Ch 9.

하이테크 가격전략

Apple Lisa Story
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.
High-Def, Higher Sales

HDTV is starting to hit critical mass now that prices have cropped.

```
'02  2M  $2,095
'03  6M  $1,724
'04  13.7M*  $1,039*
```

*Projected. Note: Includes HD-ready sets. Source: NPD

Free-Falling Prices And Rocketing Sales

Free shipping and a no-hassle return policy, not to mention an online service center, make it easy to shop online. Shoppers can order products and have them shipped directly to their door. This trend is expected to continue, as more and more consumers are choosing to shop online.

DVD Multi-taskers

If your friend has a DVD player in her home, chances are she has a DVD multi-tasker as well. These devices allow users to watch DVDs, listen to CDs, and even listen to the radio. They are becoming increasingly popular, and many experts predict that they will continue to grow in popularity in the future.

CONSUMER ELECTRONICS

3-MP cameras and high-definition TV are poised to banner years

The entry of Cool, HP and Gateway will intensify the competition

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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

- Positive Differentiation Value
- Negative Differentiation Value

소비자 경제가치 (Economic Value to the Customer)

High-Tech Pricing Environment

- R&D 투자금액
- 경쟁
- 인터넷과 유통 채널
- 네트워크 효과
- 제품수명추기와 진부화 속도
- 파생상품의 수
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
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
Price wars are becoming ever more common

Recent cases of price wars

- Personal computers (PC)
- MP3 players
- Digital TVs
- Memory semiconductors
- High-speed internet
- Game systems
- Home appliances (China)
가격전쟁 대처방안

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

   - Customer Issues (가격전쟁의 상황분석: 4Cs)
     - 가격민감도
     - 시장세분화

   - Competitor Issues (가격전쟁의 상황분석: 4Cs)
     - 원가구조
     - 가격전쟁수행능력
     - 전략적 포지셔닝

   - Company Issues (가격전쟁의 상황분석: 4Cs)
     - 원가구조
     - 가격전쟁수행능력
     - 전략적 포지셔닝

   - Contributor Issues (가격전쟁의 상황분析: 4Cs)
     - 공급자
     - 판매자
     - 정부
     - 제휴업체의 인센티브

2단계: 비가격 대응
   전략적 대응의도를 노출한다
   경쟁사가 가격을 인하하면 즉시 대응하여 가격을 인하하거나 최저가보상제도 등을 실시함. 이를 알리고, 경쟁 우위 정보를 공개함

   품질 경쟁
   사양을 고급화하고 기존 사양과 효율을 적극 홍보하여 자발화 수준을 높임. 경쟁 제품의 품질 상 문제점을 입증 홍보

   산업 내 공동전선 구축
   공급업자, 재판매 사업자, 관련 서비스 제공자들의 전략적 파트너십을 통해 가격전쟁에 공동 대응하고 공동 프로모션을 실시

3단계: 가격 대응
   복잡한 가격제 도입
   변동형, 이중요율(two-part tariff), 수평할인, 가격촉진, 프로모션 등을 활용하여 가격의 직접 비교가 어렵게 함

   신제품 출시
   가격전쟁을 통해 경쟁자가 공략하고자 하는 세분시장을 거느린 신제품을 출시하여 대응(FIGHTING BRAND)

   가격 조정
   특정 제품이나 유통과정의 가격인하.
   경쟁사의 가격 변화에 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 Image](image)

**Contact Us**

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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!
번들링 (Bundling)

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

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번들링 전략의 분류

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

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