The Strategy and Tactics of Pricing
A Guide to Growing more Profitably

MADRID, 24, 25 AND 26 OF APRIL 2013
“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 Iníguez. Dean of IE Business School

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

Challenge yourself, go beyond your ideas…

At IE Business School, we view Executive Education as a way for managers, directors and company leaders to update their skills, acquire the latest trends and practices, and network with experts from across the globe.

IE Business School is consistently ranked among the top business schools worldwide by international financial and economic media groups:

- **WORLDWIDE**: by QS Intelligence Unit, MBA Programs (July 2012)
- **WORLDWIDE**: Online International Executive MBA (Feb. 2010)
- **WORLDWIDE**: Executive MBA (Nov. 2011)
- **WORLDWIDE**: Customized Executive Education (Nov. 2011)
- **WORLDWIDE**: Executive Education (Oct. 2011)
- **WORLDWIDE**: Non US-Business School (Nov. 2010)
- **WORLDWIDE**: Master in Management (Sept. 2012)
- **WORLDWIDE**: “Beyond Grey Pinstripes” Sustainability & Ethics Ranking (Sept. 2011)
Creating Global Leaders
Worldwide

IE Business School’s Executive Education Division is renowned for executive development programs that provide strategic insight and deliver global perspectives. Our Executive Development Programs are consistently ranked among the top 12 in the world (Financial Time’s Ranking, May 2012).

Who should attend

This program has been designed for business executives responsible for designing, evaluating, and implementing pricing strategies or for executives charged with ensuring the overall profitability of the firm in business-to-business, consumer, or service markets. In particular, mid- to senior-level executives in product development, marketing, or accounting and finance will benefit from this program.

The program is targeted at, but not limited to:

• General Managers
• Senior-level marketing and sales executives
• Pricing directors, managers, and analysts
• Product planners and product managers
• Controllers and CFOs

Participant Profile

Age

- Less than 35: 20%
- 35 to 45: 31%
- 45 to 55: 34%
- More than 55: 15%

Company Size

- Multinational or large: 52%
- Medium: 31%
- Small: 34%

Countries of Origin

- Western Europe: 22%
- Spain: 18%
- Eastern Europe: 31%
- South America: 15%
- Rest of the World: 20%
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. Yet 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.

The Strategy and Tactics of Pricing is designed to equip you with the concepts, techniques and latest thinking on assessing and formulating pricing strategies. The program covers a wide range of topics associated directly with the pricing of products and services.

We will cover pricing techniques such as cost-based, competition-based, and value-based pricing. The program will also look 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.
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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.

The objective of this three day international executive program 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 examine the process of making pricing decisions and explore innovative approaches for price setting. Additional focus will be made on pricing dynamics and the reaction to, and from, competitors at the firm and product level.

Participants 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.
• Create 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
24, 25 and 26 April 2013

PROGRAM LOCATION
Madrid, Spain

PROGRAM FEE
€ 3,800
Program Content.

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 right pricing strategies for each scenario, 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 and the best way to translate it into returns.

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 indentify means of preventing a price war and discuss the advantages and disadvantages of price and non-price tactics when facing them.

Managing your customer’s price perceptions
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.
MARTIN BOEHM. Marketing Professor, IE Business School

- Dean of Programs, IE Business School, Spain.
- PhD in Marketing, Frankfurt University, Germany.
- SSP, Massachusetts Institute of Technology (MIT), USA
- MBA, Australian Graduate School of Entrepreneurship, Australia.

PHILIP DAUS. Director of the Spanish Office of Simon-Kucher & Partners, Strategy & Marketing Consultants

- Associate Professor of Marketing, IE Business School, Spain.
- MBA from IE Business School, Spain.
- MSc in International Management from WHU Vallendar, Germany.

MITJA PIRC. Consultant at A.T. Kearney

- PhD in Economics and Management, Universitat Pompeu Fabra, Spain.
- MSc in Business and Economics, Stockholm School of Economics, Sweden.
- MSc in Theoretical Mathematics, University of Ljubljana, Slovenia.
LEARNING MODEL

This international executive marketing program has been designed to push participants beyond simply acquiring new knowledge and skills. It has been built around interactive discussions, case studies and teamwork, all of which are intended to expose executives to the frameworks and tools they will need to succeed in an international and competitive business environment.

This program also attracts a highly diverse and qualified audience that spans a wide range of business titles and functions. The resulting input of backgrounds and cultures allows executives to learn from different perspectives and techniques, building upon the experience and expertise of one another.

In order to continue networking and sharing with fellow participants after their experience in Madrid and at IE, we will launch a virtual online campus which will allow executives to 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 recognised prestige of our teaching faculty, the degree of excellence of our academic programmes and a clear international focus are the keys behind a learning model that has ranked IE Business School’s Executive Education Division among the top business schools in the world.

The Executive Education programmes offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organisations, 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 programmes we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that will translate into a direct impact on business and individual performance.

In recognition with the high quality and academic rigor of our programmes, 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.
INTERNATIONAL EXECUTIVE PROGRAMS
ACADEMIC YEAR 2012-2013

Agreements are available both for a single individual or group of executives from the same firm who wish to combine two or more programs from any track.

SKILLS DEVELOPMENT TRACK

• Innovative Leadership: Winning skills for you and your team. 17, 18 and 19 of April 2013
• Executive Negotiation Workshop: From experienced to expert negotiator. 6, 7, 8 and 9 of May 2013
• Communication Skills and Public Speaking Workshop: Becoming a confident and persuasive presenter. 27, 28 and 29 of May 2013
• Change Management Workshop: Changing minds and minding change. 5, 6 and 7 of June 2013
• Global Leadership for Women: Empowering your effectiveness as a leader. 12, 13 and 14 June of 2013
• Cutting-edge Decision Tools for Today’s Leader: Managing risk, complexity and uncertainty. 19, 20 and 21 of June 2013

MARKETING & SALES TRACK

• The Strategy and Tactics of Pricing: A guide to growing more profitably. 24, 25 and 26 of April 2013
• Effective Key Account Management: Developing key accounts for optimal growth and client retention. 27, 28 and 29 of May 2013
• Marketing Strategy in Business Markets: Transforming your marketing strategy into winning marketing tactics. 5, 6 and 7 of June 2013
• Building a Customer-Centric Organization: Outperforming your competition in profitability. 12, 13 and 14 of June 2013

FINANCIAL MANAGEMENT TRACK

• Beyond Valuation: Impact of behavioural finance and debt restructuring in valuation. 18, 19 and 20 of February 2013
• Finance and Accounting Workshop for Non-Financial Managers: Analyzing opportunities, assessing risk and estimating your impact. 24, 25 and 26 of April 2013
• Corporate Finance: Connecting financial activity to strategic goals. 6, 7 and 8 of May 2013
• Cross-Border Mergers & Acquisitions: Getting them right. 19, 20 and 21 of June 2013
• Islamic Finance: Investing tools for the banking future. 4 days in June 2013 / Jeddah, Saudi Arabia

OPERATIONS MANAGEMENT TRACK

• Global Supply Chain Management: Building a competitive procurement and negotiation platform. 24, 25 and 26 of April 2013
• Leading Project-Driven Organizations: Creating strong capabilities for organizational change and transformation. 27, 28 and 29 of May 2013

SPECIALIZED MANAGEMENT PROGRAMS

• Effective Management for Security Professionals: Establishing the security role as an enabler for business success. 4, 5, 6 and 7 of June 2013
• Management Fundamentals and Skills for Scientists and Researchers: Linking science to business. October 2013 to March 2014 / Blended
• China: An Inside View: Accelerate your business success. 4 days in May 2013 / Beijing, China
PROGRAM DATES AND FEE
The Strategy and Tactics of Pricing.
Program Dates: Madrid, April 24, 25 and 26, 2013
Fee: € 3.800

Special concessions are available for IE Alumni, groups of executives attending from the same organization, executives registering for more than one program, and early-bird inscriptions.

The program fee of 3.800 € covers tuition, course materials, all coffee breaks and lunches celebrated during the program.

Fees do not include accommodation. If you wish, we would be happy to make a reservation for you at one of the hotels within walking distance of 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.

REGISTRATION PROCESS
Candidates may register online at: www.ie.edu/internationalprograms or by email to Karen.Hobbs@ie.edu

FOR FURTHER INFORMATION, please contact:

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