Pricing Analyst interview questions

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What to expect

Pricing analyst interviews in Australia mix technical assessment with commercial judgement. Employers want to see you can handle data, explain your reasoning to non-specialists, and stay calm when the numbers are messy or the market shifts.

- **Technical and modelling:** Questions that test your ability to build and interpret pricing models, work with data, and use tools like Excel, SQL or Power BI.
- **Commercial judgement:** Scenarios that ask you to recommend a price or respond to a competitor move, where there may not be one right answer.
- **Behavioural:** Past examples of working with stakeholders, presenting to leadership, or handling a pricing decision that did not go to plan.
- **Process and data handling:** How you clean, validate and prepare data before it goes into a model, and how you keep your work auditable.
- **Stakeholder and communication:** How you explain a pricing recommendation to sales, finance or category teams who may have different priorities.

Typically a first interview with the hiring manager or team lead covers your background and a technical exercise, sometimes a take-home case study. A second interview often involves presenting your analysis to a small panel, including a senior commercial or finance stakeholder, followed by a conversation about how you work with other teams. Some employers include a short SQL or Excel test on the day.

1. Walk me through how you would approach pricing a new product with no direct competitor benchmark.

Why they ask

Tests your process when data is thin, and whether you can build a defensible starting point.

How to structure your answer

A walk-through: start with the data you would gather, then the assumptions you would make, then how you would validate and present the recommendation.

> **Example answer**
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> *“I would start by pulling together whatever cost data we have, including direct costs and an allocation for overhead, so I know the floor. Then I would look at adjacent products in our range and any similar products in the market, even if they are not exact matches. I would build a simple demand model with a few price points, using internal sales history or customer research if available, and show the margin at each. I would flag the key assumptions, like expected volume, and suggest a launch price with a planned review after the first sales cycle. If leadership wants a more aggressive price, I would model the volume needed to make that work and show the risk.”*

2. Tell me about a time you had to change a pricing recommendation after new information came in.

Why they ask

Looks at how you handle revision, whether you stay objective, and how you communicate a change.

How to structure your answer

STAR: situation, task, action, result, with a clear focus on what you learned and how you communicated the change.

Example answer

"We had recommended a price increase for a category based on cost inflation and competitor moves. A week before launch, sales flagged that a major customer was already pushing back on any increase. I went back to the data, looked at that customer's volume and margin contribution, and modelled a phased approach instead. I presented the revised recommendation to the commercial manager, explained why the original assumption no longer held, and we agreed to a smaller increase for that customer with a review in three months. The customer stayed, and we recovered some margin without losing the account."

3. How would you handle a situation where sales wants a discount that your model says will erode margin?

Why they ask

Tests commercial judgement and stakeholder management, common in pricing roles.

How to structure your answer

A judgement-under-pressure structure: acknowledge the tension, show your steps, and land on a recommendation that considers both sides.

Example answer

"I would ask for the context first: what is the deal, what is the competitive situation, and what happens if we lose it. Then I would run the numbers on the discount as requested, showing the margin impact at different volume levels. If the discount still looks unprofitable, I would suggest alternatives like a smaller discount on a longer contract, or bundling in a service that costs us less than the discount. I would bring that back to sales as a joint recommendation, not a flat no. The goal is to protect margin where we can, but also to recognise when a strategic deal is worth a lower margin."

4. Describe your process for cleaning and validating a large sales dataset before you use it for pricing analysis.

Why they ask

Checks your data discipline and attention to detail, which is core to the role.

How to structure your answer

A process walk-through: outline your steps in order, from source checks to final validation.

Example answer

"I start by checking the source systems and understanding what each field means, then I look for missing values, duplicates and outliers. I reconcile totals against a known report, like the monthly sales summary, to make sure nothing is lost in the extract. I document any adjustments I make, so someone else can follow the logic. For pricing work, I pay attention to whether discounts and rebates are included, because that changes the effective price. Once the dataset is clean, I run a few sanity checks, like average price by category, to see if anything looks off."

5. How do you explain a complex pricing model to a senior leader who is not a data specialist?

Why they ask

Assesses communication and data storytelling, a key skill for the role.

How to structure your answer

A structure that focuses on translation: start with the headline, then the two or three drivers, then the caveats.

Example answer

"I lead with the recommendation and the main reason for it, not the methodology. For example, 'I recommend a modest price increase on this line because our costs have gone up and competitors have already moved.' Then I give two or three supporting points, like the margin impact and the

volume assumption. I keep the model in an appendix and offer to walk through the detail if they want it. I also flag the biggest risk, so they know what could change the answer. The goal is to give them enough to make a decision without drowning them in formulas."

6. What would you do if a price change you recommended led to a bigger drop in sales than expected?

Why they ask

Tests how you monitor outcomes and respond when a decision does not go to plan.

How to structure your answer

A scenario response: show how you would diagnose the issue, what data you would look at, and what action you would take.

Example answer

"First I would check whether the drop is isolated to that product or part of a broader trend. I would look at sales by channel and customer segment, and compare against the forecast. If the drop looks price-related, I would model a partial reversal or a targeted promotion to see if volume recovers. I would bring the findings to the commercial team quickly, rather than waiting for the next monthly report, and recommend a specific adjustment. I would also document what we learned, so the next pricing decision has a better demand assumption."