

openr

The Hospitality Guide to Pricing Optimisation

How to improve margin through pricing agility



Why we built Openr and what we've learned from the industry's pricing challenges

When we started building Openr, we weren't trying to create a pricing platform. We were trying to solve a problem.

Every menu change, price update and promotional campaign required significant manual effort. Teams were spending more time managing data than acting on commercial opportunities.

Since then, we've spoken to operators across pubs, casual dining, coffee, QSR and retail. Different businesses, different operating models, but remarkably similar challenges. Most don't have a pricing strategy problem. They have an execution problem.

The gap between making a pricing decision and getting it live is costing operators time, confidence and margin every day.

This guide shares what we've learned from hundreds of conversations, multiple large-scale implementations and some of the UK's leading hospitality brands.



Joel Robinson
Founder
openr

AZZURRIGROUP

WALKABOUT

Stonegate Group



HALL & WOODHOUSE



COCO
DI MAMA



Hospitality's next commercial advantage

What hospitality can learn from retail pricing



There's a **huge** opportunity.

Retail businesses have spent years building pricing and menu operating systems that allow them to react quickly to local demand, changing costs and market conditions.

Hospitality has traditionally operated differently.

Many operators still rely on spreadsheets, manual updates and disconnected systems to manage pricing across their estate. As margins tighten and trading conditions become more volatile, that approach is becoming harder to sustain.

The opportunity isn't to copy retail.

It's to adopt the operational capabilities that allow retail businesses to move faster and make pricing a competitive advantage.

'Changing your prices more than twice a year will drive incremental value because you're learning more about your customers and you're gaining a competitive advantage over your competitors that aren't doing it.'

Mark Felix, CCO of The AA (Ex Sainsbury's and John Lewis)

The pricing challenge is industry-wide

60%+

take more than a week to
deploy pricing changes

67%

lack confidence that
pricing is synchronised
across channels

20-100+
hours

spent on manual pricing
administration every month

2 -5%

annual margin
impact from pricing
execution delays

The Pricing Execution Gap

The biggest pricing challenge isn't strategy, it's execution.

Every day between decision and deployment acts as a hidden tax on margin

Most operators already know what they want to do.

They want to:

- Respond to cost changes faster
- Test pricing ideas
- Introduce local pricing strategies
- Capitalise on major events
- Protect margin

The challenge is getting those decisions live.

Research shows that more than 60% of operators take over a week to deploy pricing changes across their estate. By the time changes are live, the opportunity has often passed.

This delay creates what we call the Pricing Execution Gap.

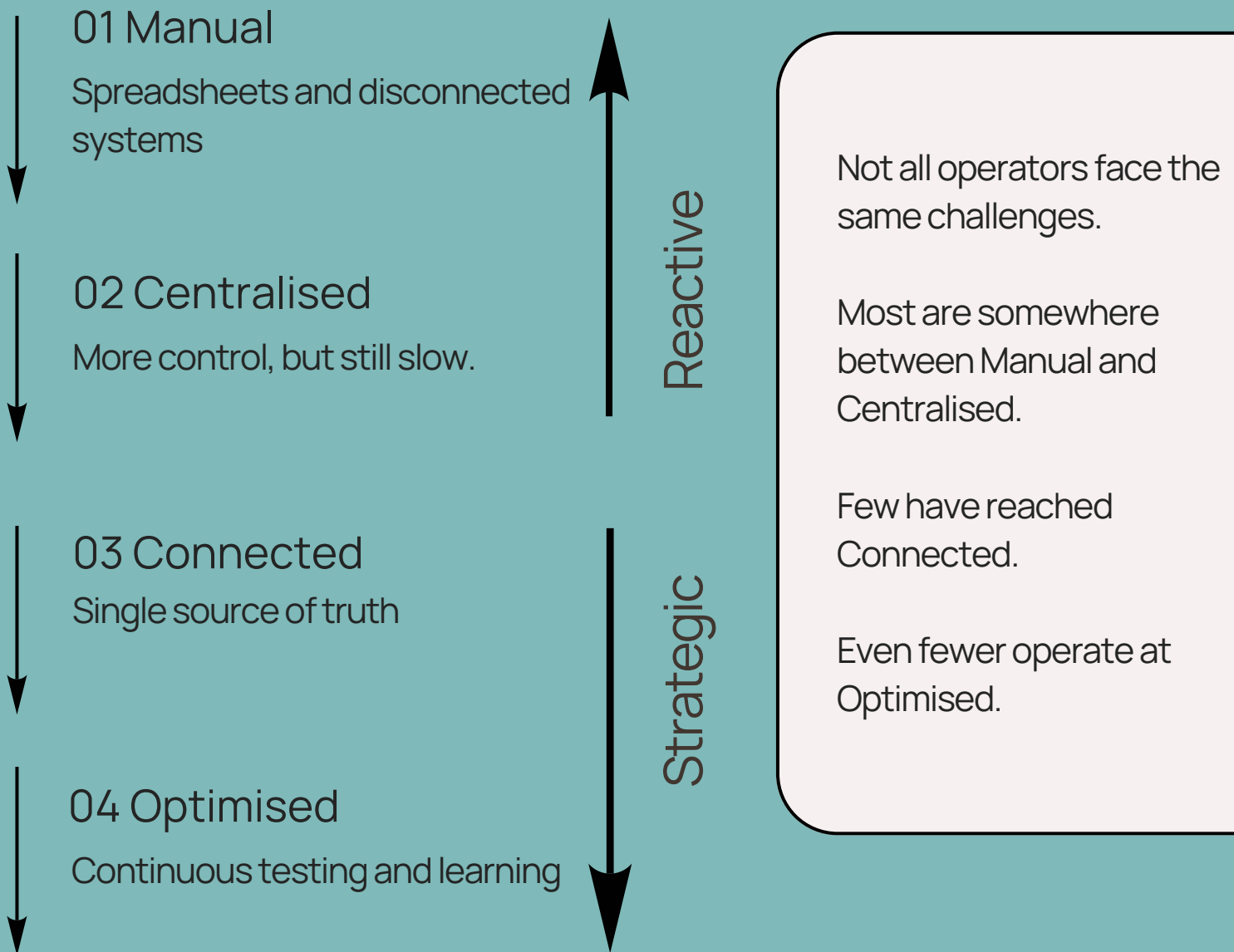
The gap between making a decision and realising its commercial impact.



'A strategic game changer'
**Steve Holmes, CEO
of Azzurri Group**

The Hospitality Pricing Maturity Framework

Through our work with operators across pubs, restaurants, coffee and QSR, we've found that most pricing challenges fall into four distinct stages of maturity.



Where does your business sit today?

Most hospitality operators don't have a pricing strategy problem. They have a pricing capability problem.

This framework helps you understand where your organisation sits today and what it takes to move towards greater pricing agility.

Tick the stage that best describes your business.

01 MANUAL

“Let’s leave the prices as they are for now”		
HOW PRICING WORKS	Pricing lives in a spreadsheet and disconnected systems	<input type="checkbox"/>
COMMON SIGNS	Multiple pricing files, manual updates, inconsistent data, limited confidence	<input type="checkbox"/>
BUSINESS IMPACT	Slow execution, inconsistent pricing and limited confidence in data	<input type="checkbox"/>

02 CENTRALISED

"We'd like more pricing variation, but it's too difficult to manage."		
HOW PRICING WORKS	Pricing decisions are controlled centrally, often through estate-wide pricing bands.	<input type="checkbox"/>
COMMON SIGNS	Estate-wide price bands, governance process, central control, significant manual effort.	<input type="checkbox"/>
BUSINESS IMPACT	Improved control but limited flexibility and slower response to market changes.	<input type="checkbox"/>

03 CONNECTED

"We can update once and publish everywhere."		
HOW PRICING WORKS	Pricing and menu data are connected, creating a single source of truth.	<input type="checkbox"/>
COMMON SIGNS	Single source of truth, faster deployment, reduced manual effort, improved confidence.	<input type="checkbox"/>
BUSINESS IMPACT	Faster deployment, improved confidence and reduced operational burden.	<input type="checkbox"/>

04 OPTIMISED

"Let's test it and see what the data tells us."		
HOW PRICING WORKS	Pricing becomes an ongoing commercial capability.	<input type="checkbox"/>
COMMON SIGNS	Controlled experimentation, event pricing, local variations, continuous optimisation.	<input type="checkbox"/>
BUSINESS IMPACT	Greater margin protection, faster learning and stronger commercial performance.	<input type="checkbox"/>

'You need one place where everyone knows what the price is meant to be. A single source of truth. We went from taking weeks to make pricing changes to a day'

Alice McCombie, IT Manager at Hall & Woodhouse

Why pricing agility matters

Pricing agility creates commercial advantage.

Pricing agility is not about changing prices constantly.

It's about having the confidence and capability to act when opportunities arise.

01 Margin Protection

Protect margin from inflationary pressure.

02 Revenue Growth

Capture opportunities around events, locations and demand shifts.

03 Event Opportunities

Launch pricing strategies around major trading moments.

04 Local Flexibility

Move beyond blunt estate-wide pricing.

05 Faster Learning

Test ideas before rolling them out.

06 Greater Confidence

Reduce risk and encourage experimentation.



PRICING AGILITY SELF-ASSESSMENT

How mature is your pricing capability?

Answer Yes or No.

Can you deploy a pricing change across all channels in under 24 hours?

Yes No

Can you test pricing in a small number of sites before wider rollout?

Yes No

Can you roll back changes quickly if needed?

Yes No

Are prices synchronised across tills, websites and delivery platforms?

Yes No

Do you have complete confidence in your pricing data?

Yes No

Is your team spending more time improving pricing than administering it?

Yes No

Scoring

5-6 YES - Connected / Optimised

3-4 YES - Centralised

0-2 YES - Manual

Benchmark your pricing maturity with a Pricing Agility Audit with Openr

Every operator wants to improve pricing performance.

The challenge is understanding where friction exists today and what opportunities are being missed.

Our Pricing Agility Audit helps hospitality operators benchmark their current maturity and identify practical next steps.

During the audit we assess:

- Execution velocity
- Data confidence
- Experimentation capability
- Operational friction
- Commercial opportunity

Understand where you sit today and what it takes to move forward.

Book a Session
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