

Eighth Conference in the Series

# Strategic Pricing

Setting Optimal Prices and Executing an Effective B2B Strategy for Collaboration with Trade Partners

London, United Kingdom

10th & 11th September 2009

Attending this Premier **marcus evans** Conference Will Enable You to:

- **Benchmark** pricing strategy with leading consumer goods manufacturers
- **Maximise** the benefits derived from your relationship with trade partners
- **Explore** value-based methods to determine the optimal price in tough economic times
- **Consider** the relationship between price and volume in the face of uncertain demand to optimise profits
- **Realise** the impact of a strong brand on your bottom line
- **Gain** from promotions without undermining brand image and future flexibility for price increases
- **Exploit** pricing technology to the fullest

Learn from Key Practical Case Studies:

- Channel management strategies to counteract the grey market and improve profits at **Bausch & Lomb**
- Realising gains in market share without increasing trade spend at **Birra Peroni (a SAB Miller company)**
- Setting ideal prices to capitalise on brand value with conjoint analysis at **Hugo Boss UK**
- Increasing market share with innovative new product launches at **Hochland**
- Designing your product portfolio starting from the right price positioning at **Motorola Mobile Devices**
- Formulating an effective strategy regarding pressures for price harmonisation at **Whyte & MacKay**
- Keeping control of executed prices without sacrificing flexibility at **Agfa Graphics**

Realise immediate benefits  
**from improved pricing tactics**  
while setting the stage  
**for growth in recovery**

 \* Maximise revenues by understanding the needs of your customers and deliver greater value to end consumers.

In the Chair:

**Navdeep Sodhi**  
Author  
*Six Sigma Pricing*

**marcus evans** Expert Speaker Panel:

**John Hanson**  
Director of Sales Excellence, EMEA  
**Bausch & Lomb**

**Flavio Mologni**  
Revenue Optimisation Director  
**Birra Peroni (a SAB Miller company)**

**Dan Oprescu**  
Marketing and Strategy Director  
**Hochland**

**Linda van Strien**  
Commercial Strategy Director  
**Danone Medical Nutrition**

**Alastair Campbell**  
Financial and Commercial  
Systems Manager  
**Whyte & Mackay**

**Simon Crossley**  
International Pricing Director  
**William Grant & Sons Distillers**

**Andreas Hinterhuber**  
Visiting Professor, Department  
of Marketing  
**Bocconi University**

**Andrij Jurkiw**  
Partner  
**DLA Piper UK LLP**

**Konstantinos Vouzas**  
Director of Commercial Policy,  
International Retail Management  
**Philips Consumer Lifestyle**

**Ake Jan Van der Vinne**  
Director of Commercial Policy,  
International Retail Management  
**Philips Consumer Lifestyle**

**Ana Maria Ojeda Dopico**  
Pricing Manager  
**Motorola Mobile Devices**

**Bernd Hake**  
Managing Director  
**Hugo Boss UK**

**Rafael Farrés**  
Head of Pricing  
**Agfa Graphics**

**Bruno Amaral**  
Sales, Trade Marketing and Brand  
Building Director  
**Bacardi Martini Portugal**

**Navdeep Sodhi**  
Author  
*Six Sigma Pricing*

**Dr. Manmohan Sodhi**  
Professor and Head of Operations  
Management and Quantitative Methods  
**Cass Business School**  
Author  
*Six Sigma Pricing*

Luncheon Sponsor:

**PROS REVENUE  
MANAGEMENT**

Endorser:

 **EUROPEAN  
PRICING PLATFORM**

## 10th September 2009

08.30 Morning Coffee and Registration

09.00 Opening Address from the Chair

**Navdeep Sodhi**

Author

*Six Sigma Pricing*

## TACTICS FOR THRIVING IN THE CURRENT ECONOMIC CLIMATE

09.15 **Keynote Presentation****Establishing a Framework for Pricing in Challenging Times**

- Value-based pricing strategies and creative market segmentation to drive profits during the downturn
- Communicating pricing rationale effectively to consumers
- Optimising margins to maintain profitability in any economic climate
- Differentiating from the competition and recognising the value inherent in your product

**Andreas Hinterhuber**

Visiting Professor, Department of Marketing

**Bocconi University**10.00 **Case Study****Increasing Your Profit and Business Value Through Channel Management and Becoming an Active Part of the Grey Trade**

- Creating a pricing strategy through the understanding and mapping of customers' needs
- Top down pricing to drive channel prices and stability
- Changing the culture and understanding of pricing within the business
- The grey market – Bringing your friends close and enemies closer
- 2009 and beyond – Next steps for Bausch & Lomb's pricing journey

**John Hanson**

Director of Sales Excellence, EMEA

**Bausch & Lomb**

10.45 Morning Coffee and Networking Break

11.15 **Has the Enforcement Landscape Changed in the Current Economic Environment?**

- Is category management still an acceptable tool?
- Avoiding the pitfalls with promotions and margin support
- Are less advantageous commercial terms for Etailers still acceptable?
- Price fixing through trade associations – Issues to be aware of

**Andrij Jurkiw**

Partner

**DLA Piper UK LLP**12.00 **Case Study****Maintaining the Effectiveness of Pricing Guidance**

- Disseminating pricing policy to all levels of complex organisations
- Establishing metrics to ensure compliance with pricing policy
- Centralising pricing data access to allow optimal policy-making
- Maintaining flexibility in policy – Responding to feedback from the sales teams
- Limiting the level of discretion allowed at the local level without tying the hands of personnel

**Rafael Farrés**

Head of Pricing

**Agfa Graphics**

## Luncheon Sponsor:

**PROS** REVENUE  
MANAGEMENT

**PROS Holdings, Inc.** (NYSE: PRO) is a leading provider of pricing and revenue optimisation software products, specializing in price analytics, price execution and price optimisation. By using our software products, our customers gain insight into their pricing strategies, identify detrimental pricing practices, optimize their pricing decision-making and improve their business processes and financial performance. PROS' software products incorporate advanced pricing science, which includes operations research, forecasting and statistics. PROS' high performance software architecture supports real-time high volume transaction processing and allows PROS to handle the processing and database requirements of the most sophisticated and largest customers, including customers with hundreds of simultaneous users and sub-second electronic transactions. PROS provides professional services to configure our software products to meet the specific pricing needs of each customer. PROS has implemented over 200 solutions across a range of industries in more than 40 countries. Founded in 1985, PROS is headquartered in Houston, Texas. Today, PROS has over 300 employees, more than 100 with advanced degrees and 20 with Ph.D.s.

12.45 Luncheon

## Sponsored by:

**PROS** REVENUE  
MANAGEMENT14.15 **Panel Discussion****Optimising Margins as Volumes Decrease**

- Exploring opportunities for added value or services to avoid damaging the price image of products
- Examining and improving your segmentation strategy
- Understanding the differences between country or regional markets
- Pricing effectively to appeal to all relevant consumer segments

*Panel Moderator:***Navdeep Sodhi**

Author

*Six Sigma Pricing**Panellists:***Flavio Mogni**

Revenue Optimisation Director

**Birra Peroni (a SAB Miller company)****John Hanson**

Director of Sales Excellence, EMEA

**Bausch & Lomb****Alastair Campbell**

Financial and Commercial Systems Manager

**Whyte & Mackay**

## CAPITALISING ON THE PERCEIVED VALUE OF YOUR PRODUCTS

15.15 **Case Study****Launching New Products in a Challenging Market**

- Guidelines for setting a price based on perceived value to the consumer
- Avoiding underestimation of consumer willingness-to-pay based on current economic conditions
- Creating the possibility for price increases as demand picks up
- Anticipating the impact of new products on existing product's prices

**Dan Oprescu**

Marketing and Strategy Director

**Hochland**

16.00 Afternoon Tea and Networking Break

16.30 **Case Study****The Use of Conjoint Analysis to Supplement Pricing Decisions**

- Helping managers understand the value of conjoint analysis
- Determine the relationship between price and market share by knowing end consumers preferences
- Development of strategic pricing guidelines – Providing useful results for product developers, pricing experts, brand managers
- Applying conjoint analysis to product assortment and pricing in retailing
- Discovering the sensitivity of competitors to price changes
- Helping to find segments which are most attractive for top line and bottom line

**Bernd Hake**

Managing Director

**Hugo Boss UK**17.15 **Case Study****Liaising with End Customers to Find the Right Price Positioning for a Mobile Devices Product Portfolio**

- Balancing global versus local requirements
- Market characterization
- B2B vs B2C approach
- Putting value to the value drivers
- Building up differentiation

**Ana Maria Ojeda Dopico**

Pricing Manager

**Motorola Mobile Devices**

18.00 Closing Comments from the Chair

18.10 End of Day One

## 11th September 2009

08.30 Morning Coffee and Registration

09.00 Opening Address from the Chair

**Navdeep Sodhi**

Author

[Six Sigma Pricing](#)

## COLLABORATION WITH KEY CUSTOMERS

09.15 **Case Study****Defining and Implementing a Commercial and Pricing Strategy with Retailers**

- Defining the commercial principles and pricing direction that fits your brand
- Aligning sales and marketing (inter)nationally to ensure buy in and increase effectiveness
- Simplifying strategy to ensure successful implementation with retail
- Working with retail partners to avoid (inter)national confrontation as margins are compressed

**Konstantinos Vouzas**

Director of Commercial Policy, International Retail Management

[Philips Consumer Lifestyle](#)**Ake Jan Van der Vinne**

Director of Commercial Policy, International Retail Management

[Philips Consumer Lifestyle](#)10.00 **Case Study****Minimising Trade Spend While Fostering Collaboration with Distribution Partners**

- Imbedding marketing strategy within pricing policies to realise greater profitability
- Assigning conditions when responding to distributor pressure for deeper discounts
- Realising gains in brand awareness and thereby sales volumes without increasing marketing costs
- Measuring the success of business drivers in various markets to foster continuous improvement

**Flavio Mogni**

Revenue Optimisation Director

[Birra Peroni \(a SAB Miller company\)](#)

10.45 Morning Coffee and Networking Break

11.15 **Case Study****Pricing Across Borders**

- Understanding the mechanics and reasoning behind harmonisation
- Should you or do you need to harmonise anything?
- What are the challenges from both the national and European regulatory perspectives?
- What impact does this have on brand value in various European markets?

**Alastair Campbell**

Financial and Commercial Systems Manager

[Whyte & Mackay](#)12.00 **Case Study****Managing Prices in a Complex Value Chain**

- Maintaining a view of the consumer price and brand positioning in various global markets
- Controlling trade terms to drive performance
- Determining the margins of each distribution partner
- Preparing to utilise leverage with distributors and retailers to maximise manufacturer share of the profit pool
- Challenges encountered in initial implementation of strategic pricing initiatives

**Simon Crossley**

International Pricing Director

[William Grant & Sons Distillers](#)

12.45 Luncheon

Endorser:



Founded in 2004, the **European Pricing Platform** serves as the first network gathering pricing professionals and CxO-level executives in Europe. Through various workshops, conferences, trainings and webinars, ePP is dedicated to develop and share pricing best practices, effective tools, methodologies and populate technological solutions assisting in successful definition and implementation of Strategic Pricing. More on [www.pricingplatform.eu](http://www.pricingplatform.eu)

14.00 **Panel Discussion**

*The Chair will identify key topics of concern that have arisen during the two days and facilitate an open roundtable discussion between panellists and delegates.*

**Suggested topics:**

- Trade price negotiations
- Gaining visibility into discount and promotions effectiveness
- Managing price wars
- Implementing price increases

*Panel Moderator:***Navdeep Sodhi**

Author

[Six Sigma Pricing](#)*Panellists:***Linda van Strien**

Commercial Strategy Director

[Danone Medical Nutrition](#)**Ana Maria Ojeda Dopic**

Pricing Manager

[Motorola Mobile Devices](#)**Dan Oprescu**

Marketing and Strategy Director

[Hochland](#)

15.00 Afternoon Tea and Networking Break

## ORGANISATIONAL CHANGE TO IMPROVE EXECUTION OF PRICING STRATEGY

15.30 **Keynote Presentation****Common Pitfalls in Pricing and How to Bring About Change**

- Assessing problems to create a plan for solving them
- Deciding if one is dealing with a difficulty of strategy, technology, operations or process and tackling it accordingly
- Determining the organisational framework in which to solve each type of problem

**Dr. Manmohan Sodhi**

Professor and Head of Operations Management and Quantitative Methods

[Cass Business School](#)

Author

[Six Sigma Pricing](#)16.15 **How Can Pricing Professionals Build Support Within Complex Organisations?**

- Securing senior management buy-in for pricing strategy improvements
- Making the case for more headcount and resources even in tough economic circumstances
- Building broader trust in the organisation to ensure pricing discipline
- Six Sigma pricing as one strategy to improve pricing execution

**Navdeep Sodhi**

Author

[Six Sigma Pricing](#)

17.00 Closing Comments from the Chair

17.10 End of Conference

**Business Development Opportunities:**

Does your company have solutions or technologies that the conference delegates would benefit from knowing? If so, you can find out more about the exhibiting, networking and branding opportunities available by contacting:

**James Driscoll**, Sponsorship Director, **marcus evans Stockholm**

Tel: +46 8 678 6040

Email: [JamesD@marcusevansse.com](mailto:JamesD@marcusevansse.com)[www.marcusevanscz.com/strategicpricing](http://www.marcusevanscz.com/strategicpricing)

# Speaker Profiles

## **Alastair Campbell**

Financial and Commercial Systems Manager  
**Whyte & Mackay**

Mr. Campbell has over twenty years experience in the international drinks market and is currently the Financial and Commercial Systems Manager for Whyte & Mackay Limited. He has spoken at and chaired numerous conferences on both the Euro and pricing strategies. Somehow, he still found the time to become an R.Y.A. Ocean Yachtmaster and ski The Vallee Blanche.

## **Bernd Hake**

Managing Director  
**Hugo Boss UK**

Mr. Hake has worked for the Hugo Boss group since 1997 in the UK, Germany and Switzerland. As Brand Director for Boss Black / Selection, he directed international product development strategy, including distribution, international pricing, sales, and marketing; definition and implementation of the global brand strategy; and repositioning of the luxury brand Boss Selection. Mr. Hake is currently Managing Director with responsibility for developing and implementing pricing architecture in the UK. He holds a degree in Business Administration from Johannes-Gutenberg University in Mainz, Germany.

## **John Hanson**

Director of Sales Excellence, EMEA  
**Bausch & Lomb**

With over 20 years commercial experience, Mr. Hanson has been successful in a wide range of roles including marketing, product and pricing management positions, and business leadership of one or multiple countries. He joined Bausch & Lomb's Vision Care division in December 2007 as the Key Accounts Director for EMEA. On his first day the company's leadership confessed that its pricing was not consistent, resulting in a large grey trade and lack of credibility from the Eye Care Professional Trade. Within 14 months Mr. Hanson has changed the company's culture to embrace pricing and all its channels: to stabilise pricing, reduce the activity within the grey trade, and start the long road to a Pan EMEA / Global pricing strategy. Mr. Hanson has recently been promoted to Director of Sales Excellence, where he is responsible for the Sales Management, Key Accounts, Internet, Sales Training and Pricing for the EMEA region.

## **Andreas Hinterhuber**

Visiting Professor, Department of Marketing  
**Bocconi University**

Andreas Hinterhuber is visiting professor at Bocconi University (Milan, Italy) and a Partner of Hinterhuber & Partners, a consultancy specialized in strategy, pricing, and leadership. Previously he was a Marketing Executive with Bayer AG with worldwide P&L responsibility for the Group's largest product group. He has worked in the US, Japan, China, and Germany. He has an M.A. from Bocconi University and a Ph.D. from the University of Vienna (Austria). He lives in Innsbruck, Austria and has published thought leading articles on pricing strategies in international journals. Business Strategy Review (December 2008) lists Mr. Hinterhuber among major management thinkers in the area of pricing.

## **Andrij Jurkiw**

Partner  
**DLA Piper UK LLP**

Andrij Jurkiw specialises in UK and EU Competition Law. He has particular expertise in contentious competition law (specifically cartels, competition law investigations and civil litigation) as well as merger control, and regularly advises clients on competition matters in a variety of sectors including retail, FMCG, chemicals and construction. Key experiences include involvement in the landmark Toys Case which set many precedents in relation to future UK Competition Act appeals and dealt with the issue of what constitutes price fixing, advising a party accused of cover pricing in the UK Construction Industry Investigation by the OFT, assisting a party in the pharmaceutical sector which was raided by the European Commission shortly before publication of its draft report on the Pharmaceutical Sector Inquiry, and successfully defending companies in various sectors against allegations of price fixing and market sharing. He is acknowledged as a leading competition practitioner by both the Legal 500 and Chambers Directories.

## **Flavio Mologni**

Revenue Optimisation Director  
**Birra Peroni (a SAB Miller company)**

Mr. Mologni has served as Revenue Optimisation Director at Birra Peroni since 2007, with responsibility for maximising coherence between brand positioning/strategy and commercial policy/shelf price definition, maximising efficiency of commercial investment to grant target market share achievement, and supporting the Sales organisation to define, implement and monitor commercial strategy. Key achievements include surpassing the Modern Trade financial health target and the recognition of sales execution optimisation as a European Benchmark within SAB Miller. From 2000 to 2007 Mr. Mologni gained broad experience as a consultant with Bain and Company, working with clients from a variety of industries, including food and beverage, apparel and consumer electronics.

## **Ana Maria Ojeda Dopico**

Pricing Manager  
**Motorola Mobile Devices**

Ms. Ojeda has spent most of her professional career in the mobile business environment. Before joining Motorola as Pricing Manager, she led Mobile Devices Strategy for Telefonica Latin America and for Telefonica Spain. Ms. Ojeda holds a Telecommunication Engineering degree, a MBA from Universidad Politecnica de Madrid as well as a PDD (Executive Development Program) from ESADE Business School.

## **Dan Oprescu**

Marketing and Strategy Director  
**Hochland**

Currently Mr. Oprescu leads the consumer & trade marketing division of Hochland Romania. Between 2002 and 2007 he served as a board member of Japan Tobacco International in Romania. From 1998 to mid 2002, he worked for Unilever having national and regional responsibilities (15 countries in the Adriatic, Balkans, Central and Eastern Europe, Germany and Italy) in management positions in marketing, sales and strategic planning. In this period he made an important, recognized contribution to significantly growing the company's business in this part of Europe. Mr. Oprescu started his career with international companies in 1995 as a Client Service and Sales Manager at AC Nielsen. He holds a Bachelor of Science in Engineering from the Technical University of Bucharest, and completed his business education in London Business School 1999, MCE 2003, IMD 2004 and INSEAD 2005.

## **Dr. Manmohan Sodhi**

Professor and Head of Operations Management and Quantitative Methods  
**Cass Business School**

Author  
**Six Sigma Pricing**

Professor Sodhi received his Ph.D. in Management Science from the Anderson Graduate School of Management at UCLA. Prior to joining Cass Business School in August 2002, Professor Sodhi was Vice President at Gandiva (San Jose, CA), Director for enterprise e-business strategy at Scient, and Manager in the Supply Chain Practice at Accenture. He has experience in a variety of industries including consumer electronics, commodity and specialty chemicals, petroleum products distribution, hospitality industry procurement, and airlines. Professor Sodhi is co-author of Six Sigma Pricing and has published in numerous academic and managerial journals including Operations Research, Journal of Operations Management, Harvard Business Review, and Sloan Management Review.

## **Navdeep Sodhi**

Author  
**Six Sigma Pricing**

Navdeep S. Sodhi is a pricing practitioner with a track record of improving earnings and cash flows for companies through pricing strategy and execution. He has global pricing experience spanning several industries: airlines, building products, chemical, medical device, tooling, and B2B manufacturing. He co-authored the book Six Sigma Pricing: Improving Pricing Operations to Increase Profits and has been published in the Harvard Business Review, Quality Digest and the Journal of Professional Pricing. He frequently speaks at conferences and business schools. He is a recipient of the Award of Excellence from the Professional Pricing Society. Mr. Sodhi is the managing director of a pricing consultancy (www.iSixSigmaPricing.com) based in Minneapolis and London.

## **Konstantinos Vouzas**

Director of Commercial Policy, International Retail Management  
**Philips Consumer Lifestyle**

Mr. Vouzas has worked with Philips since 2004. He is currently Lead of the commercial policy operations department, with responsibility for trade margin definition and alignment within the Consumer Lifestyle division across Europe and North America, managing distribution strategy and contracts, and providing support for strategic retail accounts. Previous cross-industry experience includes management of customer services at Nike EMEA Operations and quality and process engineering at Iomega. He is a Six Sigma Enterprise Black Belt & Lead Auditor. Mr. Vouzas holds a MSc in Advanced Chemical Engineering from Imperial College, London.