

Strategic Pricing Management



STRATEGIC PRICING MANAGEMENT

Setting the Course for Profitable Growth

OVERVIEW

Pricing is an area of business that seasoned executives and budding entrepreneurs alike seldom talk about with enthusiasm. In fact, although most business people understand that pricing decisions can truly make or break a company's bottom line, they tend to tackle today's demanding markets without the aid of a carefully crafted strategy. As a result, pricing policies are little more than collections of tactics held together by questionable assumptions and crude heuristics that, in many circumstances, put financial and brand health in jeopardy.

Strategic Pricing Management is a pragmatic, action-oriented study of the different – and at times surprising – roles that pricing plays in capturing, communicating and even enhancing a firm's competitive advantage. The objective of the program is to equip you with the necessary confidence and skills to design and execute a superior pricing strategy, irrespective of job description or professional orientation. We will draw lessons from economics, psychology, sociology and other disciplines and step into the shoes of various organisational functions (primarily marketing, sales, finance and accounting) to introduce new approaches and useful frameworks for solving the most pressing contemporary pricing problems.

While the emphasis of Strategic Pricing Management is obviously one element of the marketing mix, it is important to keep in mind two considerations. First, pricing decisions are never independent of product, communications and distribution decisions. A key challenge, therefore, is to embed pricing questions in the context of a company's overall market strategy and evaluate its effectiveness in achieving broader managerial goals. Second, pricing is not safe in the hands of marketers alone. To be exact, marketers must have a say in pricing decisions, but their input should be complemented at least with that of sales, finance and accounting. For these reasons, I teach the course more from the standpoint of general management.

BENEFIT

By the end of the program, you will have learnt how to:

- > Recognise the different roles that price can play in a competitive market
- > Address the constraints that shape a comprehensive pricing strategy
- > Design a revenue model that complements the broader strategic objectives of the organisation
- > Determine the proper role of costs competitors and customers in setting that elusive "right" price
- > Understand the impact that psychological and sociological factors can have on demand
- > Estimate and act on willingness-to-pay information
- > Calculate and sell the unique value of a product or service with confidence
- > Respond intelligently to price competition and the forces of commoditization
- > Identify opportunities for price customisation that are palatable to customers
- > Design smart sales promotion campaigns that boost sales without eroding brand equity
- > Use price as a language to build customer engagement and commitment
- > Institute significant pricing change in an organisation.

PROGRAM CONTENT

What is a pricing strategy?

- > Creating and capturing value
- > Prices do many things: capture value, advertise, engage the mind and engage the heart
- > The "Compass and MAP" framework

Rethinking the revenue model

- > The revenue manifesto
- > Six decisions that determine what your revenue model looks like
- > Three guiding principles that every business should follow

Looking out, looking in: the economics of price

- > The three Cs of price decisions: company, competitor and customer
 - > Constant-profit analysis
 - > Distinguishing between perceived and objective value
 - > The pricing researcher's toolbox
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Selling customer value

- > Understanding the seller's role: knowing value, speaking value and rewarding it
- > Understanding the buyer's role: wanting value, seeing value and paying for it
- > Price as language
- > A simple framework to improve your value conversation with customers

Price leadership

- > The root causes of pricing pressure: competitors, customers and your own psychology
- > The prisoners' dilemma revisited
- > Strategies to avoid – or at least delay – the forces of commoditisation
- > Becoming a price leader in your industry

Motivating the purchase

- > Sales promotion as a business drug
- > Can sales promotion be strategic?
- > Smart discounting: what does it look like? 10 criteria to decide

Price customisation

- > The "volume" price and the "margin" price
- > Successful price discrimination seeks input from customers
- > Four questions to determine the right price discrimination mechanism for your business

Please visit our website for a detailed description of the content

LEARNING STYLE AND LANGUAGE

The class sessions involve a combination of lectures, case study discussions and exercises. The goal of the case discussions and exercises is to examine important pricing concepts in different managerial settings and to give you hands-on practice in making pricing decisions based on both qualitative and quantitative data. The lectures are intended to complement this work by presenting relevant frameworks, analytical techniques, practical insights and additional examples. Active participation is key to your learning experience.

English will be the language of instruction. Please be advised that there will be some "business" English thrown in from time to time. Also, expect to participate actively in the plenary discussions as well as group activities.

WHO IS THE PROGRAM FOR?

The program is aimed at senior- and mid-level professionals across areas of companies in business and consumer markets who approve, design or implement pricing decisions. It should also appeal to directors of smaller companies and entrepreneurs who are introducing new products and services, or believe that their current offerings fail to capture a fair share of the value they create in the marketplace.

COURSE DIRECTOR

Marco Bertini, DBA

*Associate Professor and Department Chair,
Marketing at ESADE in Barcelona (Spain)*

Marco Bertini is Associate Professor and Department Chair of the marketing subject area at ESADE in Barcelona (Spain). He is considered a leading expert in the area of pricing strategy. Marco holds a Doctor of Business Administration from Harvard Business School, a Master of Business Administration from IESE Business School, and undergraduate degrees in Arts (Politics and International Studies) and Commerce (Economics) from The University of Melbourne. His research, which investigates the psychology of pricing decisions, appears in the major journals for marketing scholars (Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research, and Marketing Science) and management practitioners (Harvard Business Review and MIT Sloan Management Review). This work is often cited in print media and television – most recently in the BBC, Bloomberg BusinessWeek, Financial Times, The Times, and Wall Street Journal.

In 2012, Marco was nominated for the Business Professor of the Year award, a global competition administered by the Economist Intelligence Unit, and in 2013 he was recognised by the Marketing Science Institute in the United States as one of the most promising researchers in the discipline as part of its biennial Young Scholars program. Before joining ESADE, Marco was on the faculty at London Business School for eight years, where he developed and taught Pricing Strategy, the most popular marketing elective on the school's MBA and Executive MBA curricula, and participated in a broad range of open enrolment and custom programs for senior managers. He has also collaborated with other educational institutions across Europe (e.g., IESE, INSEAD, SDA Bocconi, the University of Cambridge Judge Business School and the University of Oxford Saïd Business School), the United States (Columbia Business School), and Asia (China Europe International Business School). Marco is a frequent keynote speaker on pricing issues and his corporate clients have ranged from entrepreneurial start-ups to Global Fortune 500 companies and government. He is a member of several academic associations, pricing institutions, and the academic liaison committee of the Chief Marketing Officer Council.

LOCATION AND DATES

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Module #0904

(Strategic Pricing Management)

Country and City: Germany, Mainz

Venue: HYATT REGENCY, Mainz

Journey: Flight to Frankfurt Rhine Main Airport

Duration: 3 days

Date: February 10 – 12, 2016

Fee: € 2,950 (VAT not included)

GESCHÄFTSBEDINGUNGEN

ANMELDUNG:

Per Post oder Fax mit dem Anmeldeformular, direkt per Internet oder via E-Mail unter Verwendung der Angaben auf dem Anmeldeformular.

www.gfk-academy.com
academy@gfk-academy.com
Fax: +49 (0) 911 395-2715
Anschrift: GfK-Nürnberg e. V.
Business Unit GfK Academy
Nordwestring 101
90419 Nürnberg, Germany

Nach Eingang Ihrer Anmeldung erhalten Sie umgehend eine schriftliche Anmeldebestätigung. Anmeldungen werden in der Reihenfolge ihres Eingangs berücksichtigt. Sind keine freien Plätze mehr verfügbar, werden Sie unverzüglich darüber informiert.

SEMINARGEBÜHR:

Die Seminargebühr beinhaltet das Kurshonorar, die Seminarunterlagen sowie die Verpflegung (Business Lunch, Dinner). Übernachtung und Frühstück sind in den Gebühren nicht enthalten. Diese werden direkt mit dem Hotel abgerechnet.

Werden nur Teile des Seminars besucht, kann keine Erstattung erfolgen. Die Teilnehmergebühr ist innerhalb von 30 Tagen nach Erhalt der Rechnung ohne Abzug fällig. Sie ist in Euro zu entrichten.

TAGUNGSORT:

Im angegebenen Hotel ist bis 4 Wochen vor Seminarbeginn ein Zimmerkontingent zu Sonderkonditionen reserviert. Die Buchung erfolgt direkt durch den Teilnehmer, Detailinformationen erfolgen mit der Anmeldebestätigung. Die Hotelrechnung wird vom Teilnehmer beim Auschecken selbst bezahlt.

PROGRAMMÄNDERUNGEN:

Sollte es die Situation erforderlich machen, behalten wir uns das Recht vor, kleine Programmänderungen und Umdispositionen von Referenten/Dozenten vorzunehmen, ohne jedoch die Seminarziele zu verändern.

ANNULLIERUNG:

Sollte aufgrund zu geringer Teilnehmerzahl ein Seminar nicht durchgeführt werden können, ist die GfK Academy berechtigt, bis 14 Tage vor Seminarbeginn unter Rückzahlung der bereits geleisteten Zahlungen vom Vertrag zurückzutreten.

Absagen bereits bestätigter Buchungen durch den Teilnehmer bedürfen der schriftlichen Form. Sie sind bis 8 Wochen vor Seminarbeginn kostenlos. Danach fallen folgende Rücktrittsgebühren an:

- > weniger als 42 Tage: 25 % der Seminargebühr
- > weniger als 28 Tage: 50 % der Seminargebühr
- > weniger als 14 Tage: 100 % der Seminargebühr

UMBUCHUNG:

Eine Umbuchung auf ein anderes Seminar ist bis 42 Tage vor Beginn des gebuchten Seminars kostenfrei möglich. Ansonsten gelten die unter Annullierung aufgeführten Bedingungen.

Wenn Sie darüber hinaus weitere Informationen benötigen, wenden Sie sich bitte an:

GfK Academy, Nordwestring 101, 90419 Nürnberg,
Tel.: +49 (0) 911 395-2266, Fax: +49 (0) 911 395-2715,
academy@gfk-academy.com, www.gfk-academy.com

GENERAL TERMS AND CONDITIONS OF BUSINESS

REGISTRATION:

By post or fax using the application form or direct on our website or by e-mail using the details indicated on the application form.

www.gfk-academy.com
academy@gfk-academy.com
Fax: +49 (0) 911 395-2715
Address: GfK-Nürnberg e. V.
Business Unit GfK Academy
Nordwestring 101
90419 Nürnberg, Germany

On receipt of your application, we will promptly send written confirmation to you. Applications will be processed in order of the date of receipt. If the relevant seminars are full, we will advise you of this immediately.

SEMINAR FEES:

The seminar fee covers course fees, seminar handouts and other course material as well as meals (business lunch, dinner). Accommodation and breakfast are not included and should be settled direct with the hotel.

If you attend certain sections of the seminar only, you will not be reimbursed for the seminar days missed. Seminar fees are payable within 30 days of receipt of the invoice without deduction. The amount is payable in euros.

CONFERENCE VENUE:

A number of rooms have been reserved in the hotel indicated. These will be available for booking at a special price up to 4 weeks prior to the course starting. Participants should book their own rooms, details will be sent together with confirmation of registration. Participants should settle their hotel bill when they check out.

CHANGES TO THE PROGRAM:

The program may be subject to minor changes and rearrangements regarding lecturers/speakers if circumstances make such changes necessary. However, the basic focus of the seminars will not change.

CANCELLATION:

If a seminar cannot take place due to the minimum number of participants not being met, the GfK Academy has the right to cancel the seminar with at least 14 days' notice prior to the start of the seminar. Any payments already made will be reimbursed.

Cancellations of confirmed bookings on the part of participants must be made in writing and are free of charge provided they are made at least 8 weeks prior to the start of the seminar. For cancellations made at a later date, the following cancellation fees apply:

- > less than 42 days: 25 % of the course fee
- > less than 28 days: 50 % of the course fee
- > less than 14 days: 100 % of the course fee

CHANGES IN BOOKINGS:

You may change your registration free of charge from one seminar to another up to 42 days prior to the start of the seminar you have registered to attend. Rearrangements at a later date are subject to the terms and conditions specified under Cancellation above.

Should you require any additional information, please contact:

GfK Academy, Nordwestring 101, 90419 Nürnberg,
Tel.: +49 (0) 911 395-2266, Fax: +49 (0) 911 395-2715,
academy@gfk-academy.com, www.gfk-academy.com