

Discounting: Executive Checklist

Before You Discount — Stop and Check

- Have we calculated the real cost of discounting?
- Can we deliver the extra work without pressure on people or quality?
- Are we cutting price instead of addressing uncertainty?
- What behaviour will this train the customer to repeat?
- Would we price this work the same way today?

When Discounting Can Make Sense

- It is planned and time-limited
- It has a clear review or end point
- Scope is reduced along with price
- It does not reset normal pricing

When Discounting Is a Warning Sign

- Used to get the deal over the line
- Used repeatedly or automatically
- Used to compete on price alone
- Used without changing what is delivered

Handling Price Objections Without Discounting

- Refocus on outcomes and results
- Clarify what is included and excluded
- Offer options, not reductions
- Adjust timing or payment terms

Why This Matters

- Discounting reduces profit and business value
- Predictable pricing supports exit planning
- Buyers and lenders value discipline

How James Todd & Co Helps

- Identify unprofitable work
- Improve margins without increasing workload
- Support long-term value and exit planning