separate systems

55%
of them raised prices shortly before a sale

Share of retailers growing margin, by how competitive and campaign prices are run

Higher is better



Discounts make up a large share of online sales: 49% of retailers sell 10% to 25% of their online revenue at a discount, 32% sell 26% to 50% and 5% sell more than half. When both kinds of price come from the same product data, a campaign discount and a competitive change can't quietly undercut each other, and the margin effect of both is visible in one place.

55% of retailers on one system raised prices shortly before a sale, compared with 25% of those on separate systems. Moving prices easily makes it just as easy to lift a price ahead of a campaign, which is exactly what the 30-day rule is designed to catch.

> "
>
> A single system protects margin, and it only stays compliant when every campaign price is checked against the 30-day reference before it goes live.

One system protects margin, and the 30-day check keeps it compliant.

WHAT TO DO INSTEAD

Run competitive prices and campaigns from the same product data, and check every campaign price against its 30-day reference before launch.

The Compliance Blind Spot

Nine in ten retailers admit a pricing practice a regulator would question, and only one in 25 thinks compliance is their biggest problem.

55%
used an "up to" claim few products could back up

43%
raised prices shortly before a sale

28%
showed a before-price they had never charged

Share of retailers growing margin, by how the 30-day reference price is worked out

Higher is better



Under the EU's 30-day rule, a discount must be measured from the lowest price in the 30 days before the sale. 35% of retailers calculate it automatically and 33% check it by hand, while 31% measure discounts from their normal price or the supplier's recommended price, a reference the rule doesn't allow. 56% say only 10% to 25% of the products in a sale reach the advertised "up to" maximum, which is hard to defend as the representative share Nordic regulators expect.

Knowing the rule doesn't stop the behaviour. 86% of retailers that calculate the 30-day price automatically still admit at least one questionable practice, and 52% of them raised prices before a sale.

> 78% of retailers that calculate the 30-day price automatically grew margin, compared with 54% of those checking by hand, the largest gap between any two groups in this benchmark.

The 30-day rule only protects retailers that check every campaign price against it.

WHAT TO DO INSTEAD

Calculate each product's 30-day lowest price automatically and check the whole campaign before launch, so the headline discount is set from the products that reach it.

Revenue Hides the Cost

More than a third of retailers can't say what each product earned in a campaign, and those judging campaigns on revenue were 18 points less likely to grow margin.

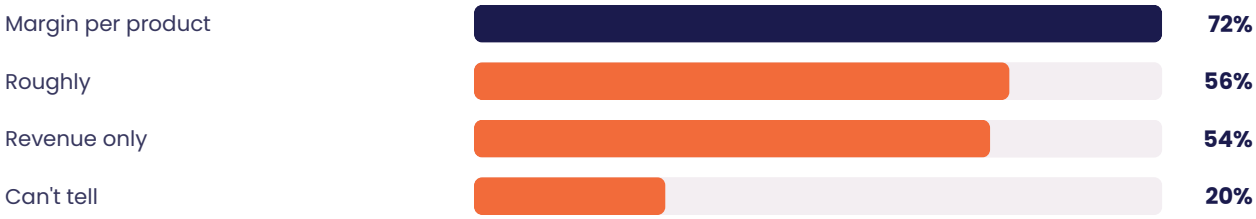
64%
measure campaign margin product by product

36%
judge campaigns without margin per product

20%
of retailers who can't tell grew margin

Share of retailers growing margin, by how campaigns are measured

Higher is better



64% of retailers say they can tell whether a campaign made money with margin measured product by product. Another 26% only see revenue, 8% can say roughly and 2% can't say at all.

Revenue makes a campaign look successful whenever volume rises, even when deep discounts on products that would have sold anyway have taken the margin with them. Margin per product shows which discounts earned their place and which ones should be shallower next time.

Revenue makes every campaign look like a success.

WHAT TO DO INSTEAD

Judge every campaign on the margin each product earned after the discount, and set the next campaign's depth from those numbers.

AI Without Guardrails

AI already changes prices on its own at 46% of retailers, and those retailers show before-prices they never charged at twice the rate of everyone else.

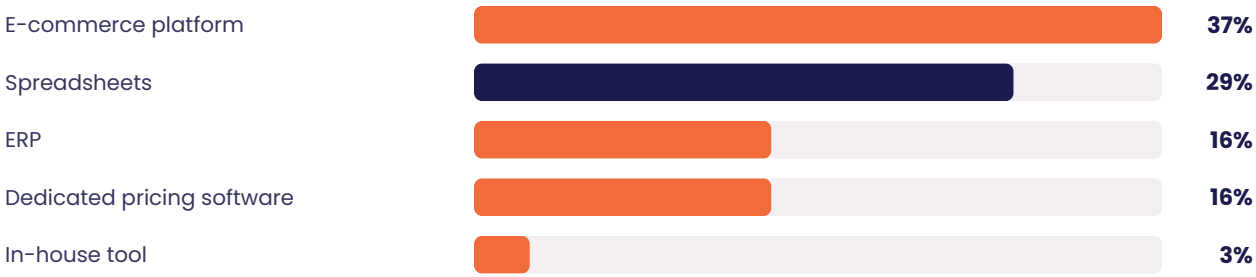
46%
let AI change prices automatically

38%
of them showed a before-price they never charged, compared with 19%

29%
still price mainly from spreadsheets

Main pricing tool

Share of retailers



AI has moved quickly into pricing work: 59% use it for price recommendations, 58% for analysis and reports and 46% to change prices automatically. Among retailers letting AI change prices on its own, 66% used an "up to" claim few products could back up, compared with 46% of the rest.

Dedicated pricing software points the other way. 71% of retailers using it admit at least one questionable practice, compared with 91% to 95% of those pricing from their platform, ERP or spreadsheets. With 34 retailers in this group, the result is directional.

> An AI that changes prices without the 30-day reference and the campaign calendar in view can't know when a price rise will turn next week's discount into a misleading one.

Automation needs guardrails before it gets control.

WHAT TO DO INSTEAD

Give any automated pricing the margin floor, the 30-day reference and the campaign calendar before it changes a single price.

What Leaders Do Differently

Speed, team size and approvals barely move margin, while two habits do.

75%
of retailers with one system and margin per product grew margin

56%
of everyone else grew margin

44%
of retailers with none of the three habits grew margin

Share of retailers growing margin
Higher is better



The 102 retailers that do both make up nearly half the sample. At the other end, the 25 retailers that use separate systems, keep no enforced floor and can't measure campaign margin per product grew margin at a rate of only 44%.

1. **They price and discount from the same data**
   Competitive changes and campaign discounts come from one system, so each one is set with the other in view.

2. **They measure margin, not revenue**
   Every campaign is judged on what each product earned after the discount.

3. **They automate the checks**
   The 30-day reference price is calculated by the system, which is where the strongest single result in the benchmark sits (78% grew margin).

The challenges retailers expect over the next 12 months line up with these habits. 37% name protecting margins as their biggest challenge and 36% name reacting fast enough, ahead of marketplaces and low-price platforms (21%). Compliance is named by just 4%, despite 88% admitting a practice that puts them at risk.

Systems and measurement move margin, far more than speed, headcount or approvals.

Retailers With 5,000+ Products

Among retailers selling 5,000 or more products, the gap widens: 79% of those running pricing and campaigns from one system and measuring margin per product grew margin, compared with 49% of the rest.

79%
grew margin with one system and margin per product

49%
of the rest grew margin

55%
let AI change prices on its own

Share of retailers with 5,000+ products growing margin

Higher is better



78 retailers in the benchmark sell 5,000 or more products online, and 43 of them combine both habits. They review more of their catalogue than smaller retailers, with 33% reviewing half or less in 90 days compared with 55%, and 72% already run competitive and campaign prices from one system.

They also carry more compliance risk. 59% used an "up to" claim few products could back up, 49% raised prices shortly before a sale and 55% let AI change prices on its own, each higher than among smaller retailers (53%, 40% and 42%).

> The bigger the catalogue, the more prices move without anyone looking at them, and the more each change depends on the checks built into the system.

The bigger the catalogue, the more the system has to do the checking.

Based on 78 retailers with 5,000+ products (43 with both habits, 35 without). Treat as directional.

What It's Worth

Closing the gaps where a retailer is priced far below the next competitor could add around 1.1 million kr a year for a Norwegian retailer with 50,000 online orders.

1.1m kr extra revenue a year, almost all of it margin, for a Norwegian retailer with 50,000 online orders

Step	Value
Online orders a year	**50,000**
Average order value	**1,450 kr**
Orders that include a product priced far below the next competitor	**30% (15,000)**
Increase in those orders' value from closing the gap	**5%**
Extra revenue a year	**1,087,500 kr**

The average Norwegian online cart was worth €123.70, around 1,400 to 1,500 kr, during Black Friday and Cyber Monday 2025. The model uses 1,450 kr, and the result holds across the range at 1.05 to 1.13 million kr.

The product's cost stays the same when the price rises to just below the next competitor, so almost all of the extra revenue is margin. The retailer keeps its rank on comparison sites because it is still the cheapest seller, which is why 75% of retailers say they close these gaps when they find them.

145k kr
per 1% increase in order value at 10,000 orders a year

725k kr
per 1% increase at 50,000 orders a year

1.45m kr
per 1% increase at 100,000 orders a year

The share of orders affected (30%) and the increase in order value (5%) are illustrative assumptions, not survey findings. Average order value: Ingrid, BFCM 2025 e-commerce data recap: the UK, Nordics, and the Netherlands, average Norwegian cart value during Black Friday and Cyber Monday 2025.

What to Do Next

Six moves that separate the retailers growing margin from the rest.

1. **Bring competitive pricing and campaigns onto the same data**
   It goes with the largest margin difference of any system choice in the benchmark, provided every campaign price is checked against the 30-day reference before it goes live.

2. **Automate the 30-day check**
   Retailers calculating the reference price automatically grew margin at a rate of 78%, and a manual check is the one most likely to be skipped when a campaign is under time pressure.

3. **Put the margin floor inside the pricing system**
   A spreadsheet guideline works only while a person reviews every change, and 46% of retailers already let AI change prices on its own.

4. **Measure every campaign by margin per product**
   Revenue hides the discounts that cost more than they earned.

5. **Cover the whole catalogue**
   With only 16% reviewing most of their range in 90 days, the products priced well below the market sit in the part nobody checks.

6. **Give AI pricing guardrails before giving it control**
   Automatic price changes need the margin floor, the 30-day reference and the campaign calendar in view, or they create the compliance problems this benchmark found.

> The retailers that grew margin over the last year moved prices without losing sight of the rules around them, and they built the checks into the system so that speed and compliance stopped competing with each other.

ABOUT REPRICE

Competitive Pricing and Campaigns From the Same Data

Reprice is a pricing platform for e-commerce retailers that runs competitive pricing and discount campaigns from the same product data. It matches products to competitors using the GTIN, brings in price and bestseller data from Prisjakt, PriceRunner and Google Merchant Center, and sends alerts when competitors move.

01

Price against the market

Recommended price changes show their effect on margin before anything goes live, automatic rules work above a margin floor you set, and every change is logged.

02

Check every campaign

Every campaign is checked against the 30-day rule before launch, with each product marked as ready, needing attention or not to be discounted yet.

03

Measure what worked

Campaign results are reported by revenue, margin and product, so the next campaign starts from what each product earned.

See how your pricing compares with this benchmark

Book a 30-minute walkthrough on your own catalogue

reprice.io/demo

Methodology: survey of 220 people who set or approve prices at online retailers selling 1,000 or more products, November 2026. Percentages may not total 100% due to rounding. Group comparisons show correlation, not cause.