

# Strategic Pricing

Effectively Reinvent the Company Business Model and Achieve Pricing Excellence

Prague, Czech Republic

20th & 21st September 2010

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

- **Overcome** the challenges in setting up an effective pricing organisation
- **Improve** financial performance by implementing pricing technology solutions
- **Achieve** pricing excellence post-recession by setting up cross-functional teams
- **Engage** in product innovation to improve the company profit margins
- **Implement** pricing strategy suitable for the organisation as a whole by ensuring that pricing is a part of an integrated business plan
- **Maximise** revenue by focusing on service development and aftermarket strategies
- **Execute** pricing change management and set optimal prices to achieve higher profit margins

Learn from Key Practical Case Studies:

- Optimising pricing strategies for final consumers from **StarBev**
- Demonstrating and documenting value to justify a price premium from **SKF Group**
- Successful collaboration of manufacturers and retailers on a pricing strategy from **European Pricing Platform**
- Introducing revenue management from **Infineon Technologies**
- Alternative pricing strategies and negotiation approaches for alternative products from **Agfa Graphics**
- Pricing driven market model in different sectors from **Hochland**
- Reinventing the company business model from **Malév Hungarian Airlines**

Media Partner:



## in Pricing Optimisation **Engage** to Maximise Profit Margins in an Upturn Economy

**marcus evans** <sup>im</sup>

In the Chair, Day 1:

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

In the Chair, Day 2:

**Roberto Bedotto**  
EMEA Pricing Director  
**Carrier HVAC**

**marcus evans** Expert Speaker Panel:

**Tara Little**  
Director, Pricing and Sales Operations  
**Travellex Plc**

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

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

**Roberto Bedotto**  
EMEA Pricing Director  
**Carrier HVAC**

**Pol Vanaerde**  
President  
**European Pricing Platform**

**Rainer Siebenhaar**  
Head of Pricing  
**Nokia Siemens Networks**

**Todd Snelgrove**  
Global Manager, Value  
**SKF Group**

**Lars Winking**  
Head of Business Development  
and Strategy  
**Sony Ericsson, Mobile  
Communications**

**Alexandra Calugar**  
Structured Pricing and Trade  
Terms Manager  
**StarBev**

**Ettore Rampa**  
Head of Benchmarking and  
Product Positioning  
**Fiat Powertrain Technology**

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

**Hans Ehm**  
Head of Supply Chain Innovations and  
Principal of Logistics Systems  
**Infineon Technologies**

## 20th September 2010

08.30 Registration and Coffee

09.00 Opening Address from the Chair

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

## INNOVATIVE PRICING APPROACHES

09.15 **Strategic Distributor Pricing – Implementing Profitable Pricing Strategies Vis-a-Vis Sophisticated International Distributors**

- Balancing the need for country business unit independence with opportunities for cross country/business unit coordination and knowledge sharing on pricing
- Optimising promotional spend and value-sharing with international retailers
- Determining profitable selling prices on a European/global level vis-a-vis international distributors
- Tools to implement strategic distributor pricing
- Best practice B2C and B2B case studies on strategic distributor pricing

**Andreas Hinterhuber**Visiting Professor, Department of Marketing  
**Bocconi University**10.00 **Keynote Presentation****Demonstrating and Documenting Value to Justify a Price Premium**

- Defining and presenting price premiums as an investment
- Calculating value and pricing for value created
- How to determine what customers value and what they are willing to pay for
- Value in the pricing and sales process

**Todd Snelgrove**Global Manager, Value  
**SKF Group**

11.00 Morning Coffee and Networking Break

11.30 **Panel Discussion****Pricing and Consumer Perception of Innovation**

- Pricing for new products – How to set new prices for new products
- Successfully handling innovation and choosing the right one to improve volumes and ensure good return on investment – Choosing between product and commercial innovation
- Increasing prices at retail and gaining a competitive advantage through product innovation
- Consumer perception and willingness to buy innovative products

*Panel Moderator:***Andreas Hinterhuber**Visiting Professor, Department of Marketing  
**Bocconi University***Panellists:***Todd Snelgrove**Global Manager, Value  
**SKF Group****Rafael Farrés**Head of Pricing  
**Agfa Graphics****Dan Oprescu**Marketing and Strategy Director  
**Hochland****Rainer Siebenhaar**Head of Pricing  
**Nokia Siemens Networks**

## ORGANISATIONAL BUSINESS CHANGE AND EFFECTIVE PRICING STRATEGIES

12.15 **Case Study****Alternative Pricing Strategies and Negotiation Approaches for Alternative Products**

- B2B environment – Using pricing to improve negotiations
- Pricing in customer negotiations – Effectively dealing with professional buyers
- The effect financial crisis had on pricing strategies
- Finding the right pricing strategy with a pricing matrix

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

13.00 Luncheon

14.15 **Case Study****Overcoming Challenges and Hurdles While Introducing Revenue Management in the Semiconductor Industry**

- The challenges faced – Fast product ramps, short life cycles of products and long cycle time early in the supply chain
- Allocation phase – When the ideal situation to introduce revenue management is
- A comparison of service industry to discrete manufacturing on the example of the semiconductor industry – Hurdles for revenue management in discrete manufacturing and ways to overcome them

**Hans Ehm**Head of Supply Chain Innovations and Principal of Logistics Systems  
**Infineon Technologies**15.00 **Successful Collaboration of Manufacturers and Retailers on a Pricing Strategy**

- Successfully implementing a new pricing strategy together with retailers
- Capturing trade margins and manufacturing margins from the market
- Improving the margins and avoiding decline to ensure business growth
- Effectively training the sales floor and marketing on new pricing strategies

**Pol Vanaerde**President  
**European Pricing Platform**

15.45 Afternoon Tea and Networking Break

## PRICING PROCESSES AND SYSTEMS

16.15 **Case Study****Pricing Strategies for Cloud Services and Related New B2B Business Models**

- Emerging new business models – Cloud services in the Telco and IT markets driven by revenue sharing and usage based pricing
- Introducing structured framework for requirements and pricing models
- Pricing structure – Determining a total pricing approach for cloud services
- Challenges of cloud pricing – Effectively setting prices in response to market conditions
- Commercial strategies to cover the risks
- Practical case examples

**Rainer Siebenhaar**Head of Pricing  
**Nokia Siemens Networks**

17.00 Closing Comments from the Chair

17.10 End of Day One

## 21st September 2010

08.30 Registration and Coffee

09.00 Opening Address from the Chair

**Roberto Bedotto**  
EMEA Pricing Director  
**Carrier HVAC**

## CONCEPTS AND BENEFITS OF PRICE OPTIMISATION

09.15 Case Study

**Optimising Pricing Strategies for Final Consumers**

- Identifying competitors for your products – What set of products are you competing with?
- The relationship between your product segmentation and pricing
- The effectiveness of your pricing strategy once it is implemented at a retail level
- Consumer perception of your product and its pricing in comparison to other similar products

**Alexandra Calugar**  
Structured Pricing and Trade Terms Manager  
**StarBev**

10.00 Case Study

**Pricing Driven Market Model in Different Sectors**

- Using different pricing strategies for different markets to maximise your profits
- Cross border pricing in different European countries – Visibility of your products across Europe
- Polarised markets – Looking at premium and low prices
- How did the market structure evolve given the emerging and mature markets?
- Umbrella brands – How far can the price be stretched without damaging the brand equity?

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

10.45 Morning Coffee and Networking Break

11.15 Case Study

**How Sales and Customers Will Trust Your Prices**

- Effective price/value communication to influence willingness to pay
- Consistent pricing policy to manage expectations and behaviours
- Trustworthy collaboration with the sales force to create price understanding and confidence

**Lars Winking**  
Head of Business Development and Strategy  
**Sony Ericsson, Mobile Communications**

12.00 Panel Discussion

**Relevance of Consumer Research in Pricing Models**

- The role of market research in the whole pricing process and how it can assist in setting successful pricing strategies
- Pricing and market research – Identifying relevant research methodologies when building pricing strategies
- Consumer research alternatives for B2C and B2B
- Research approaches and evolution of results – Ensuring the findings are interpreted in the right way to allow for effective pricing models

*Panel Moderator:*

**Roberto Bedotto**  
EMEA Pricing Director  
**Carrier HVAC**

*Panellists:*

**Alexandra Calugar**  
Structured Pricing and Trade Terms Manager  
**StarBev**

**Ettore Rampa**  
Head of Benchmarking and Product Positioning  
**Fiat Powertrain Technology**

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

12.45 Luncheon

## MARKET CONDITIONS AND POST-RECESSION PRICING

14.00 Case Study

**Volatility of the Market and Risk Management Strategy**

- Effect of the economic downturn – What are the experiences?
- Currency volatility – Putting unpredictability into the equation
- The impact of currency fluctuation on Eastern and Western Europe – Consequences and challenges for the companies
- Budgeting, pricing and the need for proper strategy – How to handle and manage risk
- Determining if there is a need for hedging and identifying the best hedging method

**Tara Little**  
Director, Pricing and Sales Operations  
**Travellex Plc**

14.45 Case Study

**Pricing in Challenging Times**

- Setting prices in response to changing market conditions
- Shortening the planning cycle to allow faster incorporation of market changes into pricing strategies
- Reviewing company plans more frequently – What is the influence on pricing?
- Incorporating flexibility into pricing – Making fixed contracts more flexible

**Roberto Bedotto**  
EMEA Pricing Director  
**Carrier HVAC**

15.30 Closing Comments from the Chair

15.40 Afternoon Tea and Last Chance of Networking

16.10 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:

**Rob Taylor**, Sponsorship Director, **marcus evans** Barcelona  
Tel.: +34 93 393 4632  
Email: [RobT@marcusevansnes.com](mailto:RobT@marcusevansnes.com)

## Speaker Profiles

### **Andreas Hinterhuber**

Visiting Professor, Department of Marketing

#### **Bocconi University**

Andreas Hinterhuber is visiting professor at Bocconi University in Milan, Italy. 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.

### **Hans Ehm**

Head of Supply Chain Innovations and Principal of Logistics Systems

#### **Infineon Technologies AG**

Hans is a Principal Logistics Systems of Infineon Technologies AG and is responsible for supply chain innovations. He holds degrees in Physics from Germany and a Master in Mechanical Engineering. In his 25 years of experience in the semiconductor industry he was granted managing and consulting positions in Wafer Fabrication, Assembly and Test and in global Supply Chains. Hans is a Board member of camLine Holding AG, an IT company providing software for supply and quality chains, and is member of the European leadership team of the Supply Chain Council. He is engaged in research activities transferring revenue management principles from the service industry to the discrete manufacturing industry. Hans teaches Supply Chain Management at Universities and initiates innovative academic curriculums.

### **Todd Snelgrove**

Global Manager, Value

#### **SKF Group**

Global Executive with SKF, the world's market leader for bearing and related industrial products. With over 10 years experience in being the team leader on understanding, presenting, calculating, pricing and purchasing on Total Cost of Ownership (TCO). Todd has demonstrated successful customer partnership agreements with Fortune 1000 companies, in numerous industries and segments, in all geographies of the world. An energetic leader with experience as key presenter at meetings on the need to buy, price, and sell based on value created and documented; for associations such as Manufacturing Alliance (MAPI), Strategic Account Managers Associations (SAMA), Certified Purchasing Professionals Association (PMAC), Institute for the Study of Business Markets (ISBM), Aftermarket 2010, and numerous others.

### **Roberto Bedotto**

EMEA Pricing Director

#### **Carrier HVAC**

He worked as financial and controlling consultant in various teams in projects financed by the EBRD and the European Commission from 1993 to 2000. He later joined Electrolux Home Products, setting up the "price and revenue management" function in Central Eastern Europe, and was later called to be part of the European pricing team in Brussels. From May 2005 to Sept 2007 he became the European pricing leader in American Standard Europe, now Ideal Standard, with the task of introducing the pricing function from scratch. From October 2007 he joined CARRIER HVAC as EMEA Pricing Director.

### **Christophe Viatte**

Director, Revenue Management

#### **Malév Hungarian Airlines**

Christophe is a result-focused manager and consultant with over 10 years of airline and aviation experience with strong expertise in the field of revenue and pricing management. He has designed, developed and implemented advanced revenue management models and systems for both low fare and legacy carriers in Europe and North America. He notably held management positions with Porter Airlines, Air Canada, Jetsgo, Canada 3000, Royal Airlines and EasyJet in the areas of network planning, revenue management, strategic pricing and system development. Christophe is also an execution-oriented consultant with dynamic experience in business development and project management. Known for designing and implementing high quality action plans to solve a variety of organisational issues. He is currently working with Malev Airlines in Budapest where he is in charge of all Revenue Management, Pricing & Interline activities. Christophe is also the Project Director for Malev in the OneWorld Alliance.

### **Alexandra Calugar**

Structured Pricing and Trade Terms Manager

#### **StarBev**

Alexandra has worked with StarBev since 2008. She is currently Structured Pricing and Trade Terms Manager with responsibility for commercial policy, shelf price definition, managing pricing strategy and providing support for the sales organisation to define, implement and monitor the commercial strategy for wholesalers and international accounts. Previous cross-industry experience includes managing production analysis and reporting with Philip Morris Romania and a consultant position with a local management consulting company. She is also the author of the published book " New Forms of Globalisation: Alliances and Co-operations", 2006.

### **Lars Winking**

Head of Business Development and Strategy

#### **Sony Ericsson, Mobile Communications**

Lars Winking is the Head of Business Development and Strategy for Sony Ericsson in CEEMEA (Central Eastern Europe, Middle East and Africa) and member of the Regional Executive Management Team. In his role, he is responsible for the development of alternative business channels and new markets. While working closely with the local market units, Lars is driving sales excellence through sales strategies, concepts, processes and tools as well as the key account management programme. Lars has a work experience of 15 years with the mobile communications industry and main expertise in international product and market management. Prior to his time with Sony Ericsson, he has held positions as Commercial Director Germany with BenQ Mobile and Director Product Management and Coordinator Global Pricing with Siemens Mobile Phones. Lars owns an Executive MBA from the Robert H. Smith School of Business, University of Maryland.