

INTERNATIONAL EXECUTIVE PROGRAM



## The Strategy and Tactics of Pricing

Madrid, 28, 29 and 30 October 2009



ieP

“Our programs allow executives to renew their competitive edge, commitment, entrepreneurial spirit, global vision and their motivation – and later on, our business forums and Centers of Excellence offer platforms for a continuous learning.”

Santiago Iñiguez. Dean of IE Business School

Fully recognized by the three principal international accrediting bodies in the field of business education



**IE Business School** is consistently ranked among the top Business Schools worldwide by international financial and economic media groups.

[www.ie.edu/IE/php/en/rankings.php](http://www.ie.edu/IE/php/en/rankings.php)

**Executive MBA**

Financial Times  
1<sup>st</sup> in Europe  
5<sup>th</sup> worldwide  
Oct. 2008

**Full-time MBA**

Financial Times  
3<sup>rd</sup> in Europe  
6<sup>th</sup> worldwide  
Jan. 2008

America Economía  
2<sup>nd</sup> worldwide  
Jun. 2009

The Economist  
5<sup>th</sup> in Europe  
10<sup>th</sup> worldwide  
Sept. 2008

Business Week  
1<sup>st</sup> in Europe  
2<sup>nd</sup> worldwide  
Nov. 2008

**Executive Education**

Financial Times  
4<sup>th</sup> worldwide  
1<sup>st</sup> in Spain  
Open Programs  
May 2009

The Economist  
5<sup>th</sup> in Europe  
10<sup>th</sup> worldwide  
Sep. 2008

Financial Times  
10<sup>th</sup> worldwide  
Executive Education  
May. 2009

America Economía  
7<sup>th</sup> worldwide  
Nov. 2008



## CREATING GLOBAL LEADERS

# worldwide

IE Business School's Executive Education Division is renowned for executive development programs that provide strategic insights and deliver global perspectives. Our Open Enrolment Programs have been ranked no. 4 worldwide by the Financial Times, May 2009.

## Who the program is designed for:

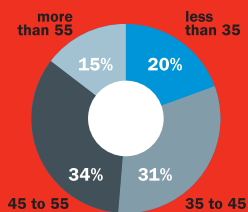
This program has been designed for mid- to senior-level business executives, product development, marketing, accounting and finance areas, who are responsible for designing, evaluating, and implementing pricing strategies, as well as, executives in charge of ensuring the overall profitability of the firm in B2B, consumer, or service markets.

The program is targeted at, but not limited to:

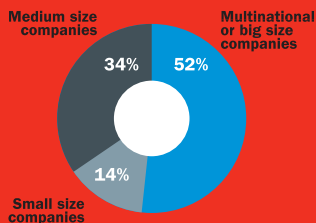
- **Marketing Directors**
- **Business Development Managers**
- **Consumer Segment Managers**
- **Senior-level Marketing and Sales Executives**
- **Pricing Directors, Managers, and Analysts**
- **Product Planners and Brand and Product Managers**
- **Controllers and CFOs**

## Participants' Profile

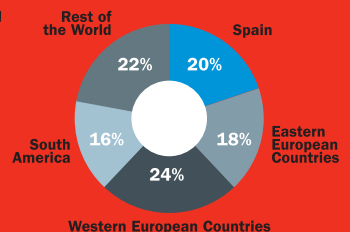
age



company size



countries of origin



# The Strategy and Tactics of Pricing

## A GUIDE TO GROWING MORE PROFITABLY

**Program Overview.** Pricing is one of the most important but least understood marketing decisions. Too often, managers treat pricing as a tactical problem in financial analysis or sales management. In fact, pricing products and services is a strategic problem that requires coordination of many functional areas. The ability to manage effective pricing affects a company's growth and profitability more quickly and directly than any other strategic decision.

We will cover pricing techniques such as cost-based, competition-based, and value-based pricing. The program will look as well at how to develop a profitable pricing structure and how to increase profits using concepts of price discrimination such as bundling. Finally, we will explore issues related to pricing tactics. These issues will include price effects on purchasing behavior and the role of pricing when dealing with competition.

The materials used in this course are intended to provide you with a comprehensive exposure to making managerial pricing decisions. You will be expected to understand theoretical pricing concepts and, more importantly, apply them to a variety of marketing scenarios.

**Program Objectives. The Strategy and Tactics of Pricing** is an interactive workshop which concentrates on how firms attempt to capture value, as well as profits, in the revenues they earn. Its objective is to assist you in developing in-depth knowledge related to the formulation of pricing strategies for new and existing products and services. You will learn the process of making pricing decisions and explore innovative approaches for setting prices. Additional focus will be made on pricing dynamics and the reaction to and by competitors at the firm and product level.

You will develop a sound understanding of how to:

- Evaluate the real financial implications of pricing decisions.
- Use pricing strategically to guide a firm to long-term profitability, rather than reactively to solve short-term problems.
- Acquire the skills that will enable you to effectively develop and implement pricing strategies.
- Develop a template that provides structure for identifying the most profitable price.
- Understand a customer's willingness to pay and its relationship to pricing strategies.
- Integrate pricing with other elements of the marketing mix.
- Determine when it makes sense to compete on price and when it does not.
- Evaluate which value-added alternatives to price competition are appropriate for your business.
- Change customers' price perception to capture more value.

**Program Dates:**  
28, 29 and 30  
October 2009

**Program Location:**  
Madrid, Spain

**Program Fee:**  
€ 3,800





MARTIN BOEHM



FELIX KROHN



JORGE FUENTES



MITJA PIRC

## **Program Structure.**

### **The art of pricing**

Setting the right price is an art, and doing so across multiple channels, fragmented markets and small consumer segments is a challenging task. These sessions will examine the best pricing strategies such as penetration or skim pricing to achieve profitable growth.

### **Setting the right price across a product or service portfolio**

These sessions will introduce value-based pricing approaches such as conjoint analysis which examines the value that a firm's offering creates for the customer.

### **Developing a pricing structure to optimize profits**

Companies typically sell their offerings to multiple customers with differing needs and value perceptions. This allows firms to charge different prices to different customers. These sessions will explore the different means of price discrimination such as product bundling or dynamic pricing.

### **Fighting a price war and how to prevent it**

Increasingly, price is the weapon of choice - and frequently the skirmishing degenerates into a price war. These sessions will identify means of preventing a price war and discuss the advantages and disadvantages of price and non-price tactics when facing them.

### **Managing a customer's price perception**

For most of the products and services in the market, consumers don't have an accurate sense of what the price should be. They rely on the company to tell them if they're getting a good price. In these sessions we will review the most common pricing cues firms use, and will reveal some surprising facts about how - and how well - those cues work.

## **Faculty.**

### **MARTIN BOEHM. Marketing Professor.**

Professor of Marketing. IE Business School, Spain.

PhD in Marketing, Frankfurt University, Germany.

MBA, Australian Graduate School of Entrepreneurship, Australia.

### **FELIX KROHN. Strategic Management Professor.**

Managing Director, Simon-Kucher & Partners, Spain.

MA in Business Administration, University of Hamburg, Germany.

MA in Management, Universidad de Deusto - San Sebastian, Spain.

### **JORGE FUENTES.**

Deputy Director of CTAE - Aerospace Research & Technology Centre, and is responsible for Business Development at the Technology Centre.

MA in Radio Communications from the Univerza v Ljubljani in Slovenia.

Telecom Engineer at the Universitat Politècnica de Catalunya (UPC), Spain.

### **MITJA PIRC.**

Consultant at A.T. Kearney.

Phd in Economics and Management, Universitat Pompeu Fabra, Barcelona, Spain.

MSc in International Business, Stockholm School of Economics, Stockholm, Sweden.

MSc in Theoretical Mathematics, University of Ljubljana, Slovenia.

CREATING GLOBAL LEADERS

# worldwide

"The faculty teaching at IE Business School, through their innovative and creative communication skills, made the Executive Program a full learning and interactive experience."

Diego Pila, Promotions Coordinator at Petrobras, Río de Janeiro, Brasil.

"The International Executive Programs are a lively experience between professors and participants; they provide the knowledge and stimulate your thoughts to make you move a step forward in the competitive business world."

Jurriaan Leijder, Managing Consultant at Capgemini, Utrecht, The Netherlands

"Teachers at IE Business School transmitted more than their expertise and knowledge in the subject, creating a dynamic and fulfilling learning atmosphere in the class."

Silvia Gutiérrez, International Business Development Manager at Johnson & Johnson Medical, Madrid, Spain

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# The Strategy and Tactics of Pricing

**A GUIDE TO GROWING MORE PROFITABLY**

## LEARNING MODEL

This program has been designed to push participants beyond simply acquiring new knowledge and skills. It is built around interactive discussions, case studies and teamwork, all of which are intended to expose participants to the frameworks and tools they will need to successfully face complex project completion.

In order to continue networking and sharing with fellow participants, we will launch a virtual online campus which will help participants reconnect, recharge and recommit to their strategic and personal development plan.

## WHY IE BUSINESS SCHOOL

**IE Business School** is a leading international business school oriented at providing top-level training for executives. The recognized prestige of our teaching faculty, the degree of excellence of our academic programs and a clear international focus are the keys behind a learning model that has ranked IE Business School among the best in the world (IE Business School has been ranked the 4th business school in the world in Open Programs by the Financial Times, May 2009).

The Executive Education Programs offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organizations, both today and in the future.

Our school's training model promotes personal, intellectual and professional development and does so in a global framework to expand and deepen international perspectives among participants. The programs we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that translates into a direct impact on business and individual performance.

In recognition of the high quality and academic rigor of our programs, IE Business School is accredited by EQUIS (European Quality Improvement Systems), AACBS International (The Association to Advance Collegiate Schools of Business) and AMBA (Association of MBAs).

We invite you to join our community and benefit from a unique learning experience in an environment that nurtures top-level talent both professionally and personally.





# Admission

## APPLICATION PROCESS

Candidates may apply online at [www.execed.ie.edu](http://www.execed.ie.edu) or send the application form that accompanies this information by fax to +34 91 745 4762.

## PROGRAM FEE

### **The Strategy and Tactics of Pricing.**

Madrid, 28, 29 and 30 October 2009.

**Fee:** € 3,800.

The program fee of 3,800 euros includes tuition, course materials, lunches, coffee breaks, refreshments and an extracurricular networking activity.

The fee does not include accommodation. If you wish, we would be happy to make reservations for you at one of the hotels within walking distance from our premises and with which we have special agreements.

Payment is due within 30 days of the invoice date or upon receipt of the invoice if admission is within 30 days prior to the start of the program. Cancellation policies are outlined in the information provided to applicants upon admission.

## FOR FURTHER INFORMATION,

### **please contact:**

**Karen Hobbs or Melissa Rodriguez**  
International Executive Programs Manager  
Castellón de la Plana, 8  
28006, Madrid - Spain

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[www.execed.ie.edu/internationalprograms](http://www.execed.ie.edu/internationalprograms)



business  
school

Executive Education

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