



## 2010, Ready for Growth?

### Commercial Excellence: European Survey on Pricing

Briefing & Survey Invitation  
2010



# The Deloitte Pricing Survey assesses Pricing strategy and capabilities for multinational customers across a range of industries



## International Pricing Survey

- The survey focuses on **how companies set their prices in different markets, countries and regions, and how they price multinational customers**
- The **full spectrum from pricing strategy to price setting and execution** is covered and combines the **current status quo in pricing theory and practice**

**Deloitte.** International Pricing Questionnaire

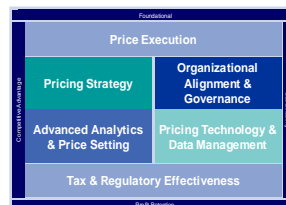
**Focus Area 1: Pricing Strategy & Analytics**

13. What is the key objective of your pricing strategy?

13.1 Profit maximisation <input type="checkbox"/>	13.4 Meet competitors' prices <input type="checkbox"/>
13.2 Volume generation <input type="checkbox"/>	13.5 Support customer orientation & satisfaction <input type="checkbox"/>
13.3 Cost recovery <input type="checkbox"/>	13.6 Other (please specify) <input type="text"/>

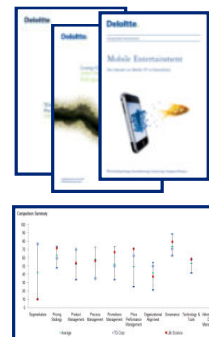
## Pricing Specialist Deloitte

- Deloitte contributes **valuable experience from pricing engagements** across multiple industries
- Providing **best practices and methodologies on how to achieve excellence in pricing** on an international basis

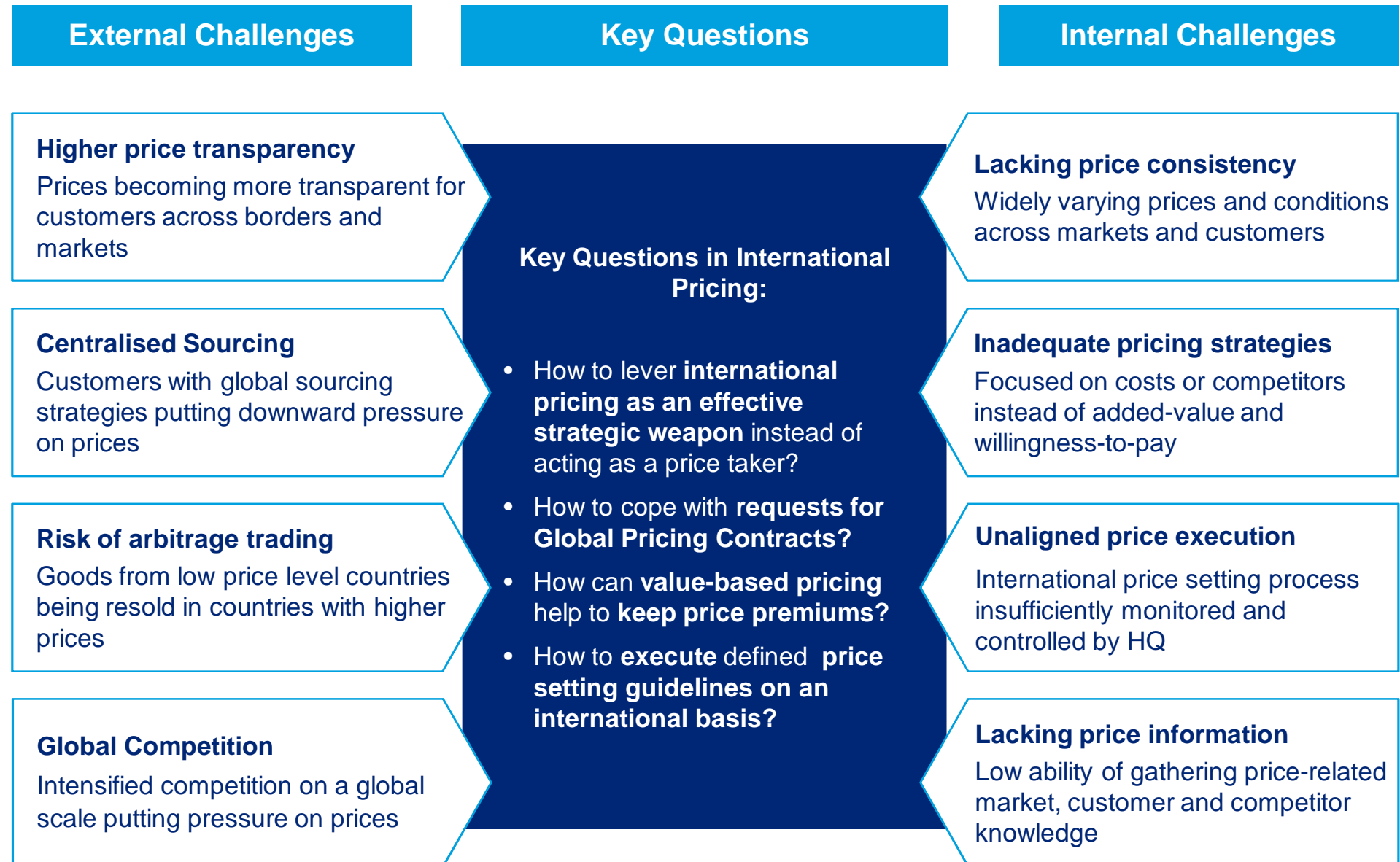


## Your Benefits

- **'International Pricing Study' combining survey insights with valuable Deloitte know-how**
- **Customized survey results to compare yourself against others** and to identify relative strengths & weaknesses



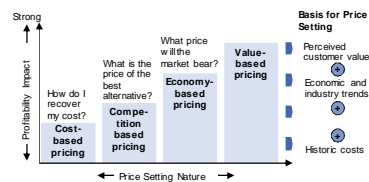
# Internal and external challenges make international pricing a crucial success factor for profitable growth



# The survey questionnaire is structured into 4 sections, focusing on international Pricing strategy, setting and management

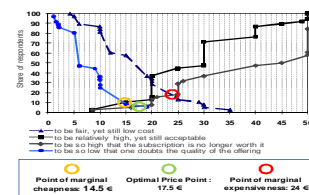
## Pricing Strategy & Analytics

- Strategic pricing objectives and core pricing principles
- Price differentiation criteria in international markets
- Usage of analytical price methods
- Steering of foreign business
- International cost analysis and measurement
- Competitive, market and customer intelligence



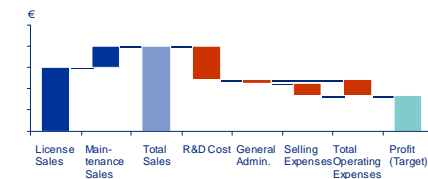
## Price Setting

- List price calculation methodologies
- Criteria for customer-specific price setting
- Price setting for global and international accounts
- Geographic market segmentation and price harmonisation concepts



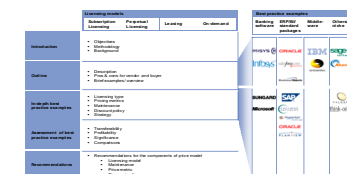
## Price Execution & Mgmt.

- Internal guidelines and policies for price execution
- External price communication
- Controlling and monitoring of pricing across countries and accounts
- Price reporting, analysis and performance measurement of price execution in international organizations



## General Pricing Aspects

- Current issues and challenges in (international) pricing
- General pricing capabilities, price positioning and internal pricing responsibilities
- Customer segmentation and account management in an international context
- Evaluation of reasons behind winning and losing customer orders



# With a survey participation you can benefit from valuable insights and comprehensive survey results

## What are your benefits?

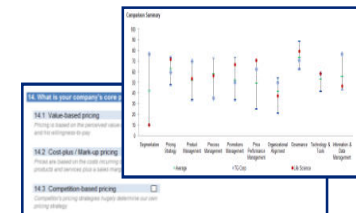
### International Pricing Study

- ✓ Deloitte as a Pricing Specialist, offering **insights into issues and challenges in international pricing**
- ✓ **Best practices & case studies** on how to achieve **excellence in international pricing** on an international basis



### Customized Survey Results

- ✓ **Quantitative and qualitative analyses** showing your survey results **in comparison to other participants**
- ✓ **Compare your views & approaches, positioning and capabilities** in core pricing areas
- ✓ **Reveal areas of strengths and optimization potential**



### Optional Expert Workshop

- ✓ Together **with our pricing experts** we offer you a **discussion of the results** for your company
- ✓ This includes the **identification of short- and mid-term improvements** of relevant optimization areas



# Deloitte has a proven track record as leading management consulting firm and preferred business advisor for Pricing

## Leading Management Consultancy\*

#	Company	Revenues in US\$ bn	Growth
1	<b>Deloitte</b>	<b>5.5</b>	<b>6.4%</b>
2	McKinsey	4.6	1.5%
3	Accenture	4.2	7.7%
4	PwC	2.8	13.3%
5	Mercer	2.8	6.9%
6	IBM	2.6	5.7%
7	BCG	2.4	0.7%
8	KPMG	2.0	8.0%
9	BAH	1.9	22.7%
10	Bain & Company	1.8	-0.2%

## Acknowledged Expertise



Bold Ideas. Compelling Research. Pragmatic Advice.



- “This Pricing Centre of Excellence gives Deloitte a significant advantage over competitors...”
- “Deloitte’s approach to pricing focuses on execution, with the emphasis on improving the pricing process rather than just doing high-level strategy work.”

# Deloitte.

- Our pricing methodologies and tools ensure an effective and structured approach
- Globally proven and unique methodologies
- Reduced project timing and project effort

*Illustrative*

More than 70 pricing engagements across multiple industries

- Projects covering all phases of the pricing lifecycle - from strategic advice to operational execution & implementation

### Engagement Examples



## Proven Pricing Methodologies

## Pricing Project Expertise

\* Source: Global Consulting Marketplace 2009, Kennedy Consulting Research

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