



Chapter 7 pricing strategy

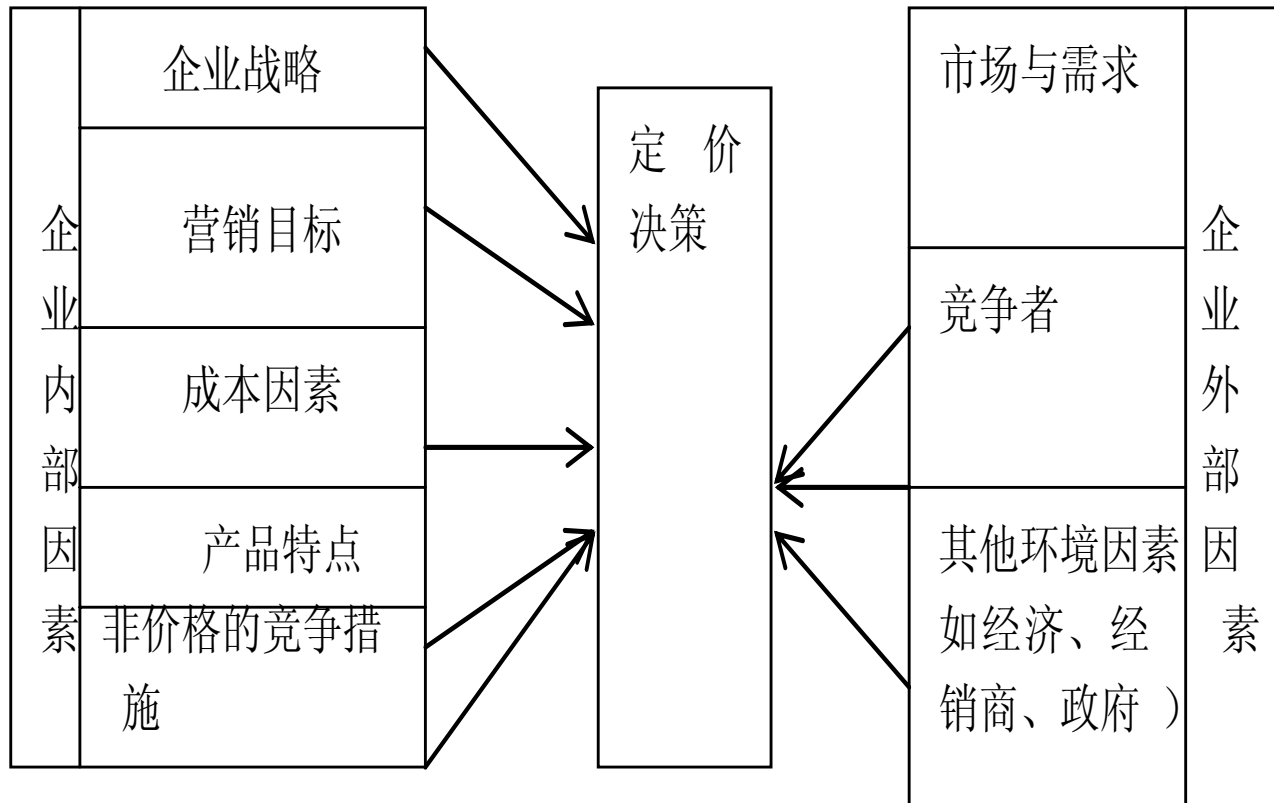
第7章 价格策略



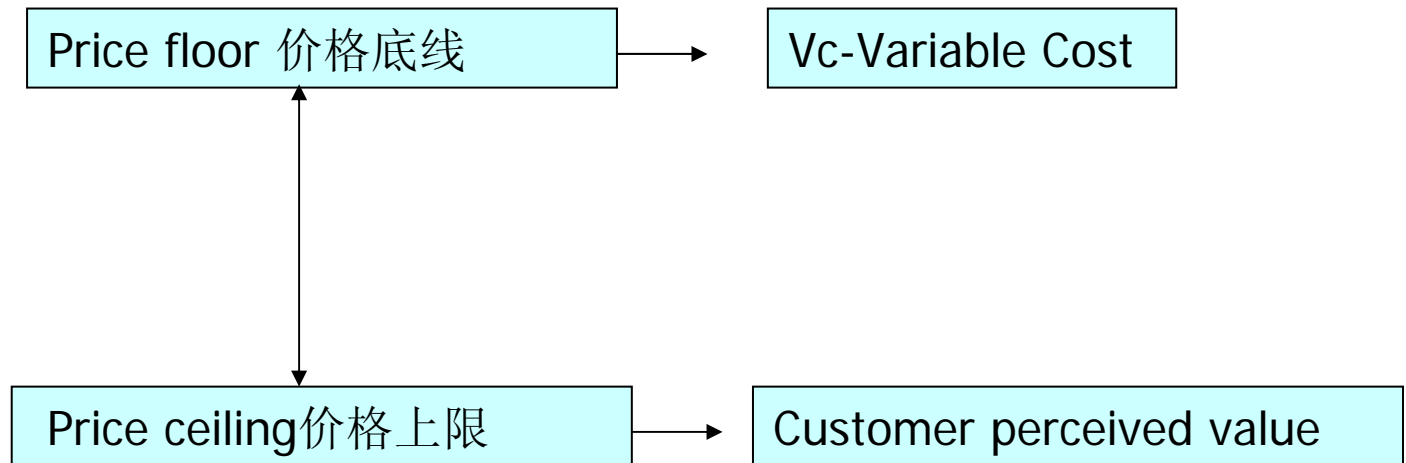
Learning Objectives

- Identify and explain the external and internal factors affecting a firm's pricing decisions. 影响价格策略的因素
- Contrast the three general approaches to setting prices 定价方法
- Understand some specific pricing strategy such as discount and promotional pricing techniques 特殊的定价技术如折扣和促销价格
- Describe the major strategies for pricing new product 新产品定价技术

1.influencing factors



2. General pricing approaches



- * Cost based pricing 成本导向定价法
- * Value based pricing 价值导向定价法
- * Competition based pricing 竞争导向定价法



2.1 Cost-based Pricing

2.1.1 Cost-plus pricing

- * Adding a standard markup to the cost of the product. 单位产品价格 = 单位产品成本 × (1 + 加成率)
- * Popular because:
 - * Sellers more certain about cost than demand
 - * Simplifies pricing
 - * When all sellers use, prices are similar and competition is minimized
 - * Some feel it is more fair to both buyers and sellers

2.1.2 Break-even pricing

- * Break-even chart 产品价格 = (总成本 + 目标利润) / 预期销售量
- * 价格 = 单位固定成本 + 单位变动成本



2.1.2 break-even pricing 目标收益定价法

赫伯特公式50年代由美国旅馆和汽车旅馆协会主席赫伯特主持发明。其实质在于计算平均房价。

客房部需达销售额 = 饭店总投资 * 目标投资回收率 + 饭店管理、营业费用 - 其他部门经营利润 + 客房部经营费用



1.2 目标收益定价法

$$\text{计划平均房价} = \frac{\text{客房部需达销售额}}{\text{可供出租客房数} \times \text{计划期天数} \times \text{预测出租率}}$$



1.2 目标收益定价法

案例：某间饭店拥有客房800间，欲想获得15%的投资回报率，其他条件如下，计划平均房价应为多少？

目标投资回收率	15%
总投资额	80,000,000元
目标净利润	12,000,000元
折旧	8,500,000元
建筑物	5,000,000元
家具和设备用具	3,500,000元
税金和保险	3,000,000元
税金	2,500,000元
保险	500,000元



1.2 目标收益定价法

行政管理和推销广告费用	15,500,000元
维修与保养	2,530,000元
热源、光源和动力	3,200,000元
广告推销	2,700,000元
行政管理	5,200,000元
其它费用	1,870,000元
餐饮部门利润	394,000元
电话部门亏损	780,000元
客房部经营费用	17,720,000元
可供出租客房数	800间
计划期天数	365天
预计客房出租率	75%



1.2 目标收益定价法

答案:

客房部要求达到的收入

$$=80,000,000 \times 15\% + 8,500,000 + 3,000,000 + 15,500,000 - 394,000 + 780,000 + 17,720,000 = 57,106,000(\text{元})$$

$$\text{计划平均房价} = \frac{57106000}{800 \times 365 \times 75\%} = 260.76$$

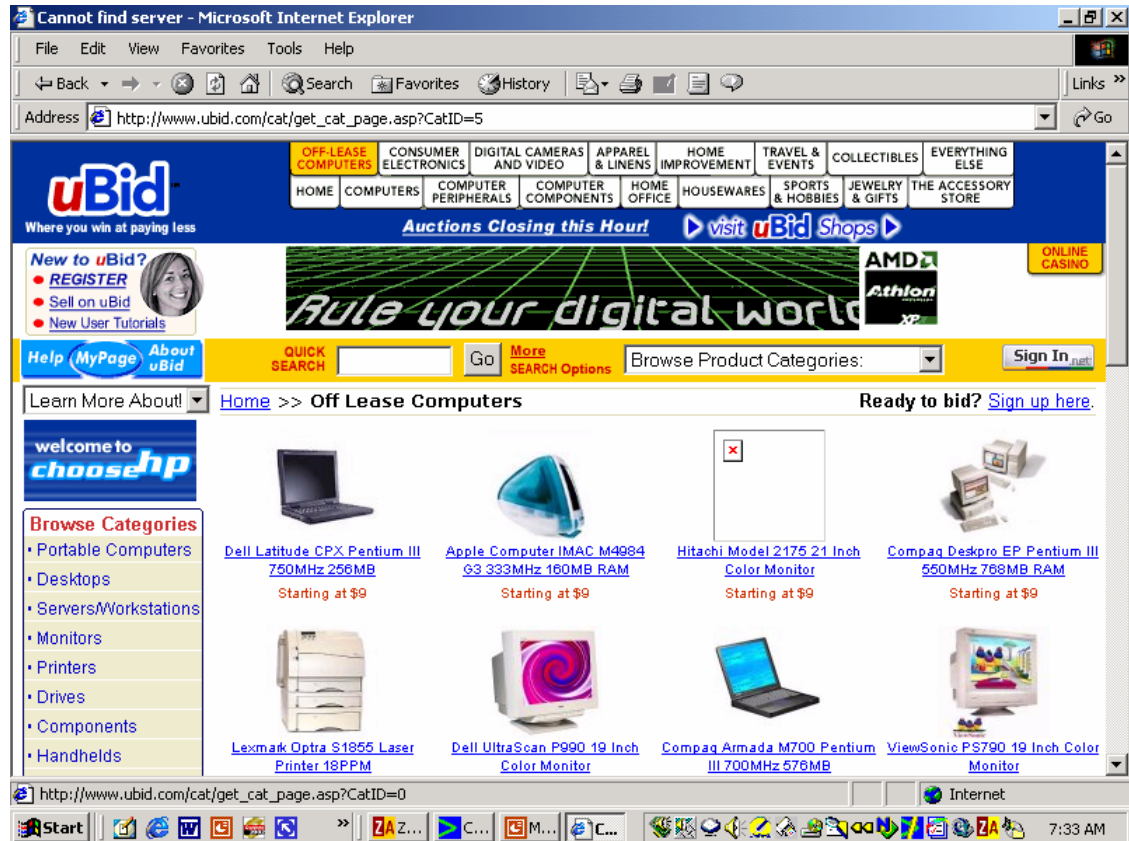


2.2 Value-Based Pricing

- * Uses buyers' perceptions of value, not the seller's cost, as the key to pricing.

Auction price

Auction sites such as U-BID facilitate the sale of off-lease or refurbished equipment and close-outs.



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2.3 Competition-Based Pricing

- * Going-Rate Pricing:
 - * Firm bases its price largely on competitors' prices, with less attention paid to its own costs or to demand.
- * Sealed-Bid Pricing:
 - * Firm bases its price on how it thinks competitors will price rather than on its own costs or on demand.



3 Major pricing strategies

- * New-product pricing strategies
- * Product mix pricing strategies
- * Price-adjustment strategies



3.1 New-Product Pricing Strategies

Market-Skimming 撇脂 定价法

- Set a high price for a new product to “skim” revenues layer by layer from the market.
- Company makes fewer, but more profitable sales.

* When to use:

- * Product’s quality and image must support its higher price.
- * Costs of smaller volume cannot be so high they cancel the advantage of charging more.
- * Competitors should not be able to enter market easily and undercut the high price.



3.1 New-Product Pricing Strategies

Market-Penetration 渗透定价法

- Set a low initial price in order to “penetrate” the market quickly and deeply.
- Can attract a large number of buyers quickly and win a large market share.



When to use:

- * Market must be highly price sensitive so a low price produces more market growth.
- * Production and distribution costs must fall as sales volume increases.
- * Must keep out competition and maintain low price or effects are only temporary.



3.2 Product mix pricing strategies

- * Product line pricing 产品线价格
- * Optional-product pricing 选配价格
- * Captive-product pricing 补充品价格/搭售品价格/附属产品价格
- * by-product pricing 副产品价格
- * Product bundle pricing 捆绑产品价格



3.2.1 Product-Line Pricing

- * Involves setting price steps between various products in a product line based on:
 - * Cost differences between products
 - * Customer evaluations of different features
 - * Competitors' prices

* The seller's task is to establish perceived quality differences that support the price differences



3.2.2 Optional- and Captive-Product Pricing

* Optional-Product

- * Pricing optional or accessory products sold with the main product (e.g., ice maker with the refrigerator).
- * Pricing these options is a sticky problem. Companies have to decide which items to include in the base price and which to offer as options

* Captive-Product

- * Pricing products that must be used with the main product (e.g., replacement cartridges for Gillette razors).
- * Producers of the main products often price them low and set high markups on the supplies
- * The fixed amount should be low enough to induce usage of the service; profit can be made on the variable fees



3.2.3 By-Product Pricing

- * Setting a price for by-products in order to make the main product's price more competitive



3.2.4 Product Bundle Pricing

- * Combining several products and offering the bundle at a reduced price
- * Price bundling can promote the sales of products consumers might not otherwise buy, but the combined price must be low enough to get them to buy the bundle



3.3 price-adjustment strategies

Companies usually adjust their basic prices to account for various customer differences and changing situations.

- * Discount and allowance pricing 折扣与折让
- * Segmented pricing 子市场价格/细分市场价格/差别价格
- * Psychological pricing 心理价格
- * Promotional pricing 促销价格
- * Geographical pricing 地理价格
- * International pricing 国际促销价格



Discounts and Allowances

* Discounts 折扣

- * Cash
- * Quantity
- * Functional
- * Seasonal

累计折扣和非累计折扣

中信集团和美国西北航空公司联合推出金融旅游服务

* Allowances 折让

- * Trade-in 以旧换新
- * Promotional 促销折让

Discounts and allowance

What type of discounts or allowances are being used by CardsDirect?



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Segmented Pricing 差别价格

- * Selling a product or service at two or more prices, where the difference in prices is not based on differences in costs.
- * Types:
 - * Customer-segment
 - * Product-form
 - * Location pricing
 - * Time pricing

品牌风格	时尚休闲，色彩鲜明的韩风女装。		
消费群年龄定位	30-50岁。		
适穿场合	旅游、运动、休闲等。		
目标消费群	悠闲生活，好色彩的，对自己穿衣有独特品位的自信的女性		
重点销售区域	华东、华北	版型要求	宽松，舒适
价格定位（零售价）	春夏：169-369RMB	秋冬：199-399RMB	
本季主题	欢颜。		
本季主打色	橙色、翠绿、玫红、大红、中黄等明亮色彩。		
预计主要原料	春夏	2/24's 65%光丝 35%尼龙	
	秋冬	2/48's 50%羊毛 50%晴纶 2/48's 83% 晴纶 17%澳毛	
目标消费群分析	事业成功，生活惬意，爱好旅游，追求时尚休闲的生活方式。		
	个性鲜明，色彩明快，设计点甜美，时尚。衫型宽松，		



Psychological Pricing

- * Considers the psychology of prices and not simply the economics.
- * Consumers usually perceive higher-priced products as having higher quality.
- * Consumers use price *less* when they can judge quality of a product.



Promotional Pricing

With promotional pricing, companies will temporarily price their products below list price and sometimes even below cost to create buying excitement and urgency

- * Low-Interest Financing
低利息分期付款
- * Longer Warranties 延长
保修服务
- * Free Maintenance 免费保
修服务
- * Discounts
- * Cash Rebates 返现
- * Special-Event Pricing 特
殊事件价格
- * Loss Leaders 返利价格/
亏损招徕



Geographical Pricing

- * FOB-origin pricing 原产地价格/离岸价格
- * Uniform-delivered pricing 统一运费价格
- * Zone pricing 区域价格
- * Basing-point pricing 基本价格
- * Freight-absorption pricing 无运费价格



International Pricing

- * Price depends on many factors, including:
 - * Economic conditions
 - * Competitive situations
 - * Laws and regulations
 - * Development of the wholesaling and retailing system
 - * Costs



4. Initiating Price Changes

- * Price Cuts:
 - * Excess capacity
 - * Falling market share
 - * Dominate market through lower costs
- * Price Increases:
 - * Over-demand



Public Policy and Pricing

- * Price fixing
- * Predatory pricing
- * Retail price maintenance
- * Discriminatory pricing
- * Deceptive pricing