

17 Maret 2009

# STRATEGI PENETAPAN HARGA DALAM PEMASARAN JASA

# PRICING

# Introduction

- Price is all around us. You pay *rent* for your apartment, *tuition* for your education, and *a fee* to your dentist or physician. The airline, railways, taxi and bus companies charge you *a fare*; the local utilities call their price *a rate*; and the local bank charges you *interest* for the money you borrow. You have to pay *a toll* when you drive on the bridge and the insurance company charges you *a premium*. The guest lecturer is paid an *honorarium* and the government official takes *a bribe* to pass a file which was his job anyway. Your lawyer asks for *a retainer* and you are paid *a salary*, while the salesman has to make do with *a commission* and the worker is paid *wages*.

# Dimensi Strategis Harga

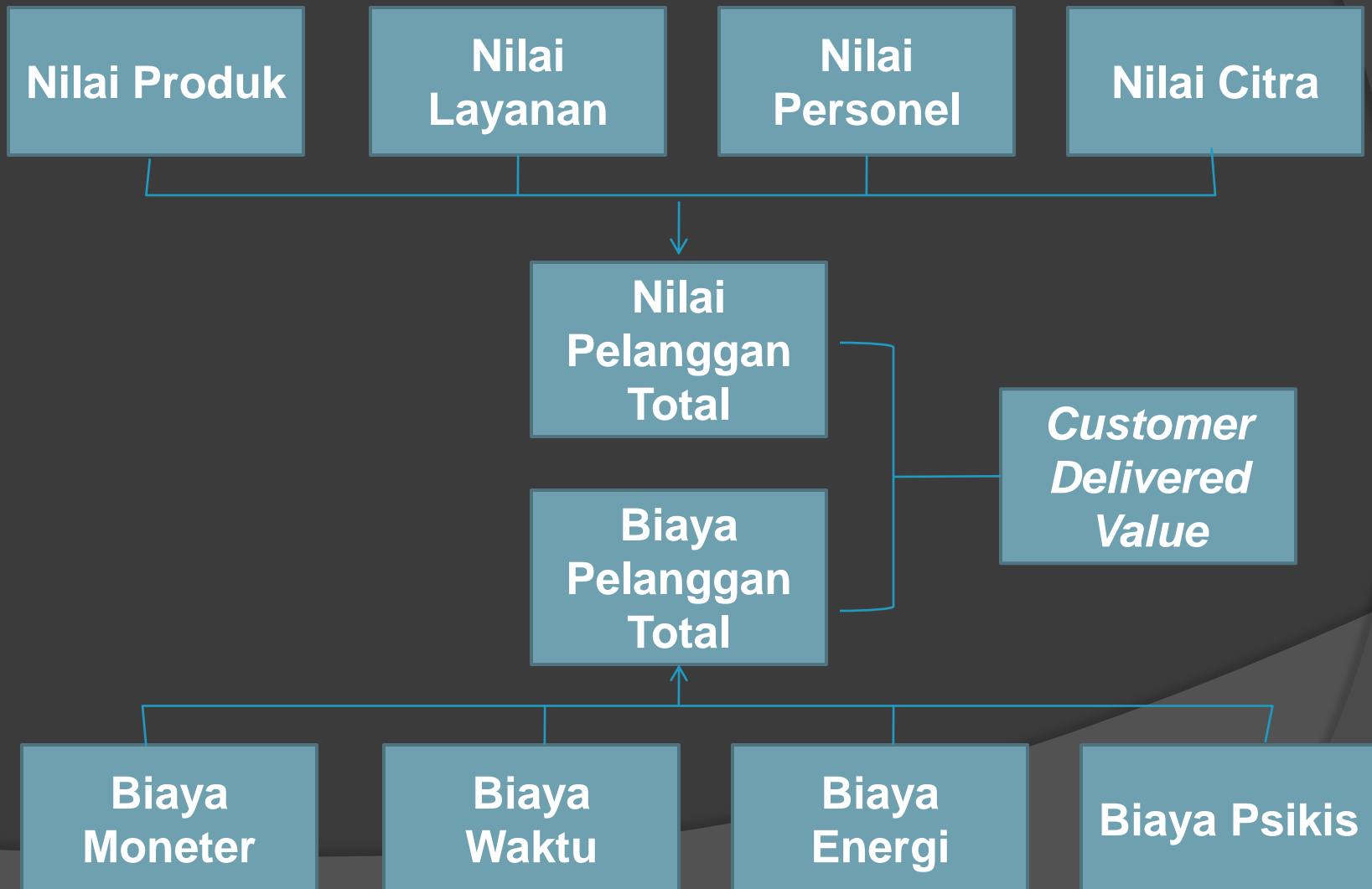
- ⦿ A statement value
- ⦿ Aspek yang jelas bagi pembeli
- ⦿ Determinan utama dalam permintaan
- ⦿ Berkaitan langsung dengan pendapatan dan harga
- ⦿ Bersifat fleksibel
- ⦿ Mempengaruhi citra dan *positioning*
- ⦿ Pemicu konflik internal, saluran distribusi, pesaing, lembaga pemerintah dan kebijakan publik

Price = Cost + Profit

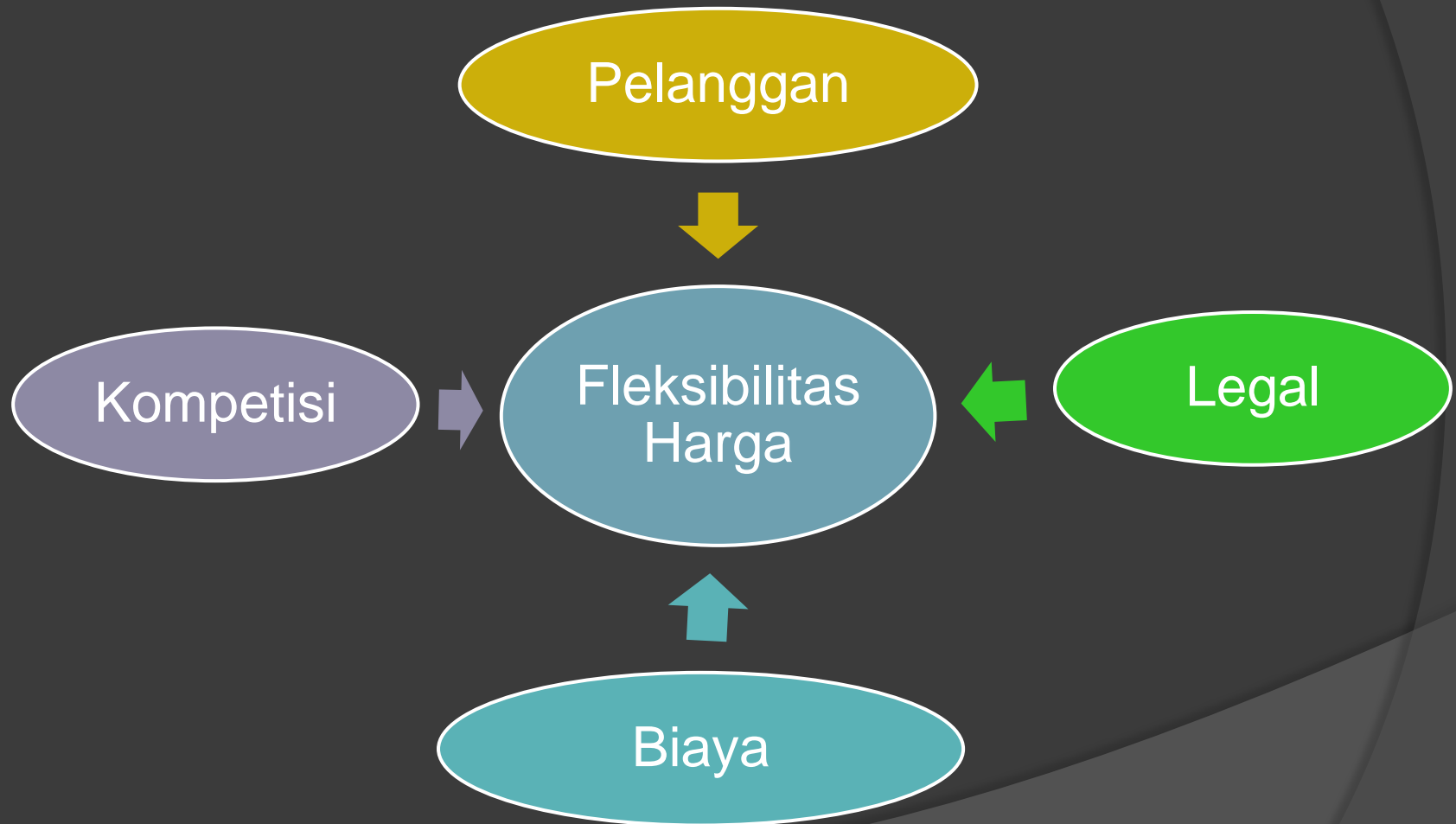
# Price brings in the revenues

- ⦿ This is the only element in the marketing mix that brings in the revenues. All the rest are costs
- ⦿ Price communicates the value positioning of the product.

# Customer Delivered Value



# Fleksibilitas Harga





# Isu-Isu Sentral dalam Penetapan Harga Jasa

- ⦿ Jasa tidak menghasilkan transfer kepemilikan
  - Sulit menetapkan harga
  - Referensi – struktur biaya dan menetapkan Fixed cost > Variabel cost
- ⦿ Variabilitas Input dan Output
- ⦿ Heterogenitas jasa membatasi pengetahuan konsumen tentang harga jasa --- tidak ada standar/patokan yang jelas, contoh: asuransi
- ⦿ Penyedia jasa tidak bersedia atau tidak mampu mengestimasi harga, contoh: konsultan
- ⦿ Keinginan pelanggan individual sangat beraneka ragam
- ⦿ Banyak jasa sulit dievaluasi, contoh: pembicara seminar
- ⦿ Pentingnya faktor waktu
- ⦿ Ketersediaan saluran distribusi elektronik dan fisik

# Pricing policy

- Selecting the pricing objective
- Determining demand
- Estimating costs
- Analysing competitors – costs, prices, offers
- Selecting a pricing method
- Selecting the final price

# 7 Isu Sentral dalam Penetapan Harga

1. Berapa harga jasa yang harus ditetapkan?
  - Mempertimbangkan pesaing, biaya, nilai, dan pelanggan
  - *Floor price* Pertemuan antara biaya yang ditutup dengan tingkat volume penjualan akan mempengaruhi batas minimum harga relevan
  - *Ceiling price* tingkat harga maksimum bagi segmen pasar tertentu
  - Apa yang terjadi jika *Ceiling Price* < *Floor Price*?
    - Jasa tidak kompetitif --- dieliminasi
    - Modifikasi jasa
    - Pendanaan dari pihak ketiga

# 7 Isu Sentral dalam Penetapan Harga

## 2. Apa yang menjadi dasar penetapan harga?

- Pelaksanaan tugas spesifik
- Admisi fasilitas jasa
- Unit waktu
- Persentase komisi
- Sumber daya fisik yang dikonsumsi
- Jarak geografid yang ditempuh
- Berat dan ukuran
- Biaya tersendiri untuk setiap unsur layanan?
- Biaya tunggal (*bundle packages*)

# 7 Isu Sentral dalam Penetapan Harga

## 3. Siapa yang mengumpulkan pembayaran

- Organisasi/perusahaan sendiri atau perantara spesialis (travel agenet, tiket, retailer, etc)
- Bagaimana mengompensasikan perantara? (Komisi atau *flat fee*)

## 4. Dimana pembayaran dilakukan?

- Lokasi Perusahaan
- Perantara Keuangan
- Tempat tinggal pembeli (pos, internet, telepon)

# 7 Isu Sentral dalam Penetapan Harga

5. Kapan pembayaran harus dilakukan?

- Uang muka?
- Pada saat jasa selesai diberikan?

6. Bagaimana pembayaran dilakukan?

- Tunai, Check, Transfer, token

7. Bagaimana Mengkomunikasikan Harga kepada pasar sasaran?

- Isi pesan?
- Media ?

# The pricing objective

- Survival
- Maximum current profit
- Maximum market share – ***penetration pricing***
- Maximum market skimming
- Product quality leadership

# Strategi Pemasaran dan Tujuan Penetapan Harga Jasa

## ◉ Strategi Permintaan Primer

Bagaimana Permintaan Dipengaruhi	Strategi Untuk Mempengaruhi Permintaan
1. Menarik Pelanggan Baru (non users)	<ul style="list-style-type: none"><li>a. Meningkatkan kesediaan untuk membeli -- akses pembayaran</li><li>b. Meningkatkan kemampuan untuk membeli – rekayasa ukuran/volume</li></ul>
2. Memperbesar tingkat pembelian	<ul style="list-style-type: none"><li>a. Menambah situasi penggunaan</li><li>b. Menaikan tingkat konsumsi</li><li>c. Mendorong penggantian produk</li></ul>



# Strategi Pemasaran dan Tujuan Penetapan Harga Jasa

## ◉ Strategi Permintaan Selektif

Bagaimana Permintaan Dipengaruhi	Strategi Untuk Mempengaruhi Permintaan
1. Memperluas pasar yang dilayani	a. Memperluas distribusi b. Perluasan lini produk
2. Merebut pelanggan dari pesaing	a. Head to head competition (kualitas superior, cost leadership) b. Diferensiasi ( <i>benefit/attribute positioning, customer based positioning</i> )
3. Mempertahankan/meningkatkan permintaan dari pelanggan saat ini	a. Mempertahankan kepuasan pelanggan b. Relationship marketing c. Produk komplementer

# Tujuan Spesifik Penetapan Harga Jasa

No	Orientasi Tujuan	Tujuan Spesifik
1	Revenue Oriented a. Mengejar Profit  b. Menutup biaya	<ul style="list-style-type: none"><li>• Menghasilkan surplus sebesar mungkin</li><li>• Mencapai tingkat target spesifik</li><li>• Menutup total biaya</li><li>• Menutup biaya tertentu</li><li>• Menutup biaya inkremental</li></ul>
2	Capacity oriented	<ul style="list-style-type: none"><li>• Mengoptimalkan kapasitas produktif melalui perubahan harga</li></ul>
3	Patronage Oriented	<ul style="list-style-type: none"><li>• Memaksimumkan permintaan</li><li>• Menetapkan harga sesuai pasar</li><li>• Menawarkan metode penawaran yang harga berbeda</li></ul>

# Determining Demand

- Price sensitivity
- Price elasticity of demand

$$e = \frac{Q_2 - Q_1 / 0,5 (Q_2 + Q_1)}{P_2 - P_1 / 0,5 (P_2 + P_1)}$$

# What influences price sensitivity?

- ◉ Shared cost
- ◉ Sunk investment
- ◉ Price – quality
- ◉ Inventory effect
- ◉ Unique value effect
- ◉ Substitute awareness
- ◉ Difficult comparison
- ◉ End benefit
- ◉ Total expenditure

# What is price elasticity?

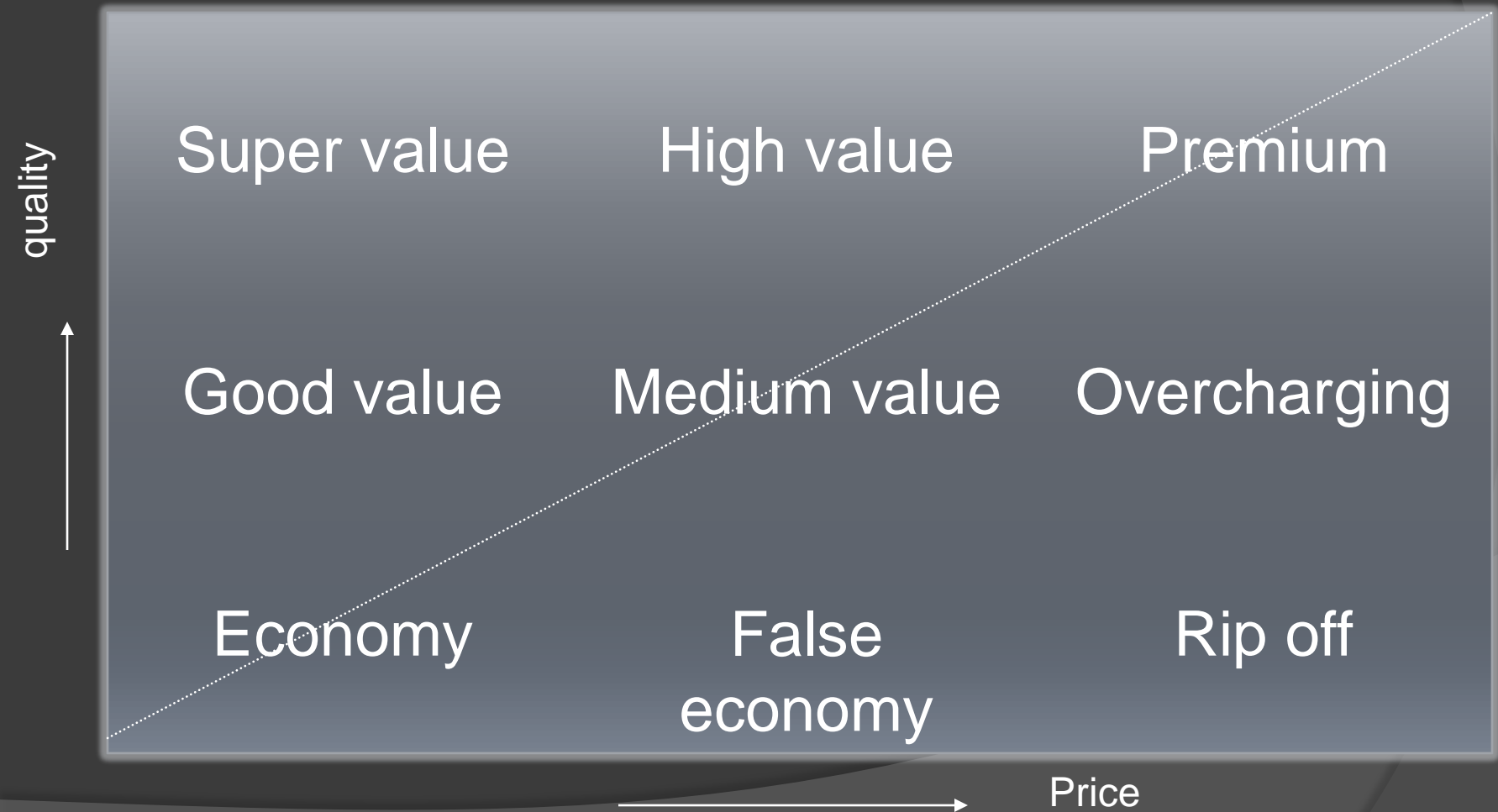
- ⦿ This determines the changes in demand with unit change in price
- ⦿ If there is little or no change in demand, it is said to be ***price inelastic***.
- ⦿ If there is significant change in demand, then it is said to be ***price elastic***.

Nilai e	Tipe Elastisitas	Dampak Terhadap Pendapatan Total dari:	
		Kenaikan Harga	Penurunan Harga
$e > -1$	Inelastis	Meningkat	Menurun
$e = -1$	Elastis Unitaris	Tidak Berubah	Tidak Berubah
$e < -1$	Elastis	Menurun	Meningkat

# Demand is likely to be less elastic when

- ⦿ There are few or no substitutes
- ⦿ Buyers readily do not notice the higher price
- ⦿ Buyers are slow to change their buying habits
- ⦿ Buyers think that the higher prices are justified

# Price Quality Strategies





# Strategi Penetapan Harga

## Berry & Yadav, 1996

Strategi Penetapan Harga Jasa	Proses Penciptaan Nilai	Bentuk Implementasi
Satisfaction-Based Pricing	Memahami dan mengurangi persepsi pelanggan terhadap ketidakpastian akibat <i>intangibility</i>	Garansi Jasa Benefit Driven Pricing Flat-rate pricing
Relationship-based pricing	Mendorong relasi jangka panjang yang saling menguntungkan	Kontrak jangka panjang Price bundling
Efficiency pricing	Berbagi penghematan biaya dengan pelanggan, terutama penghematan yang dihasilkan dari upaya memahami, mengelola, dan mengurangi biaya-biaya penyediaan jasa	

# Strategi Penetapan Harga Zeithaml & Bitner (2003)

- Cost-Based Pricing
- Competition-Based Pricing
- Demand Based Pricing (Value-Base Pricing)

# Strategi Penetapan Harga Jasa Berdasarkan Empat Definisi Nilai

Nilai adalah harga murah:

- Discounting
- Odd Pricing
- Syncropricing
- Penetration pricing

Nilai adalah segala sesuatu yang diinginkan dari suatu jasa

- Prestige pricing
- Skimming pricing

Strategi Penetapan Berdasarkan Nilai Pelanggan

Nilai adalah kualitas yg didapat dari harga

- Value pricing
- Market Segmentation Pricing

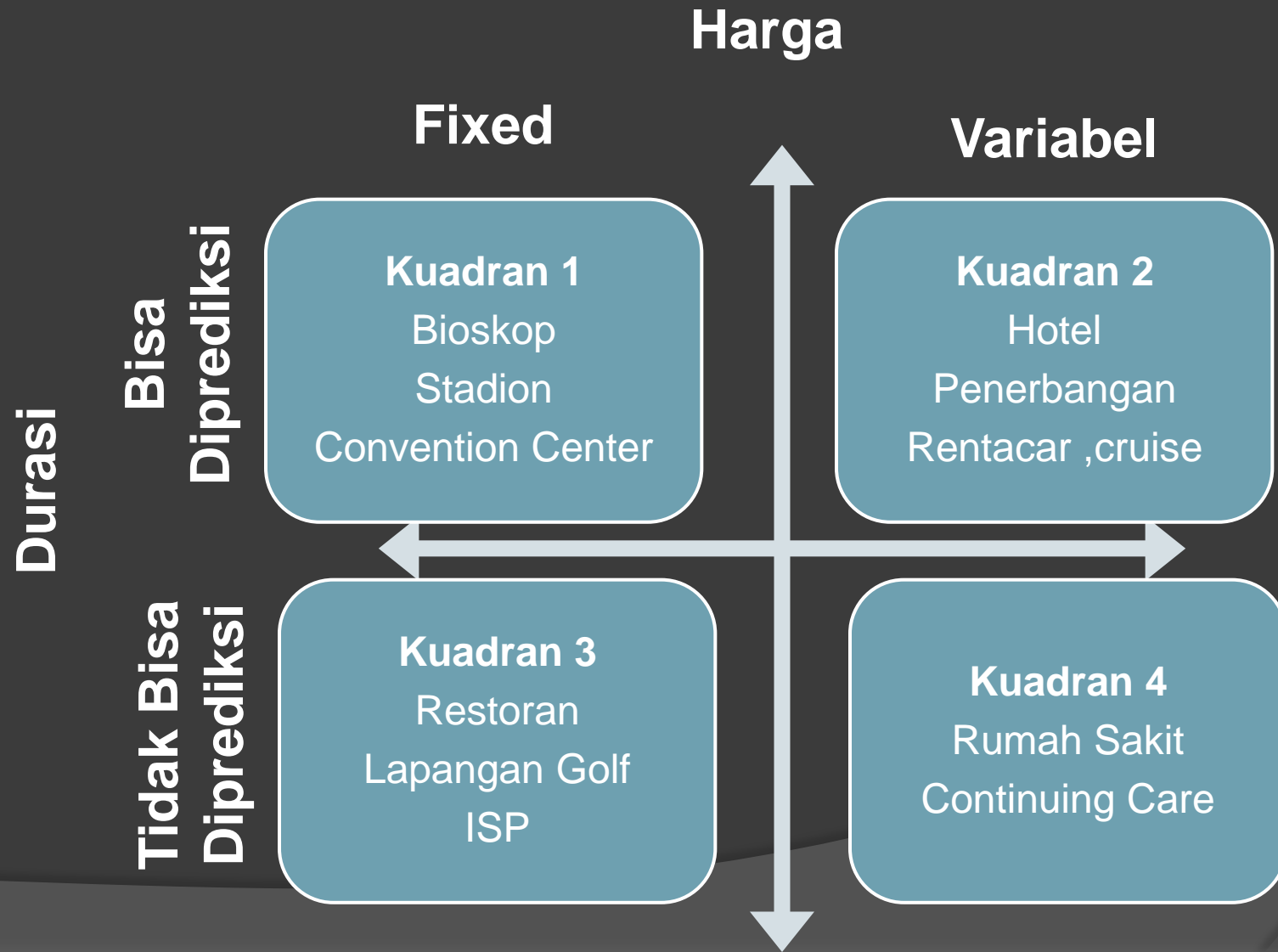
Nilai adalah semua yang didapat dari harga yang diberikan

- Price framing
- Price bundling
- Complementary pricing
- Result based pricing

# Yield Management

- Pengendalian permintaan melalui variabel pricing dan manajemen kapasitas untuk meningkatkan profitabilitas organisasi
- 5 C: *Calender, Clock, Capacity, Cost, Customer Demand*

# Penetapan Harga vs Durasi



# Estimating costs

- Fixed costs
- Variable costs
- Learning curve
- Activity based costing
- Target costing

# Pricing methods

- Markup pricing
- Target return pricing
- Perceived value pricing
- Value pricing
- Going rate pricing
- Sealed bid pricing

# Psychological pricing

- It is used to lessen the impact of the actual pricing in the consumers mind
- It is used as a surrogate to indicate the product quality or esteem



# New methods of Pricing

- Group Pricing
- Gain and Risk sharing pricing

# Geographical Pricing

- ⦿ Different pricing at different locations
- ⦿ Could be in terms of barter, countertrade and foreign currency

# Discounts and Allowances

- ⦿ Early payment
- ⦿ Off – season
- ⦿ Bulk purchase
- ⦿ Retail discount
- ⦿ Cash discount
- ⦿ Trade in allowance

# Promotional Pricing

- ⦿ Loss leader pricing
- ⦿ Special event pricing
- ⦿ Cash rebate
- ⦿ Low interest financing
- ⦿ Longer payment terms
- ⦿ Warranties and service contracts
- ⦿ Psychological discounting

# Discriminatory Pricing

- Customer segment
- Product form
- Image pricing
- Location pricing
- Time pricing

# Preconditions

- ⦿ Market must be segmentable
- ⦿ The lower price segment should not be able to resell the product to the higher price segment
- ⦿ The competitors must not be able to undersell the firm in the higher price segment
- ⦿ Should not breed customer resentment and illwill
- ⦿ Price discrimination should not be illegal

# Product Mix Pricing

- Product line pricing
- Optional feature pricing
- Captive product pricing
- Two part pricing
- Byproduct pricing
- Product bundling pricing

# Initiating Price cuts

- ⦿ Excess plant capacity
- ⦿ Competition
- ⦿ Aggressive pricing



# Initiating price increases

- When demand exceeds supply
- When costs go up
- Govt. policies
- Reduce/remove discounts and rebates

# Indirect price increases

- Shrinking pack size for same price
- Substituting less expensive raw materials
- Reducing product features
- Removing product services
- Using less expensive packaging material
- Reducing the no.of packs and sizes offered
- Creating new economy brands

# Reaction to price changes

- ⦿ Customer reaction
- ⦿ Competitor reaction

# Responding to competitor price changes

- ⦿ Maintain price
- ⦿ Maintain price and add value
- ⦿ Reduce price
- ⦿ Increase price and quality
- ⦿ Launch a low price fighter

# Pricing For Profit

# The Basic Truths About Pricing

- ① Lower prices DO NOT automatically automatically equate to increased sales
- ① Lower prices and the resulting per sale lower profits DO require require you to sell more in order to maintain the same level of profitability for the company

# Example

- You normally sell 100 premium brake shoes per month at a price of \$25 each. The shoes cost you \$15 each, so your gross profit per shoe is \$10 with a gross profit percentage of 40% ( $10 / 25$ ). Your total sales per month are \$2,500 and total profits are \$1,000. If you lower the price by 10% or \$2.50 making the selling price \$22.50, your profit per sale becomes \$7.50 or 33.33% GP ( $7.5 / 22.5$ ).
- How many more shoes will need to be sold to make the same total gross profit as prior to the price reduction?
- $\$1,000 / \$7.50 = 133.3333$  or 134 shoes.
- The 10% reduction in price will require a 34% increase in sales to achieve the same total gross profit as before the price reduction.
- Formula for calculating the increase in sales needed after price cut
- Beginning GP%
- Beginning GP% - % Lowered - 1 = % of Sales Increase Required

# The Basic Truths About Pricing

- ⦿ Customers who buy from you because of price are not YOUR customers. They belong to whoever has the lowest price in the marketplace.
- ⦿ A price increase may actually be the best choice.
- ⦿ If business is bad, cutting prices could make matters worse because of the increased sales volume required just to maintain existing profits.
- ⦿ A small price increase can significantly increase overall profits.



# Example

- Using the previous brake shoe scenario. If you raise the price of the shoes by 3% making the selling price \$25.75, your gross profit is now \$10.75 per shoe or 41.75% ( $10.75 / 25.75$ ). Your total gross profit on 100 shoes would be \$1,075, a 7.5% increase.
- or Even if sales declined slightly, you could still maintain the original \$1,000 gross profit.

Beginning GP%

Beginning GP% + % Raised

- 1 = % of Sales Decrease Absorbed

40%

40% + 3%

- 1 = .0697 (6.97% drop in sales=Same profit \$)

$$100 * 93.03\% = 93 * 10.75 = \$999.75$$

# Definitions

- **Mark-Up Percent** is the percent applied to Cost to determine Selling Price
- **Gross Margin Percent** is the percent of the Selling Price that is Profit
- **Dollars Gross Margin** is the difference between Selling Price and Cost

# Calculating Margin

- An item's cost is \$100. You sell it for \$125. To calculate the margin on this sale use the following formula:

$$\text{(SELLING PRICE - COST) / SELLING PRICE = MARGIN\%}$$

$$(125 - 100) / 125 = .20 \text{ (20\%)}$$

- Again, margin is the percentage of the selling price represented by gross profit.
- In the example above, the \$25 gross profit is 20% of the selling price.

# Calculating Selling Prices

- If you know the cost and the desired margin you can use this information to calculate the selling price.

- Divide the cost by the reciprocal of the margin you want

$$\text{COST} / (100\% - \text{GM}\%) = \text{SELLING PRICE}$$

- If the cost for an item is \$200 and you want a 30% margin:

$$100\% \text{ } \$200 / (100\% - 30\%)$$

$$\$200 / (70\%)$$

$$\$200 / .70 = \$285.71$$

# Using Markup

- Markup, defined as the percentage added to cost to arrive at a selling price, is commonly used to price materials.
- If you want to mark up an item 20%, you add 20% of the item's cost to the cost.
- For example - if an item cost \$100 and you want to add a 20% markup:

$$100 \times 20\% = \$20$$

$$\$100 + \$20 = \$120 \text{ SELLING PRICE}$$

Note: The actual margin on this item is less than 20%.

$$(\$120 - 100) / \$120 = 16.67\%$$

$$(\text{SELLING PRICE} - \text{COST}) / \text{SELLING PRICE}$$

- A 20% markup does not yield a 20% margin! I
- t is important that you to utilize margin and markup properly.

# Using Markup

- You can use the following Markup/Margin Table as a guide for achieving the proper margin.
- Use the multiplier on cost to achieve the desired margin.
- e.g. To achieve a 22% margin use a 129% (1.29) multiplier.

Profit Percent Desired	Multiply Cost By	Profit Percent Desired	Multiply Cost By
10%	1.1111111	46%	1.8518519
12%	1.1363636	48%	1.9230769
14%	1.1627907	50%	2.0000000
16%	1.1904762	52%	2.0833333
18%	1.2195122	54%	2.1739130
20%	1.2500000	56%	2.2727273
22%	1.2820513	58%	2.3809524
24%	1.3157895	60%	2.5000000
26%	1.3513514	62%	2.6315789
28%	1.3888889	64%	2.7777778
30%	1.4285714	66%	2.9411765
32%	1.4705882	68%	3.1250000
34%	1.5151515	70%	3.3333333
36%	1.5625000	72%	3.5714286
38%	1.6129032	74%	3.8461538
40%	1.6666667	76%	4.1666667
42%	1.7241379	78%	4.5454545
44%	1.7857143	80%	5.0000000

# Value Pricing for Profit: Value-- Based Pricing

- ⦿ How high can a price be before the product or service is priced out of the market?
- ⦿ To understand the customer's perception of the value of your product or service, look at more subjective criteria such as customer preferences, product benefits, convenience, product quality, company image and alternative products offered by the competition.
- ⦿ How do your customers describe what they get for their money?
- ⦿ Do they save a great deal of money or time by purchasing your product or service?
- ⦿ Do they gain a competitive advantage from using your service?
- ⦿ Is it more convenient to use your service rather than try to do it themselves?
- ⦿ What are the customer's choices?
- ⦿ What does the competition charge?



# Intelligent Pricing Strategies

- The good news about pricing your products or services is that you don't have to learn complicated pricing formulas to do it right. Just understand this basic principle: The more your customers perceive your business as being different from the competition, the less chance there is of your discounting — or trying to compete solely on price.
- Price – Quality – Service --- Pick any two!
- Example – Starbucks Coffee

**Terima Kasih**  
**Semoga Bermanfaat!**