

Launch Pricing

Open a shop with no price history — and know what to stock and what to charge

A new shop has no history of its own, so the evidence has to come from the market: what comparable products sell for, which categories your peers carry that you do not, and where your brand can sit against them. Every launch price built from that evidence, floored by cost, and graded so you know which ones to trust.

INDUSTRY

Consumer brand · direct-to-consumer merchandise — own brand plus resold third-party goods

COMPANY

A brand opening its own e-shop — no price history of its own, and half the catalogue is somebody else's products

TOOLS

PriceMonk Evidence — the layer that reads the market and recommends; ScrapeMonk and MatchMonk feed it

WHAT THIS ONE-PAGER COVERS

- 1 **Three Categories the Market Sold and They Didn't** — peer and marketplace assortments read against your own range, so the categories they carry and you don't are named, and a move that changes a launch price is flagged
- 2 **Pricing 410 Products That Had Never Been Sold** — a start price per product from peer and marketplace evidence, positioned by brand premium, floored by cost, graded per line

Every pricing method you know assumes history. Elasticity needs history, last year plus three percent needs history, even "what did we charge before" needs history. On launch day you have none — and the fallback, cost times a round multiple, knows nothing about what a customer would pay. But the history exists; it just is not yours. Comparable products are already being sold, publicly, at prices you can collect. That is enough to decide what to carry and what to charge, and to say how much to trust each answer.

THE SITUATION

A consumer brand is opening its own e-shop: **640 SKUs** — 410 own-brand merchandise items it has never sold, and 230 third-party products it resells under the supplier's rules. There is no price history for any of it. The own-brand lines have never carried a price at all; the resold ones have only ever been priced by somebody else.

Two questions have to be answered before the shop opens, and neither can be answered from inside the business. **What should it carry** — peers are already selling categories that are not in the range at all. And **what should each line cost** — with a launch date fixed, the fallback is cost plus a round multiple, the one number nobody has to argue about and the one that knows nothing about what a customer would pay.

01 Three Categories the Market Sold and They Didn't

Before anything is priced, two things have to come from outside the business: what comparable shops are selling, and what they are selling that you are not. Peer and marketplace assortments are read against your own range, so the gaps are named with the listings and price levels behind them — and every source is re-read on a schedule, so a move that changes a launch price is flagged against the product it affects.



What your peers carry that you don't

read from the same assortments · your range: 9 categories, theirs: 12

Category you don't stock	Peers listing it	Listings	Median peer price	Read
Provenance pieces — made from retired materials	2 of 3	41	€78	strong candidate
Premium stationery — leather, A5	3 of 3	63	€34	strong candidate
Licensed building kits	2 of 3	28	€59	worth a look
Three categories, none of them in your range		132		assortment, not pricing

Three categories your peers sell and you don't, carrying 132 listings. An assortment decision, out of the same read as the prices.

What changed since the last read

price moves · new entrants · changes to the offer

Kind	What happened	Affects	What it means
price move	A peer cut a range-defining plush 26% (€39 → €29)	Plush mascot	your €29 recommendation now sits at the new ceiling — review before launch
price move	Marketplace promo -12% (€349 → €307)	Bluetooth speaker · resold	the parity ceiling moves with it — your €329 no longer clears it; review before launch
new entrant	A fourth shop starts listing comparable ranges	peer set	added to the next read; every peer range it touches is recomputed
offer change	A peer adds provenance pieces — the second to carry them	assortment	a category to carry, not a price to change

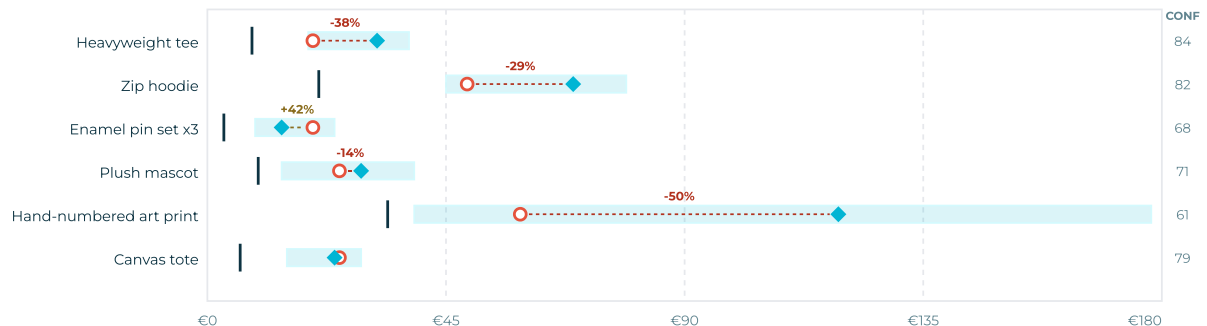
Three kinds of change matter before a launch, and only one is a price. A peer cutting a range-defining item resets the ceiling your recommendation was built against; a new shop widens the evidence; a peer adding a category is the assortment talking, not the price.

02 Pricing 410 Products That Had Never Been Sold

With no history there is no baseline, no elasticity and no last year to grow from — so the price has to come from outside: what comparable products sell for, where your brand sits against them, and what the item costs you. Cost sets the floor. The evidence sets the position. The margin is what falls out, rather than what goes in.

Own-brand launch prices — cost-plus guess vs the evidence

peer range, cost floor, intended price, recommendation



Peer price range | Cost floor ○ Cost-plus price the team would have set ● Recommended, on evidence

Right column · confidence

LINES MORE THAN 8% OFF THE EVIDENCE

7 of 8

FIRST-QUARTER GROSS MARGIN, AT HELD VOLUME

€220,140 →
€283,910

LEFT ON THE TABLE BY THE UNDER-PRICED LINES

€89,700

The tee would have launched at €19.90, because cost times a round multiple said so. Comparable tees sell €19–38 and the brand carries a **+12.3%** premium over the middle, so the evidence says **€32.00** — a 73.8% margin instead of 57.8%. The art print is the extreme, and the honest one: €119 recommended against a €39–178 range, at the page's lowest confidence, **61**. The first-quarter margin pair above is struck at held volume across the 11,570 units; the €89,700 is the shortfall on the four under-priced lines alone. All prices exclude VAT.

The launch set, line by line

own-brand priced on premium · resold bound by parity · prices ex-VAT

Product	Cost	Peer range / parity ceiling	Intended	Recommended	Gap	Verdict	Conf.
Heavyweight tee	€8.40	€19–38	€19.90	€32.00	–37.8%	under-priced	84
Zip hoodie	€21.00	€45–79	€49.00	€69.00	–29.0%	under-priced	82
Enamel pin set x3	€3.10	€9–24	€19.90	€14.00	+42.1%	over-priced	68
Plush mascot	€9.60	€14–39	€24.90	€29.00	–14.1%	under-priced	71
Hand-numbered art print	€34.00	€39–178	€59.00	€119.00	–50.4%	under-priced	61
Canvas tote	€6.20	€15–29	€24.90	€24.00	+3.7%	in line	79
Bluetooth speaker · resold	€218.00	≤ €349	€379.00	€329.00	+15.2%	breaks parity	93
Instant camera bundle · resold	€142.00	≤ €219	€229.00	€199.00	+15.1%	breaks parity	91
11,570 units, first quarter			€220,140	€283,910	—	gross margin at held volume — +29.0%	79

Four of the eight lines in the launch set move down, not up — which is what makes the rest credible. The pin set drops to €14.00, giving up **€15,340** of first-quarter margin — counted in the net below, not excluded from it; both resold lines were set above the parity ceiling their agreements allow. Net: **€220,140 → €283,910, +29.0%** on first-quarter gross margin — gross, at held volume across the 11,570 units and struck on prices excluding VAT. What volume does in response is assessed separately, once the shop has sales of its own.

THE PAINS & HOW WE SOLVE THEM

THE PAIN — IN YOUR WORDS

“We don't know what we should be selling that we aren't.”

HOW WE SOLVE IT

Peer and marketplace assortments are read alongside your own range, so the categories they carry and you don't are named, with the listings and price levels behind them.

THE PAIN – IN YOUR WORDS

HOW WE SOLVE IT

“A peer changed a price, or started selling something we don't, and we found out weeks later.”

Every source is re-read on a schedule; a move that changes what a launch price should be is flagged against the product it affects, with the action it implies.

“Half a dozen people are setting prices before launch, and nobody can say who signed off what.”

Access is role-based: each person sees and changes only the lines their role covers, and a price that needs sign-off routes to the role that owns it, with the decision recorded.

“We're launching products that have never been sold. There is no history to price from.”

A start price per product built from peer and marketplace evidence, positioned by brand premium and floored by cost.

“So we default to cost-plus, because cost is the only number we actually have.”

Cost sets the floor, not the price. The evidence sets the position — and the margin becomes the result instead of the input.

“One markup across the whole range is wrong — what we make ourselves and what we resell can't be priced the same way.”

Each segment carries its own rule: own-brand positioned on its premium over the peer range, resold lines held under the parity ceiling their agreement sets, thin-evidence lines routed to a person. Set per segment, applied per line.

“Half the catalogue is other brands' products and their pricing rules bind us.”

Resold lines are priced under the parity ceiling the agreement sets, and flagged the moment an intended price breaks it.

“Whatever we decide has to land in the shop, not in a spreadsheet.”

Prices and their reasoning export clean by CSV or API, into your shop platform, PriceMonk or your own tools.

BEFORE YOU HAVE HISTORY, AND ONCE IT ARRIVES

A launch price is not a permanent price. The value of one governed record is that it changes what it is made of as the evidence changes, without the dashboard being rebuilt.

BEFORE YOU HAVE HISTORY

The price comes from outside: peer and marketplace evidence, your brand's position against it, and the cost floor underneath. The grade tells you how much weight it can take, line by line, so the thin ones get a human and the strong ones do not need one.

ONCE HISTORY ARRIVES

The same record absorbs your own sales, returns and realised margin. Peer evidence stops being the source and becomes the check; measured response replaces the brand-premium assumption. Nothing is rebuilt — the inputs are simply better.

Same record, different evidence. It is the number you will be defending in six months, when someone asks why the tee is €32 — and the answer has to be a record, not a recollection.

RESULTS

IN SCOPE / NOT

- Peer evidence needs comparable products publicly listed. Where fewer than three verified matches exist we say so and the grade drops — the number is never invented to fill the gap.
 - A launch price built from outside evidence is a defensible starting point, not a forecast. It carries no elasticity until your own sales data arrives. A launch promotion, where you run one, still needs that price to discount from — and the trading it generates begins the record you will later price from.
 - Brand premium is a position you choose. We show where the peers sit and what a premium implies; the choice stays yours.
 - Matching runs exact + equivalent, with a score and a reason on every pair; doubtful pairs are held for review rather than forced onto the nearest thing.
 - Parity ceilings on resold goods come from your own supplier agreements. We surface a breach; we do not enforce contracts. We check maximum and recommended ceilings only — minimum or fixed resale prices are neither checked nor supported.
 - We deliver the evidence and the recommendation. The price decision, the margin floor and the launch date stay yours.
 - Competitor, marketplace and product names on this page are illustrative.
 - Figures shown are illustrative of the segment and scaled to each engagement.
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Behind it: PriceMonk Evidence — peer and marketplace assortments read and matched exact + equivalent against your own range, so assortment gaps and price moves surface together; a published confidence grade (coverage, match quality, freshness, agreement) per line; role-based access and approval routing, so each person sees, changes and approves only what their role covers; launch pricing from peer and marketplace evidence with a cost floor and brand-premium positioning; parity checks on resold lines; dashboards built to the question, shared, exported by CSV or API, and buildable by asking an AI assistant. Fed by ScrapeMonk and MatchMonk — in PriceMonk or your own tools.

Nothing has less history than the shop you are about to open.

