

Pricing Strategy for Multi-Location Consumer Services

Building Localized, Scalable, and Value-Aligned Pricing Frameworks

At-a-Glance

Many multi-location consumer brands face a familiar challenge: their customers make decisions based on what they see locally, while leadership must manage pricing that protects brand consistency, customer loyalty, and profitability across very different markets.

When pricing evolves through ad-hoc promotions or reactive adjustments, it often leads to gradual margin erosion, confusion about value, and limited visibility into what's driving results. Local teams sometimes make changes without clear guidance, while leadership struggles to measure what's working and why.

Meanwhile, pricing pressure continues to rise. Customers compare options online, competition looks different in every market, and rising operating costs put additional pressure on unit economics. Without a structure to define pricing strategy, even strong businesses can lose ground quietly as profitability erodes.

A more durable pricing model treats pricing as a system. It reflects local market realities, how customers perceive value, and how well the business can execute change. When pricing operates as a system, it becomes a repeatable capability that drives growth instead of a one-time fix.

This paper introduces **IGS' 360° Pricing Framework**, built from our experience helping multi-location brands and private equity portfolio companies. It outlines how to identify local pricing headroom, test changes effectively, and equip organizations with the tools and structure to sustain discipline at scale.

The Multi-Location Pricing Challenge

Even for national brands, the buying decision is local. Customers compare a company's offer to what's available nearby, not to a national benchmark or corporate average.

Many businesses overlook this. Common pitfalls include setting uniform prices across very different markets, running promotions that attract deal-seekers instead of loyal customers, and designing complex packages that make trade-up unclear. Local teams often make uncoordinated adjustments amongst themselves, creating inconsistency and missed revenue opportunities.

The outcome is predictable: underpricing in high-demand markets, overpricing in more price-sensitive areas, and difficulty isolating price performance from broader market dynamics. The solution is not simply higher or lower pricing — it's a structure that ensures pricing is centrally guided but locally informed, balancing consistency with context.

IGS' Consumer Service Pricing Framework: A 360° Localized Approach

Our framework brings structure, clarity, and transparency to pricing decisions across markets. It's designed to align leadership, finance, and field teams with one consistent approach.



IGS' 360° Pricing Framework is evidence-based, practical to execute, and designed to scale across markets and teams.

This framework creates a **shared language for decision-making** and moves conversations from preference and anecdote to data and discipline.

Analytical Depth: Understanding Local Demand and Price Headroom

Local variation is not noise; it's insight. Understanding what drives those differences helps leadership identify where pricing can move confidently, where communication should reinforce value, and where stability matters most.

Our analysis examines trade area demographics, competitive intensity, customer motivations, purchase behavior, and renewal or churn patterns. From this, we develop pricing headroom maps, price range corridors, and market readiness assessments. These tools enable leadership to make better decisions on how to position prices while protecting consistency and fairness.

This does not result in unique pricing strategies for all locations, which can be unwieldy and inaccurate across dozens or hundreds of locations. Instead, it leads to a small number of defensible pricing tiers that reflect meaningful variation while maintaining consistency, fairness, and operational simplicity.

Just as important, pricing and value communication must move together. Pricing performs best when customers clearly understand what they're paying for and why. We help brands connect pricing, packaging, and messaging so each reinforces the other.

Pilot Design and Decision Frameworks That Enable Confident Rollout

Even the best pricing ideas only work if they perform in the field. That's why we help organizations validate new pricing approaches through structured pilots that test, measure, and refine before full rollout.

Our pilot designs include representative test and control markets, clear success metrics and go/no-go rules, and structured reporting that tracks both customer response and financial impact. Each pricing lever is evaluated independently to prevent isolated outcomes from overshadowing broader results.

This disciplined approach enables leadership to decide what to scale, what to refine, and how to sequence rollout across markets with confidence.

Operator DNA: Pricing That Works in Practice

These consumer pricing projects are led by professionals who have managed P&Ls in consumer services and CPG. That operational background shapes how we design strategies that actually work in real business settings.

We prioritize clarity over complexity, alignment with how customers perceive value, and guardrails that allow local flexibility without inconsistency. Our work is collaborative—we partner with management teams to ensure the strategies we design fit into existing workflows, communication channels, and decision structures.

Through this approach, pricing becomes part of how the organization runs, not an external exercise. Our goal is to equip leadership teams with the tools, playbooks, and confidence to manage pricing long after the project concludes.

Recent Multi-Location Consumer Services Examples

We work with consumer services businesses where pricing drives both perception and performance. Recent engagements include:

Health and Wellness Network:

Developed pricing architecture aligned to membership tiers and established discount governance to reinforce retention and reduce unintended price variability.

Regional Car Wash Platform:

Redesigned service package lineup and membership messaging and introduced promotional guardrails to create consistency across locations and reduce reliance on discount-driven volume.

Veterinary Wellness Network:

Built a pricing headroom model and lifecycle-based pricing structure, paired with pilot sequencing frameworks to validate pricing changes before broader rollout.

MedSpa Network:

Conducted persona segmentation and competitive positioning analysis to inform bundling and premium service pricing aligned with perceived value.

Swim School Platform:

Evaluated trade area demographics and participation patterns to design pricing that balances trial accessibility with longer-term commitment.

Key Takeaways

Pricing is most effective when it's treated as a discipline embedded in daily decisions, not a one-time project. When grounded in customer value, local demand, and operational execution, pricing becomes one of the most reliable levers for growth and alignment across the organization.

A strong pricing strategy provides clarity, confidence, and adaptability as brands expand into new markets, introduce new offerings, or respond to shifting economic conditions.

Connect with our Authors

The Pricing Team partners with private equity firms and their portfolio companies to unlock growth through disciplined, data-driven pricing. We work across software, business services, industrial, and consumer sectors, helping leadership teams design pricing systems that align customer value, local market dynamics, and operational execution. Our team combines consulting rigor with operator experience to build scalable architectures, test programs, and governance models that strengthen pricing as a long-term competitive advantage.

If you'd like to discuss how a structured pricing strategy could drive performance within your portfolio or business, connect with our Partners or visit www.igsinsights.com to learn more.



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