Category

Commercial Excellence

Commercial Governance & Decision Rights Playbook

Making it clear who actually decides on pricing exceptions, so the question stops going to five people

- Executive
- Intermediate
- Template Included

- Administrator
- 11 October 2020
- 3 minute(s)

Overview

A framework for commercial governance and decision rights — explicitly defining who has authority over specific commercial decisions (pricing exceptions, deal terms, resource allocation), avoiding the common ambiguity that causes decisions to bounce between multiple people or escalate unnecessarily.

Isn't decision rights ambiguity sometimes useful for flexibility,

allowing case-by-case judgment? Some genuine judgment flexibility is valuable, but ambiguity about who has actual authority tends to produce inefficiency (decisions bouncing between people) and inconsistency (similar decisions resolved differently depending on

who happened to weigh in) rather than useful flexibility.

What commercial decisions most commonly suffer from unclear

decision rights? Pricing exceptions, non-standard deal terms, and resource allocation trade-offs between functions — these decisions frequently lack clear ownership, causing them to bounce between multiple stakeholders or escalate further than necessary.

{ "@context": "https://schema.org", "@type": "FAQPage", "mainEntity": [{ "@type": "Question", "name": "Isn't decision rights ambiguity sometimes useful for flexibility,", "acceptedAnswer": { "@type": "Answer", "text": "allowing case-by-case judgment?\nSome genuine judgment flexibility is valuable, but ambiguity about who\nhas actual authority tends to produce inefficiency (decisions bouncing\nbetween people) and inconsistency (similar decisions resolved\ndifferently depending on who happened to weigh in) rather than useful\nflexibility." } }, { "@type": "Question", "name": "What commercial decisions most commonly suffer from unclear", "acceptedAnswer": { "@type": "Answer", "text": "decision rights?\nPricing exceptions, non-standard deal terms, and resource allocation\ntrade-offs between functions — these decisions frequently lack clear\nownership, causing them to bounce between multiple stakeholders or\nescalate further than necessary." } }] }

Subscriber access

Unlock this playbook

This playbook — including every framework, template, and step-by-step section — is available free to Think Insights subscribers. Enter your email to unlock it instantly and get our weekly insights newsletter. No account needed, and access is remembered on this device.

First Name

Last Name

Email

Country - Select -

■ I agree to data processing in accordance with GDPR

Submit

Leave this field blank

References

Related playbooks

Commercial Excellence

Commercial Data Architecture & Single Customer View Playbook

A framework for commercial data architecture and single customer view — resolving customer identity and consolidating commercial data across CRM, billing, and s

- Practitioner
- Advanced
- Template Included

Read playbook

Commercial Excellence

Commercial Excellence Benchmarking & Best-Practice Adoption Playbook

A framework for commercial excellence benchmarking and best-practice adoption — extracting genuinely transferable lessons from other organizations' commercial s

- Practitioner
- Intermediate
- Template Included

Read playbook

Commercial Excellence

Commercial Excellence KPIs & Performance Management System Playbook

A framework for building a commercial excellence KPI and performance management system — selecting leading and lagging indicators deliberately, cascading metric

- Executive
- Intermediate
- Template Included

Read playbook

Talk to us about commercial decision rights

Tags

- Commercial Governance
- Decision Rights
- Commercial Process

Author

Administrator

Think Insights Administrator