



Managing Pricing Programme:  
The Fastest Way to  
Increase Profitability

定价战略：  
增强盈利能力的最快途径

2009

CEIBS Executive Education: Top 20 Worldwide---*Financial Times*  
中欧高层经理培训：连续五年《金融时报》全球20强



# Managing Pricing Programme: The Fastest Way to Increase Profitability

**Date/Language/Venue:** September 10-12, 2009 / English with sequential Chinese interpretation / Shanghai    **Fee:** RMB26,800

Are you pricing too high or too low? Do you have the right pricing process to help you capture the value you have created in the marketplace? Studies have shown that pricing is the most critical profit driver in today's competitive business environment. Yet few firms think systematically about their pricing strategies or acquire the confidence to leverage their pricing strategies to capture maximum value. An ad hoc pricing strategy or a trial-and-error approach to pricing can significantly reduce a firm's bottom line.

## Objective

The objective of the programme is to help participants to acquire confidence and capability in analysing a pricing environment and in engineering a price structure.

## Who Should Attend

This programme is essential for anyone responsible for designing, evaluating, and implementing pricing strategies, or for executives charged with ensuring the overall profitability of the firm. In particular, mid-to-senior-level executives in product development, marketing, or accounting and finance will benefit from this programme.

## Programme Benefits

Participants in this programme will learn:

- >> A set of tools for assessing and measuring the factors that impact on a firm's pricing
- >> The basic economics of different pricing mechanisms and buyer pricing psychology
- >> The basic principles of devising a profitable pricing strategy
- >> Analytical techniques and tools for making profitable pricing decisions
- >> Practical knowledge of price management

## Programme Coverage

- >> Pricing: from tactics to strategy
- >> Value vs. Price
- >> Costs in pricing
- >> Channel pricing
- >> Pricing over the product life cycle
- >> Mathematics in pricing
- >> Pricing psychology
- >> Managing price competition
- >> International pricing strategy

# 定价战略：增强盈利能力的最快途径

时间 / 语言 / 地点：2009年9月10日 - 12日 / 英语授课配汉语交替翻译 / 上海 费用：人民币26,800元

您的定价是否过高或过低？您是否有正确的定价流程来帮助您获取自己在市场上所创造的价值？研究表明，在今日竞争激烈的商业环境中，定价是最重要的利润驱动因素。然而，很少有公司系统地思考过自身的定价战略或者有足够的信心通过利用定价战略来实现价值的最大化。随意制订定价战略或者通过反复尝试的方式来定价，都会大大降低公司的盈亏底线。

## 目标

本课程的目标是使学员在分析定价环境和构建定价结构方面树立信心并掌握相关的能力。

## 对象

对于任何负责设计、评估和实施定价策略的人员以及对公司的整体获利能力负有责任的高级经理而言，本课程都是必不可少的。尤其是负责产品开发、市场营销、会计核算以及会计财务的中高层经理，必定会从本课程中受益无穷。

## 受益

学员将通过本课程：

- >> 掌握一套系统工具，对影响公司定价的因素进行评估和衡量
- >> 了解不同定价机制的基本经济要素以及购买者价格心理学
- >> 掌握设计一套可赢利定价战略的基本原则
- >> 了解在进行可赢利定价决策时所需要的分析技巧和工具
- >> 学习价格管理的实用知识

## 课程内容

- >> 定价：从战术到战略
- >> 价格与价值
- >> 定价中的成本问题
- >> 渠道定价
- >> 产品生命周期中的定价
- >> 定价中的数学
- >> 定价心理学
- >> 管理价格竞争
- >> 国际定价策略

# Programme Schedule 课程安排

## Day 1

- morning >> What do we know about pricing?
  - >> From tactics to strategy
- afternoon >> Value creation
  - >> Price structure
  - >> Price and value communication
  - >> Price policy
  - >> Price level

## 第一天

- 上午 >> 关于定价，我们知道些什么？
  - >> 从战术到战略
- 下午 >> 价值创造
  - >> 价格结构
  - >> 价格与价值传达
  - >> 价格政策
  - >> 价格水平

## Day 2

- morning >> The role of costs in pricing
  - >> Determining relevant costs
  - >> Managing costs
- afternoon >> Channel pricing
  - >> Pricing over the product life cycle

## 第二天

- 上午 >> 成本在定价中所扮演的角色
  - >> 确定相关成本
  - >> 成本管理
- 下午 >> 渠道定价
  - >> 整个产品生命周期中的定价

## Day 3

- morning >> Mathematics in pricing
- afternoon >> Managing price competition
  - >> International pricing strategy

## 第三天

- 上午 >> 定价中的数学
- 下午 >> 价格竞争管理
  - >> 国际定价策略

Professor Willem Burgers developed a quite unique perspective on pricing strategy. The 3-day programme not only discussed matured marketing cases, but also covered such areas as management philosophy and practices, which were deeply rooted in the market of China, and therefore, very useful. The professor's in-class teaching was both vivid and humorous, and what he has taught in the programme, I believe, will give me great inspirations in terms of management thinking, especially in its dimensions and depth.

Simon Zhang  
Senior Consultant  
Interchina Consulting

Willem Burgers教授对定价战略有着独特的视角，三天的课程不但包括了成熟的市场营销案例，而且也包括教授源于中国市场的管理思想和实践，非常实用。教授的教学风格生动幽默，其充满启发性的课程内容会是我的管理工作带来新的思考维度和深度。

张羿  
高级咨询顾问  
英特尔投资咨询有限公司

## Date/Language/Venue

September 10-12, 2009 / English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

## Admissions Procedures

Applicants can apply for the programme in either form:

- >> Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click "**Apply Now**" to apply for the programme; or
- >> Submit application by fax or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click "**Application Form**" to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

## Fee

The cost of the programme is RMB26,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

## Cancellations

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same calendar year, but must pay any differences in fees between the two programmes. All changes and cancellations are subject to the final confirmation of CEIBS.

\* CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.

## 时间 / 语言 / 地点

2009年9月10日 - 12日 / 英语授课配汉语交替翻译 / 上海 (上海市浦东红枫路699号中欧国际工商学院)。

## 申请程序

申请者可以通过以下两种方式申请课程：

- >> 在线申请。请登录中欧高层经理培训课程网站，选定您想要申请的课程，点击在线申请即可进行课程申请。
- >> 以传真或邮寄的方式递交课程申请表。请登录中欧高层经理培训课程网站，选定您想要申请的课程，点击下载申请表，填写完整之后传真或邮寄至中欧客户服务小组即可完成课程申请。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站：<http://exed.ceibs.edu>

课程申请必须在开课前20个工作日日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20个工作日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

## 收费

整个课程费用为人民币26,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课前15个工作日内全部缴清。开课15个工作日内提出申请时需立即付费。

## 撤销席位

开课15个工作日内要求撤销席位，或指定学员未能上课，我们将收取课程费用的20%作为手续费。开课15个工作日内提出更换学员，其席位无法得到保证。如果学员因无法参与该期课程而要求转至下一期课程或者中欧国际工商学院其他高层经理培训课程，必须在原报名课程开课15个工作日之前提出，并只能更换同一年度内的课程。课程费用以所换至课程的费用为准，席位以中欧确认为准。

\* 我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权力。



# Programme Co-director

## 课程联席主任

Willem Burgers 柏唯良

Bayer Chair in Strategy and Marketing  
Professor of Marketing and Strategy, CEIBS

中欧国际工商学院拜耳市场战略教席教授  
市场营销学与战略学教授

### EDUCATIONAL BACKGROUND:

Ph.D. and M.B.A. in Marketing, Michigan State University, U.S.A.

### TEACHING/RESEARCH INTERESTS:

Professor Burgers is a permanent faculty member at CEIBS. He teaches marketing and strategy both in the MBA, EMBA and in the Executive Education programmes. He won the 2008 CEIBS Teaching Excellence Award. He also teaches industrial marketing in executive programmes at Columbia University in New York. Professor Burgers came to Asia to work in 1994. He was on the faculty of the Hong Kong University of Science and Technology from 1994 to 1996. He spends about nine months per year in China. His research focuses on cooperative strategy and marketing strategy.

### ACADEMIC ACHIEVEMENTS:

Professor Burgers' latest works can be found in leading journals such as the *Strategic Management Journal*, *California Management Review*, *Journal of Organisational Behaviour and Human Decision Processes*, *International Trade Journal* and *China Business Review*. In 2003 he published *Marketing Management in the 21st Century*, a special edition for China, together with Professors Capon and Hulbert of Columbia University. He is also the author of the best-selling *The Marketing You Never Knew* (2004) published in English, Chinese, Spanish, and Vietnamese, and of *Marketing Revealed* (Palgrave Macmillan, 2008). The Chinese version of *Marketing Revealed* will be out in early 2009.

### CORPORATE EXPERIENCE:

Prior to obtaining his Ph.D. from Michigan State University, he worked for several companies including Philips NV in Holland and Switzerland, and Toledo Scale in the United States. He has provided consulting services as well as designed and delivered in-company programmes for a number of companies, both in China and worldwide, such as Nokia, Kodak, Lufthansa, Novartis, LVMH, BASF, GE, BBK, TCL, Boshi Fund, Digital China, Siemens, Honeywell, HP, Unilever, Motorola, Electrolux, Shenzhen Novophalt, Guang Ming, China Unicom, Shanghai Jahwah, Jiang Ling, Zenisun and San Ming.

### 教育背景：

美国密歇根州立大学，市场营销学博士学位及工商管理硕士学位

### 教学/研究领域：

柏教授是中欧国际工商学院的长期教授。他为中欧高层经理培训课程、MBA和EMBA课程讲授市场营销学与战略学课程，荣获2008年学院教学优秀奖。同时他还在哥伦比亚大学为高层经理讲授工业营销学课程。柏教授自1994年起开始在亚洲工作，1994年至1996年期间担任香港科技大学教授。他每年大约有9个月的时间在中国度过。他的研究与著述集中于合作战略和市场营销战略领域。

### 学术成就：

柏唯良教授最近的成果发表于《战略管理期刊》、《加州管理评论》、《组织行为与人类决策过程期刊》、《国际贸易期刊》、《中国商业评论》等著名刊物。他与哥伦比亚大学的诺埃尔·凯普教授和、麦克·休伯特教授合著了《21世纪的营销管理》（中国版），并撰写了畅销书《细节营销：市场营销中你所不知的一切》（2004年出版），被翻译为多种语言出版，包括英文、中文、西班牙文和越南文等。他的新作《营销揭秘》于2008年由Palgrave Macmillan出版公司出版，中文版将于2009年初出版。

### 企业经验：

从密歇根州立大学取得博士学位前，柏教授曾在多家公司工作，其中包括荷兰和瑞士的飞利浦公司以及美国的托利多衡器公司。他曾经为中国和全球的许多公司提供咨询服务，设计或讲授公司特设课程，其中包括诺基亚、柯达、汉莎、诺华、路威酩轩、巴斯夫、通用电气、步步高、TCL、博时基金、神州数码、西门子、霍尼韦尔、惠普、联合利华、摩托罗拉、伊莱克斯、深圳路安特、光明乳业、中国联通、上海家化、江铃汽车、真功夫、正阳以及三明等。



# Programme Co-director

## 课程联席主任

Per Jenster 言培文

Visiting Professor, CEIBS,  
Director of the Centre for International Management &  
Industrial Development

中欧国际工商学院客座教授  
国际管理与产业发展中心主任

### EDUCATIONAL BACKGROUND:

Ph. D. in Strategic Management/IS, University of Pittsburgh, U.S.A.  
M.A. & B.S. in Business Economics, University of Arhus, Denmark

### TEACHING/RESEARCH INTERESTS:

Dr. Jenster is Professor of Strategic Management with Centre for International Management & Industrial Development, Switzerland and formerly professor and now a Visiting Professor at China Europe International Business School, Shanghai. He has over ten years been Professor of International Marketing & Strategy at Copenhagen Business School, and served as Associate Dean for the CBS's MBA programmes. He was formerly on the marketing faculty of IMD, Lausanne, Switzerland. At IMD, Per Jenster was the director for the Institute's programmes, Managing Industrial Market Strategy, Corporate Planners' Workshop and founder of The Owner-Manager Programme. He resided nine years in the U.S.A., during which time he was a faculty member at the University of Virginia. Besides that, he has lectured at various universities, such as INSEAD, UCLA, University of Tubingen, and has been Visiting Professor at University of Tongji, Shanghai, and University of Geneva, Switzerland. His Professorship focused on International Business Marketing and Strategic Leadership Development.

### ACADEMIC ACHIEVEMENTS:

Dr. Jenster's award winning research is widely published in more than 107 articles, books and case studies. Recent publications include *Strategy Execution: Passion and Profit*, *Outsourcing/Insourcing: Profiting from New Relationships*, *Managing Business Marketing and Sales*, and *Strategy in Knowledge Intensive Firms* and *The Business of Wine: A Global Perspective* (co-authored with David Smith).

### CORPORATE EXPERIENCE:

Dr. Jenster's industry experience includes extensive senior management consulting in the areas of strategic management, marketing planning, competitive analysis, and cost evaluation studies. His past clients include diverse organisations such as Alcoa, AON, Caterpillar, Danisco, Exxon, ICI, IBM, Philips, Kellogg's, Unilever, Nestlé, Novo Nordisk, Novozymes, Norske Shell, Randstad, Bossard Group, TRW, UNIBANK, Telia, TeleNor, TeleDanmark, Texas Instruments, Nordea, Forenings SparBanken, Westinghouse and Volvo Construction Equipment. Prior to his academic studies, he worked in product management of branded goods bound for Africa and the Far East for the East Asiatic Company. He is co-owner and board member of a number of companies. In 1988, he was appointed by US Secretary Varrity as advisor and member of the Virginia Export Council, US Department of Commerce. During his years residing in Switzerland, he held the royal appointment as Honourary Danish Consul to Switzerland.

### 教育背景：

美国匹兹堡大学，战略管理及信息系统博士学位  
丹麦奥胡斯大学，学士及硕士学位

### 教学/研究领域：

言培文博士是战略管理学教授，并在瑞士成立了国际管理和产业发展中心。他之前曾在中欧国际工商学院任教，目前担任该校的客座教授。过去十年以来，言培文博士一直在丹麦哥本哈根商学院担任国际营销与战略学教授和分管MBA课程的副院长。他曾担任瑞士洛桑IMD商学院营销学教授。在IMD商学院，言培文博士担任过“管理工业市场战略”、“公司策划人研讨”等培训课程的主任，并且是“所有者——经理人”课程的创办人。在加入IMD之前，他曾在美国弗吉尼亚大学执教九年。初次之外，他曾在法国INSEAD商学院、德国杜平根大学等校讲学。他还是同济大学和瑞士日内瓦大学的访问教授。他的研究方向是国际商务营销和战略领导力培养。

### 学术成就：

言教授的获奖研究成果广泛发表在超过107篇的论文、著作和案例研究中。近期出版的论文和著作包括《战略执行：热情和利润》、《外包/内包：从新关系中获取利润》、《管理商业营销和销售》和《知识密集型企业的战略学》、《葡萄酒生意——从全球视角看》（与大卫·史密斯合著）。

### 企业经验：

言教授的行业经历包括广泛的高级管理咨询活动，范围涉及战略管理、营销规划、竞争分析以及成本评估等领域。他的客户包括众多的组织，如美国铝业、怡安保险、卡特彼勒、丹尼斯克、埃克森、ICI、IBM、飞利浦、家乐氏、联合利华、雀巢、诺和诺德、诺维信、挪威壳牌、兰斯塔德、伯尚特集团、天合汽车、联合银行、瑞典泰利亚电信、挪威电信、丹麦电信、德州仪器、北欧投资银行集团、联合储蓄银行、西屋电气公司和沃尔沃建筑设备等。在从事学术研究之前，他为宝隆洋行工作，负责公司出口非洲和远东的知名品牌商品的产品管理。他还是一些公司的联合所有人和董事会成员。1988年，他被任命为美国商务部弗吉尼亚出口委员会委员及顾问。在居住瑞士期间，他还被皇家任命为丹麦驻瑞士名誉领事。

## Contact Us

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## 联系我们

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<http://exed.ceibs.edu>

