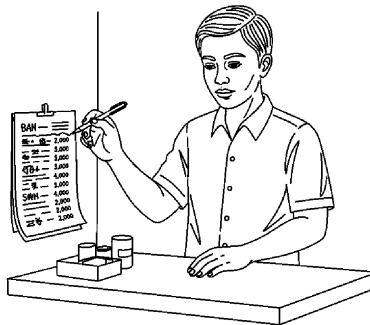


HIGH-VOLUME

WORKSHEET 2 OF 9

Monthly Price-Change Review Log

One row per pricing decision made this month — whether a change was made, a change was considered and rejected, or a trigger was detected. Blank months are not neutral; they are a record of no action.



Complementary worksheet for
Pricing Strategy Fundamentals
by Ibrahim Anwar

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What This Is For

A pricing decision log does two things that nothing else in the business does: it makes the price review habit visible, and it creates the audit trail that answers the question "why is this priced the way it is?" when a customer, a partner, or a new team member asks twelve months from now. Without a log, pricing decisions live only in one person's memory, and memory consistently reconstructs the past in ways that justify the present.

The log is not a complex system. One row per event. A blank month is not evidence that prices were fine; it is evidence that nobody checked. The discipline of writing "hold — no trigger detected" in a blank month is itself valuable: it turns passive non-action into a conscious decision that can be reviewed.

Benefits

What you get when you actually run this worksheet on a real situation:

- Creates the dated audit trail that makes pricing decisions defensible to investors, partners, and auditors who ask why prices are where they are.
- Makes the price review schedule visible — a year of entries shows whether the business is reviewing on its own schedule or only reacting to external events.
- Forces a one-sentence data rationale for every 'hold' decision, preventing the drift where prices are held not by decision but by inertia.
- Provides the exact inputs for an annual pricing retrospective: which triggers were caught early, which were missed, what each decision produced.
- Separates the detection of a trigger from the response to it — the log captures when a cost shift was first seen, even if the response comes two months later.

Framework To Use

— Trigger-Decision-Effect Chain

A pricing decision is only visible if all three links are recorded: the trigger that prompted a look, the decision made, and the effective date when the change lands.

Link	What to record	Why it matters
Trigger	What moved: input cost, competitor price, scheduled review, margin signal	Without the trigger, the decision looks arbitrary to anyone reading the log later
Decision	Raise / hold / investigate — with the specific number if raise	A decision without a number is not a decision. 'We raised prices' is not enough.
Effect	Effective date + approver name	The gap between decision and effect date is where communication planning lives

How To Use

Follow these steps in order. Each one builds on the previous.

- 1 Open the log at the start of each month. The first entry for the month should be a summary of HPP from last month's per-SKU check. Even if it reads 'no change,' write it.
- 2 Record every pricing event during the month as it occurs — do not reconstruct at month-end. Memory compresses timelines.
- 3 For each event, fill in: date, product or service affected, what triggered the review, what decision was reached, the new price if applicable, when it takes effect, and who approved it.
- 4 If the decision is 'hold,' write one sentence on the data that supported holding. 'We checked HPP, margin is still 19%, trigger was a competitor price check, no adjustment needed' takes 20 seconds and eliminates future confusion about whether the hold was deliberate.
- 5 At month-end, count blank rows. Each blank row is a product with no pricing event this month. Confirm whether that is because the product was stable or because nobody looked. Write which one it is.
- 6 Once per quarter, scan the last three months of logs together. Is there a product that appears in the trigger column repeatedly without a decision column entry? That is a deferred decision accumulating risk.
- 7 File each completed month's log in a folder labelled by year. The log for a given year is the pricing history of the business for that year.

Example Use

A food manufacturing operator runs this log for the first time in April after three years of pricing by intuition. She reconstructs the last six months from invoices and records what she can recover.

She opens a blank log sheet for April and writes at the top: "Reconstructing Oct–Mar from invoices and memory. Starting live tracking from April."

October entry: Trigger — wheat flour invoice up 11%. Decision — hold (no record of checking). Effective date — n/a. Approver — unclear. Note: "Margin on biscuit line absorbed the increase silently."

January entry: Trigger — scheduled quarterly review (not performed). Decision — n/a. Effective date — n/a. Note: "No review was conducted. This is the gap."

March entry: Trigger — sales volume fell 8% with no price change. Investigation — suspected competitor undercut. Decision — investigate. Effective date — pending. No conclusion yet.

The reconstruction shows three months of margin absorption in the biscuit line (wheat up 11%, price unchanged), a missed quarterly review, and an unresolved volume drop. These are not new problems the log created — they were already there. The log made them visible for the first time.

Starting in April, she commits to one log entry per week even if it reads "no trigger, no action." By June, she has six weeks of live data showing that the biscuit margin has not recovered and the competitor price question was never answered. Those two lines become the agenda for the June price review session.

Reflection Prompts

After filling in the worksheet on the previous page, work through these.

1. Count the number of months in the past year with no entry in this log. Each blank month is a period where pricing ran on autopilot. Was input cost stable during those periods, or was the autopilot covering up margin drift?
-

2. For any decision marked 'hold': write one sentence on what data supported holding, not just the conclusion. If the answer is 'we didn't check,' that is not a hold decision — it is the absence of a decision.
-

Tips and Traps

TIPS

- Write the log entry when the event happens, not at month-end. A pricing conversation on Tuesday that is not logged until Friday has already lost context.
- Use exact numbers in the trigger column. 'Input cost up \$0.40/kg' is more useful than 'input costs rose.' The number is what makes the entry searchable and comparable later.
- The 'Approved By' column matters more than it looks. When an employee gives a discount without logging it, there is no record. The log creates accountability at the point of decision.
- Keep the log visible. A document filed in a folder that nobody opens is not a log; it is an archive. A sticky note on the desk that says 'did you log this week's pricing event?' is more effective than a perfect template that nobody sees.
- When a decision is 'investigate,' set a date by which the investigation must produce an answer. Open investigation entries that age past 30 days without resolution are deferred decisions, not work in progress.

TRAPS

- Logging only price increases, not holds and investigations. A log that only shows changes looks like the business prices actively; a complete log shows what the business actually does.
- Writing 'market conditions' as the trigger without specifying which market condition moved, by how much, and from where the data came. Vague triggers make the log useless for retrospectives.
- Assuming the log replaces the per-SKU margin check. The log records decisions; the margin check detects signals. Both are needed; neither substitutes for the other.
- Entering 'approved by self' for every row when the operator is the sole decision-maker. Even for a solo operator, the log entry should record which hat was being worn when the decision was made: owner, operations manager, finance controller.

Appendixes

Appendix A — Standard Trigger Codes for Faster Logging

Use these codes in the Trigger column to make quarterly scanning faster.

HPC – HPP change detected (input cost moved >5% on a key component)
 CPX – Competitor price check (documented source and date)
 SCH – Scheduled review date reached
 MSI – Margin signal from per-SKU check (margin < threshold)
 CVS – Customer volume signal (sales down >10% with no price change)
 MGT – Management directive (owner or finance lead initiated)
 INF – Inflation trigger (relevant BPS or CPI data reviewed)

Example entries:

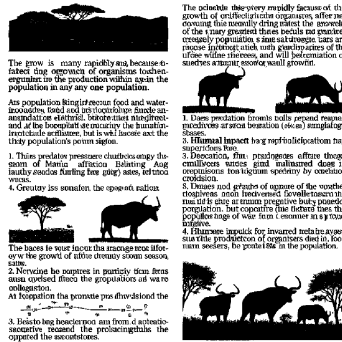
2026-04	Biscuit line	HPC – wheat +11%	Hold	n/a	n/a	Owner
2026-05	Biscuit line	MSI – margin 8%	Raise	\$2.40	Jun 1	Owner
2026-06	Delivery fee	SCH – Q2 review	Hold	n/a	n/a	Owner

Appendix B — Quarterly Log Review Protocol

At the end of each quarter, open the last three months of log entries together.

Answer these four questions:

- Which product appears in the Trigger column most often?
 -- If it appears 3+ times without a resolved decision: escalate to structural review.
- How many entries show Decision = Investigate with no follow-up entry?
 -- Each unresolved investigation is a deferred risk. Name a deadline.
- What is the ratio of proactive (SCH, MSI) to reactive (HPC, CPX) triggers?
 -- A ratio below 50% proactive means the business prices by reaction, not system.
- For decisions marked Raise: did the effective date land within 30 days of the decision?
 -- Gaps over 30 days mean the communication pipeline needs work, not the pricing logic.



WHERE THIS WORKSHEET COMES FROM

Pricing Strategy Fundamentals

The Right Price Is Neither the Lowest Nor the Highest

by Ibrahim Anwar

This worksheet is one of nine in the *Pricing Strategy Fundamentals* companion worksheet pack. The full pack is grouped into three categories: high-volume worksheets you can run weekly, niche-search worksheets for rare but high-value situations, and specific-case worksheets that walk you through a single concrete scenario.

Every framework, decision filter, and figure used in these worksheets is drawn from the chapters of the source book. The book sets the diagnosis, the worksheets give you the form to act on it.

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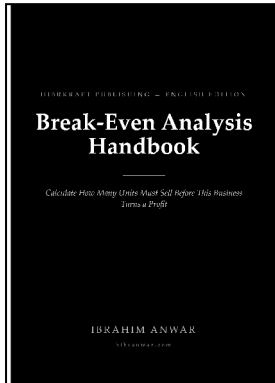
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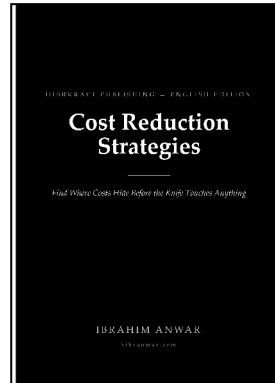
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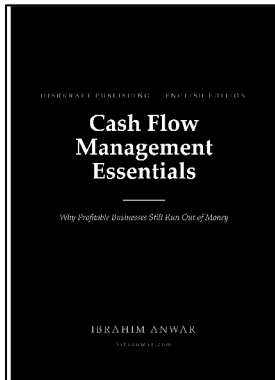
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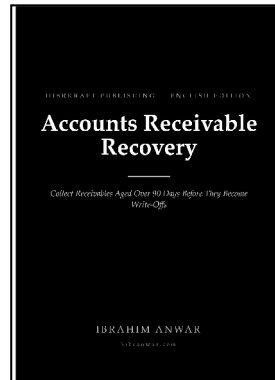
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