Ch 9. 하이테크 가격전략

Apple Lisa Story

Technology & You

BY STEPHEN H. WILDSTROM

The iMac G5: Elegant—But a Lost Opportunity

No question about it, Apple Computer's new iMac G5 is beautiful. The minimalist design, whose echoes of the iPod are entirely intentional, would grace any desk. Although I have some quibbles with the details, the iMac offers outstanding performance at a fair price. Still, lovely as the iMac is, I think Apple may be blowing an opportunity to expand its market.

This is the third generation of iMacs, and the only family resemblance is an all-in-one design radically different from anything else on the market. The previous iMacs put their guts in a hemispherical base and used a clever arm that let you position the 15- or 17-inch displays just about anywhere you wanted. The new versions mount all the electronics behind the wide-screen 17- or 20-in. display that is only about two inches thick, and the entire unit stands on a curved aluminum foot.

Apple cools the system with large, slow-turning fans, so it's whisper-quiet. If you add the optional wireless networking card ($79) and Bluetooth module and wireless mouse and keyboard package ($99), the only wire running into your iMac will be the power cord. Mac OS X is the best personal-computer operating system today by a fair margin, and the iMac comes preloaded with Apple's very good suite of iLife programs, including iPhoto and iTunes for picture and music management, respectively, and the Garage Band music composition and recording system.

THE HARDWARE IS BEAUTIFUL, the software is beautiful—so what's wrong with this picture? For one thing, some functionality seems to have been lost in the interest of aesthetics. The previous generation of iMacs allowed almost unlimited adjustment of both horizontal and vertical screen angle and a considerable range of height. The new models offer effortless vertical tilt, but only up to 30 degrees. Horizontal movement is accomplished by swiveling the entire unit, which has a slippery plastic pad on the bottom of the aluminum foot. There is no height adjustment at all, a serious blow to good ergonomics. The iMac has a full complement of ports, including three USB and two FireWire sockets and even a digital audio link, but all the connectors, as well as the power button, are in the back. This keeps the front and sides perfectly clean, but it means you have to turn the unit to plug anything in.

Price is another concern. The cheapest iMac, the 17-in. with a 1.6 gigahertz G5 processor, doesn't sound too bad at $1,299. But Apple prices all of the iMacs with a bare minimum of 256 megabytes of memory, which will hobble performance. Bringing that to 512 MB adds $75; moving to a gigabyte, which you'll want for Garage Band or any serious photo or video editing, adds $225. Throw in the wireless options, and the base iMac is up to a hefty $1,702, while the 20-in. version goes well over $2,000. By contrast, you can get a Dell Dimension 4600 with a 3.2 GHz Pentium 4, a gigabyte of memory, and a 17-in. flat panel display for $1,164. Elegance is expensive.

Apple could shake things up by rolling out a $700 Mac

Considering the excellence of the software, Apple deserves a larger share of the market than the low single digits it has been able to garner, and consumers deserve more access to Apple products. The average selling price of a desktop PC is below $750, and few go for more than $1,000. But Apple's only sub-$1,000 computers are two dated eMacs, bulbous all-in-ones with 17-in. CRT displays.

With any real improvement in Windows at least two years away, I think Apple could shake the industry by offering, for $700 or less, a PC-like Mac box for which consumers would provide their own displays. The company wouldn't have to scrimp on features or quality; the unit would lack the elegant design of the iMac G5, but it would still be a Mac. Given Apple's obsession with beautiful but expensive industrial design, there is almost no chance we'll ever see such a product. And that's a shame, both for Apple and for its prospective customers.

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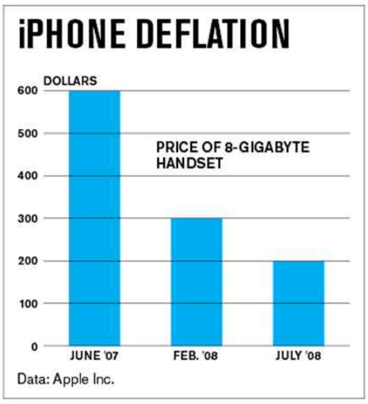
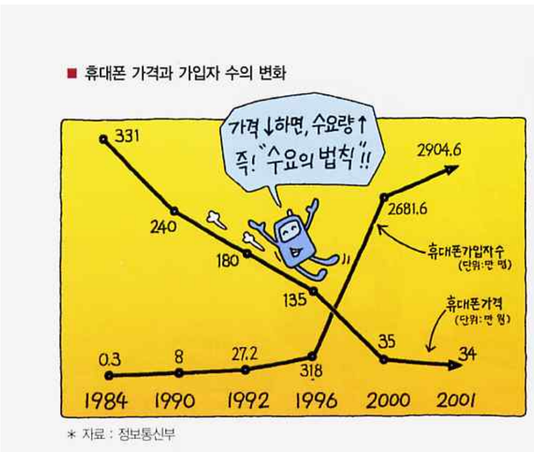
Price-Based Strategy

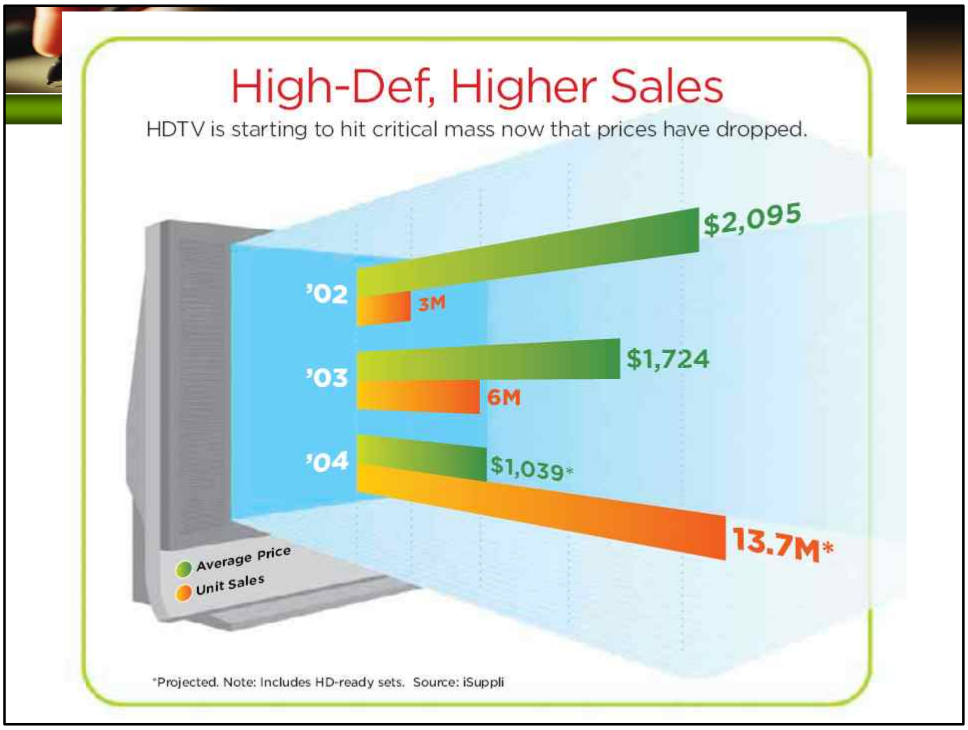
- **Why important?**
  - Quite often, key determinant of success/failure
  - More direct, instant and powerful impact, relative to other marketing variables
  - *Dynamic* strategy: (1) must adapt throughout the life cycle and (2) easy to adjust or modify
  - At later stage, a sole alternative for competition
- **Basic ideas**
  - Price positions a product in the market.
  - Lower prices increase market penetration.
  - Price declines throughout a market evolution.



The Technology Paradox

- Businesses can thrive at the very moment when their prices are falling the fastest.





TPI Inc., an outsourcing advisory firm.

So-called business process outsourcing (BPO), the fastest-growing IT service niche, will rise 8%, to $121 billion, in 2004, according to Gartner. Among IT players, IBM has a leg up, thanks to its acquisition of PricewaterhouseCoopers' consulting arm in 2003. According to Goldman, Sachs & Co. analyst Laura Conigliaro, Big Blue generated $2.3 billion in BPO sales last year and will nearly double that, to $4.5 billion, in 2004.

Fast as they're growing, U.S. providers of IT services face increasing competition from hard-charging foreign rivals—especially in the mature market for outsourcing technology. Offshore players such as India's Wipro Ltd. are challenging American companies by making tech professionals available for as little as 25% of the going U.S. rate. To counter, majors such as IBM and Accenture emphasize their tech savvy, global reach, and their own offshore centers. "Clients are interested in spreading risk across geographies," says Martin Cole, an Accenture global managing partner in charge of outsourcing.

Slowing Services

IT'S NOT ALL good news in services. Most companies have slowed spending on so-called integration services—the installation and upgrading of enterprise software from SAP, PeopleSoft, Oracle, and other smaller players. Getting these complex programs up and running can be a mammoth task—and such projects have often failed to deliver their expected value. That may explain why spending on integration will increase just 2.4% this year, to $63.9 billion, says researcher IDC.

The prospects for another once-thriving segment of the industry are barely better. After flat growth last year, revenues from strategic consulting—developing an organization's long-term technology plan—will creep up 3.4%, to $123 billion, in 2004, according to Kennedy Information Inc., a Peterborough (N.H.) research firm. That's partly because soft demand has forced down fees by some 40% from their peak, to around $75 an hour, says Tom Rodenhauser, president of Consulting Information Services LLC in Keene, N.H. "There's a continuous drive to reduce costs—everywhere," says P&G's Passerini. In 2004, whether tech is handled in-house or outsourced, frugality and caution will remain the bywords. ■

—By Roger O. Crockett in Chicago and Spencer E. Ante in New York

JUDITH COLLINS/ALAMY

CONSUMER ELECTRONICS

Free-Falling Prices And Rocketing Sales

>> Multipurpose DVD devices and MP3 players are poised for banner years

>> The entry of Dell, HP, and Gateway will intensify the competition

THIS HOLIDAY SEASON, Wal-Mart Stores Inc. stunned the consumer-electronics world with a store-busting $29.87 promotion on DVD players the day after Thanksgiving. That's a third the price of the industry average, and a mere 3% of the price when DVD players first hit the market six years ago. The coming year promises more of the same, as prices fall faster than ever on older generations of products. Indeed, the race to the lowest price is intensifying as mega-retailers, such as Wal-Mart and Virgin Group, and computer giants, including Gateway, Dell, and Hewlett-Packard, pile into the highly fragmented consumer-electronics (CE) market—often by partnering with Chinese suppliers.

Despite the cutthroat price competition, a mix of new—more expensive—offerings should revive the CE industry's growth prospects. These will include handheld video players and household network-storage devices that act as a central hub for photos, music, and video. Along with the proliferation of Wi-Fi wireless connections and flat-panel screens, that will make the networked digital home a reality for more consumers. The upshot? After stalling for the past three years, CE industry revenues in the U.S. are forecast to increase 4.2% in 2004, to $99.4 billion, according to the Consumer Electronics Assn. (CEA).

"The strong holiday sales are giving a good start to the year," says Tom Edwards, an analyst at NPD Group Inc., which tracks retail sales. "And what's hot is anything that's digital."

DVD Multitaskers

IF 2003 WAS THE YEAR of the low-end DVD player, 2004 will see the rise of multi-purpose DVD devices. The standout will be DVD recorders that burn TV shows, movies, and even photographs onto recordable disks. Chinese-made recorders from such brands as Cyberhome and Classic have breached the $300 price point already, and worldwide DVD recorder shipments and sales this year are expected to more than double, to around 10 million units, worth $3.2 billion. Companies such as Philips Electronics, Panasonic, and Pioneer are pushing more advanced recorders with

SPOTLIGHT

BILLIONS OF DOLLARS

U.S. CONSUMER ELECTRONICS SALES

GROWTH PROSPECTS

B+ Output Growth 1.9%

Output	$78.4 bil.
Employment	38,000

January 12, 2004 | BusinessWeek | 89

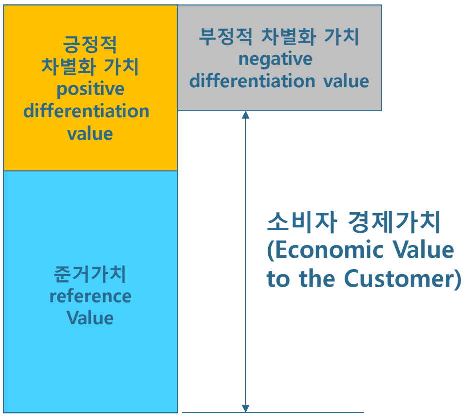
The Technology Paradox

- **Solutions to the Tech Paradox**
  - Squeeze out cost inefficiencies.
  - Avoid commodity markets.
  - Have agility and speed in getting products to market.
  - Find new uses for products.
  - Develop long-term relationships with customers.

가격결정의 3가지 접근법

- **Costs (or Company)**
  - Cost advantage – based on economies of scale or based on technology
  - Cost-plus or Target-profit pricing
- **Competition**
  - Benchmark pricing – based on the relative position in the market
- **Customers**
  - Economic value to the customer (EVC)
  - Value-based pricing
  - Customer benefits and costs

Economic Value Analysis



하이테크 가격환경

공격적 가격전략

목적: 자사제품의 수용을 앞당겨 시장점유율을 증가시키거나 잠재시장 규모를 확대하는 것

- **Price leadership as basis of competition**
  - Particularly effective in a mature market
  - Risks: Price leadership may not be sustainable.
  - Price leadership = Cost leadership (sources?)
- **Rapid price reduction for expansion**
  - Growth strategy
  - Penetration pricing, Free goodies

공격적 가격전략 (계속)

- **Experience-Curve Pricing**
  - Objective: keep others out of market or force to exit
  - “Predatory pricing” or “Preemptive pricing”
- **Promotional Discounting**
  - Objective: accelerate purchases
  - Competitive upgrade promotion
  - Package discount

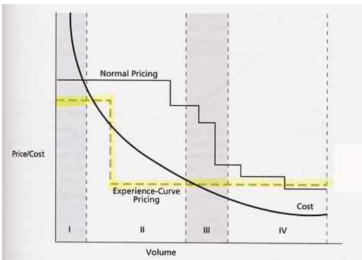


Figure 8-3 The cost curve is the same, but the pricing steps occur at different stages of a product's life cycle in the normal and experience-curve pricing models.

방어적 가격전략

목적: 최대의 이익실현

- **Adaptive Pricing**
  - Maintain highest price (thus margin) possible
  - “No price strategy” in a sense
  - Tradeoff between share vs. margin
- **Price-Tier Strategy**
  - Price segmentation
  - Developing low-end market with new products
- **Skim Pricing**
  - Focus on high-end premium market

매일경제 8. 13. 2004

삼성 휴대폰 고가전략 차질

노키아등 경쟁업체 저가 공세에 밀려

2분기 판매단가 21弗이나 내려 “3분기 회복” “힘들것” 전망 교차

하이엔드(고기능) 휴대폰의 대명사격인 삼성전자 제품의 올해 2분기 판매단가가 20달러 이상 뚝 떨어졌다.

이에 따라 수익성 악화는 물론 '월드 베스트'라는 삼성전자의 고가 휴대폰 사업 전략에도 차질이 빚어지는 것 아니냐는 분석이 고개를 들고 있다.

12일 관련업계에 따르면 삼성전자의 올해 2분기 '휴대폰 1대당 평균 판매단가(ASP)'는 175달러로 1분기 196달러에 비해 무려 21달러나 하락한 것으로 나타났다.

같은 기간 노키아는 135달러로 1분기에 비해 3달러가 하락한 반면 모토롤라와 소니에릭슨은 오히려 ASP가 상승했다.

삼성전자는 2001년 이후 ASP가 194~222달러를 유지해 2위 업체보다 16~37달러나 높았지만 올해 2분기에는 2위 업체인 소니에릭슨과 차이가 불과 1달러로 좁혀졌다.

◆**가격경쟁이 단가하락 불러**=삼성전자의 ASP 하락은 올해 초부터 북미·유럽시장에서 세계 휴대폰업체들이 펼치고 있는 가격경쟁 때문이다.

세계 1위 휴대폰업체인 노키아는 시장점유율 확대를 위해 지난 4월부터 단말기 가격을 최고 25% 내렸다.

세계 4위 업체인 지멘스도 지난 6월 일부 품목 가격을 10% 이상 낮췄다.

그 동안 고가정책을 고수해왔던 삼성전자도 내키지 않는 가격경쟁에 뛰어들 수밖에 없는 상황으로 내몰렸다.

삼성전자는 지난 5월 북미시장에 공급하는 코드분할다중접속(CDMA) 방식의 SCH-A650모델과 유럽형 이동통신(GSM)방식의 SGH-X426 등 일부 제품 가격을 10달러 인하했다.

신모델 출시가 늦어진 것도 삼성전자의 고가전략에 걸림돌로 작용했다.

지난해 내놓은 안테나 내장 카메라폰인 SCH-E700모델은 800만대 이상 팔렸지만 출고 시기가 1년이 지나면서 자연스럽게 가격이 떨어졌다.

이 같은 가격경쟁 영향으로 삼성전자의 휴대폰 분야 영업이익률은 1분기 26%에서 2분기에는 17%로 급락했다.

◆**3분기 회복할까**=삼성전자는 2분기 ASP 하락을 일시적인 현상으로 보고 있다.

삼성전자 관계자는 “2분기의 경우 E700모델의 판매가격이 하락해 휴대폰 마진이 줄어든 것”이라며 “3분기부터 GSM 슬라이딩폰 E800 등 신모델이 대거 출시되기 때문에 ASP를 회복할 수 있을 것으로 본다”고 말했다.

이영용 대신증권 연구원도 “3분기에는 수익성에 압박을 받고 있는 노키아의 가격공세가 주춤해질 것”이라며 “지난달 말부터 서유럽을 중심으로 삼성의 고기능 신제품들이 출시됐기 때문에 ASP가 높아질 것”이라고 전망했다.

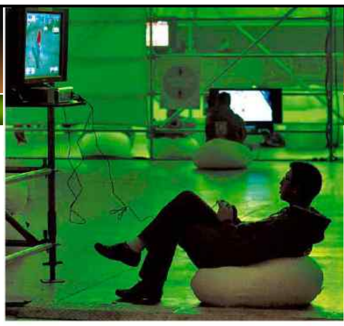
반면 삼성전자가 사실상 독점해왔던 고가폰 시장에 소니에릭슨 등이 속속 뛰어들고 있어 삼성전자의 ASP 회복은 좀더 지켜봐야 한다는 분석도 나오고 있다.

김장원 하나증권 연구원은 “지금까지 삼성전자는 슬라이딩폰보다 폴더형 단말기에 집중해왔다”며 “3분기부터 출시되고 있는 신제품이 슬라이딩폰이어서 삼성의 기대대로 '대박'을 터뜨릴지는 미지수”라고 지적했다.

백순기기자

가격전쟁 (Price War)

- **Price wars are becoming ever more common**
- **최근의 가격전쟁 사례**
  - 개인용 컴퓨터 (PC)
  - MP3 플레이어
  - 디지털 TV
  - 메모리 반도체
  - 초고속 인터넷
  - 게임기
  - 가전 (중국)



GAME CONSOLES

For Every Xbox, A Big Fat Loss

DESPITE ALL THE HYPE surrounding the new Xbox 360 video game console, **Microsoft** won't make money on the machine itself. A tear-down analysis by market researcher **iSuppli** of the high-end Xbox 360, which contains a hard drive, found that the materials cost Microsoft $470 before assembly. Chips alone account for 72% of that. The console sells at retail for $399, for a loss of $71 per unit. Other items in the box, such as the power supply, cables, and controllers, add $55 more to Microsoft's cost, pushing its loss per unit to $126.

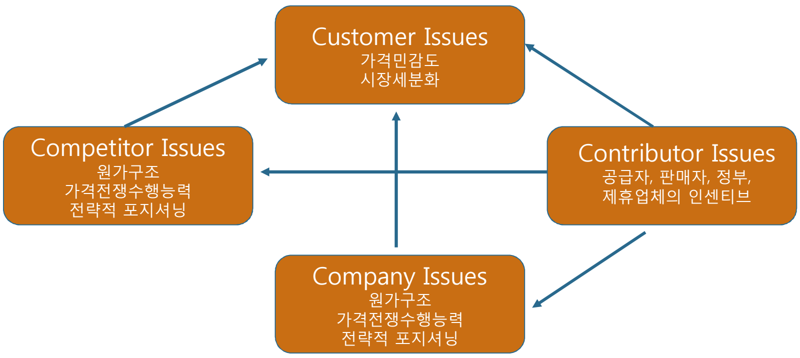
That's slightly higher than what Microsoft swallowed on the first Xbox console. ISuppli analyst Chris Crotty says efficiency gains eventually should shave $50 off chip costs, which, with other reductions over time, could get Microsoft closer to breakeven. A spokeswoman says Microsoft expects that including sales of its own game software, the Xbox line should start out "gross margin neutral"—breakeven—and turn a profit in 2007. Will this classic razor-and-blade strategy work? It hasn't so far: In the year ended on June 30, Microsoft's home entertainment division lost $391 million on sales of $3.3 billion. *–Arik Hesseldahl*

(CLOCKWISE, FROM UPPER RIGHT) PHOTOGRAPH BY CHRIS PIZZELLO/REUTERS; CHART BY ERIC HOFFMANN/BW; PHOTOGRAPH BY VICTOR R. CAIVANO/AP/WIDE WORLD; GOOGLE AD EFFECTS BY DAVID RUDES/BW

December 5, 2005 | BusinessWeek | 13

가격전쟁 대처방안

- **1단계: Stop the war before it starts.**
  - 가격전쟁의 상황분석: 4Cs



가격전쟁 대처방안

2단계: 비가격 대응	
전략적 대응의도를 노출한다	경쟁사가 가격을 인하하면 즉각 대응하여 가격을 인하하거나 최저가보상제도 등을 실시할 것임을 알리고, 원가 우위 정보를 공개함
품질 경쟁	사양을 고급화하고 기존 사양과 효익을 적극 홍보하여 차별화 수준을 높임. 저가 제품의 품질 상 문제점을 집중 홍보
산업 내 공동전선 구축	공급업자, 재판매 사업자, 관련 서비스 제공자들과의 전략적 파트너링을 통해 가격전쟁에 공동 대응하고 공동 프로모션을 실시
3단계: 가격 대응	
복잡한 가격제 도입	번들링, 이중요율(two-part tariff), 수량할인, 가격촉진, 로열티 프로그램 등을 활용하여 가격의 직접 비교가 어렵게 함
신제품 출시	가격전쟁을 통해 경쟁자가 공략하고자 하는 세분시장을 겨냥한 신제품을 출시하여 대응(FIGHTING BRAND)
가격 조정	특정 제품이나 유통경로의 가격인하 경쟁사의 가격 변동에 대응하여 적절한 가격 조정
4단계: Fight out to Death or Retreat	

버저닝 (Versioning)

- **왜 버저닝인가?**
  - 범용화의 위험: 특히 정보재(information goods)
    - Versioning is a way to make friction thereby avoiding perfect competition for a commodity product.
  - 가격차별화를 통한 수익극대화
    - 가치기반 가격정책: Link price to value
  - 자기선택(self-selection): 메뉴판을 주어라
    - Let customers reveal the value they put on information

Many Versions of Versioning

- ✓ Timing or delay
- ✓ Convenience
- ✓ Comprehensiveness
- ✓ Manipulation / Flexibility of use
- ✓ Community
- ✓ Annoyance
- ✓ Speed
- ✓ Functions / Capabilities
- ✓ User Interface
- ✓ Image Resolution
- ✓ Support

Degraded Versions

photodisc

Add to Lightbox
Download comp

E001199
Photodisc Blue
(Royalty-free)

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Contact Us

File size/resolution	Price	
1MB - 72 dpi - 6"x10" - RGB	$ 34.99 USD	Add to order
10MB - 300 dpi - 5"x7" - RGB	$ 79.99 USD	Add to order
28MB - 300 dpi - 9"x12" - RGB	$ 149.99 USD	Add to order

Sign in now to view pricing relevant to your country.

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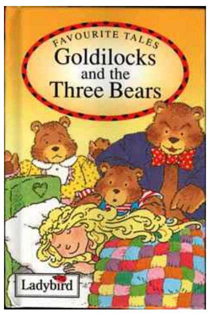
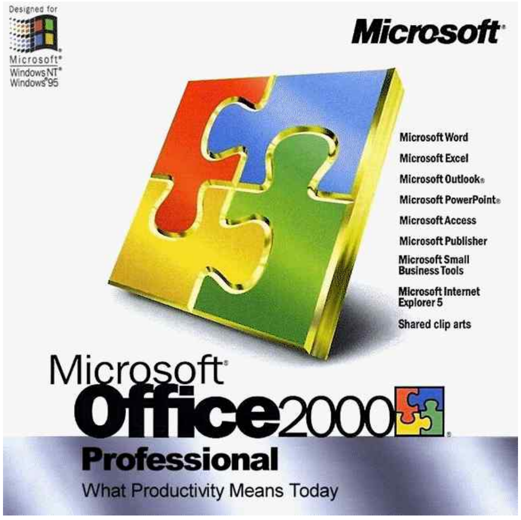
To search for similar images, choose from the following related Subject, Concept and Style keywords. To search on multiple keywords, select the appropriate checkboxes. To search on a single keyword, click the keyword itself.

More Issues on Versioning

- 버저닝은 제품라인전략이다
- 버전간의 자기잠식
  - Price-quality combination
  - Online vs. Offline versions
- 몇 개의 버전으로 할 것인가?
  - Analyze your market
  - Analyze your product
  - Network effects
  - Goldilocks: Make three versions !



Logic Behind Office Bundle ?



번들링 (Bundling)

- 정의: 둘 이상의 상품을 하나로 묶어서 패키지로 제공하는 것
- 사례
- 번들링의 원리
  - Bundling increases revenue !
  - 조건: Customer value dispersion
  - 번들링의 다른 이유?

	Word	Excel
박하이	12만원	10만원
김태구	10만원	12만원

번들링 전략의 분류

- 가격 번들링 vs. 상품 번들링
- 순수 번들링("Tying") vs. 혼합 번들링

<table>
<tr><th>초점
형태</th><th>Price</th><th>Product</th></tr>
<tr><td>Unbundling</td><td colspan="2">X
Y</td></tr>
<tr><td>Pure Bundling</td><td>(X,Y)</td><td>(X+Y)</td></tr>
<tr><td>Mixed Bundling</td><td>(X,Y)
X
Y</td><td>(X+Y)
X
Y</td></tr>
</table>