



# WHY NOW IS THE TIME TO CHANGE YOUR PRICING STRATEGY (AND HOW TO DO IT)

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- CERTIFIED ASSOCIATION EXECUTIVE
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# HOW OFTEN DO YOU RAISE PRICES?



# HOW OFTEN DO YOU RAISE VALUE?



# THE (P)ROBLEM



# PRICING AND VALUE $\neq$ NOT GREED



# FIRST, UNDERSTAND THE PURPOSE OF PRICING

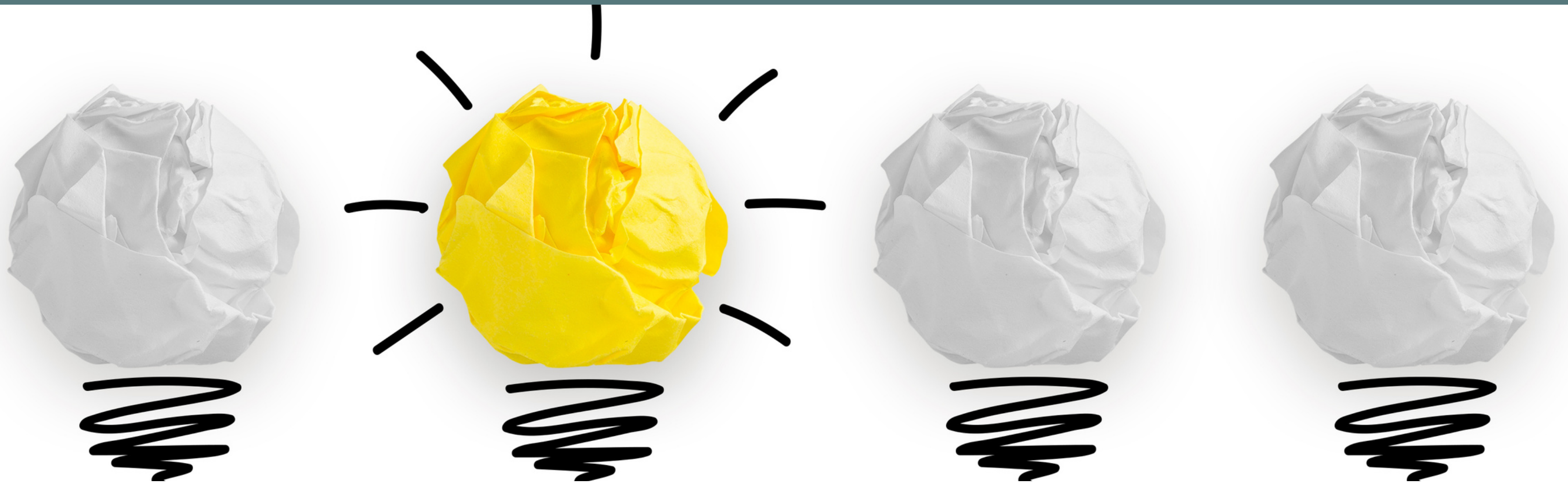


# PRICING = FINANCIAL SUSTAINABILITY





# VALUE = INNOVATION





# EXAMPLE

- PRICE INCREASE
- PRICE DECREASE (DISCOUNTING)



# YOUR PRICING AND VALUE STRATEGY



# 1. DATA ANALYSIS

- ENGAGEMENT
- HIGH-LOW EXERCISE:
  - WHAT IS HIGH VALUE, LOW EFFORT?
  - WHAT IS HIGH VALUE, HIGH EFFORT?
  - WHAT IS LOW VALUE, LOW EFFORT?
  - WHAT IS LOW VALUE, HIGH EFFORT?
- SEGMENTATION





# 2. MARKET RESEARCH

- SURVEYS
  - PERSONA
  - ASK TO FOLLOW UP
  - VALUE
  - PRICE LATER
- FOCUS GROUPS
  - CONFIRM SURVEY DATA
  - EXTRACT WILLINGNESS TO PAY
- 1-1'S
  - BEST FOR SPONSORS OR WHEN FOCUS GROUPS ARE LACKING



# ANALYZE YOUR RESULTS

- WHAT VALUE CAN WE SUNSET?
- WHAT VALUE DO WE NEED TO RAMP UP?
- WHAT VALUE IS MISSING?
- DO OUR VALUE PROPOSITIONS NEED UPDATING? OUR MARKETING COLLATERAL?
- IS THERE AN OPPORTUNITY FOR A PRICE INCREASE?
- WHEN WAS THE LAST TIME WE HAD A PRICE INCREASE?
- WILL WE CONDUCT MARKET TESTING TO TEST OUR POTENTIAL NEW PRICE AND VALUE ADJUSTMENTS?



# 3. MARKET TESTING

## Example conjoint choice task



# ANALYZE THOSE RESULTS, TOO

- BASED ON MARKET TESTING, WILL WE SEE AN INCREASE IN OUR PROFITS OR A DECLINE?
- BASED ON OUR MARKET TESTING, CAN WE PROVIDE MORE MEANINGFUL VALUE TO OUR MEMBERS OR SPONSORS TO BEST FULFILL OUR MISSION?





# 4. TIME TO EXECUTE

- PROJECT PLAN VALUE-ADDS
- PREPARE FOR CHANGE MANAGEMENT
- COMMUNICATE VALUE AND PRICE INCREASES
- ANALYZE, LEARN, AND REPEAT



# ARE YOU CURRENTLY FOLLOWING THESE STEPS?

IF NOT, HERE'S WHERE TO BEGIN



# QUESTIONS TO ASK NOW:



1. DO WE HAVE AN ANNUAL PRICING AND VALUE STRATEGY?
2. WHEN WAS THE LAST TIME WE ADJUSTED PRICES FOR OUR PRODUCTS AND SERVICES?
3. HOW DO WE CURRENTLY SET PRICES? BASED ON COMPETITORS, COSTS, OR GUT FEELING?
4. HOW DO WE MEASURE VALUE? IS IT BASED ON WHAT WE THINK, WHAT OUR MEMBERS/SPONSORS TELL US, OR WHAT WE SEE COMPETITORS DOING?



**ONE PRODUCT.  
JUST ONE.**



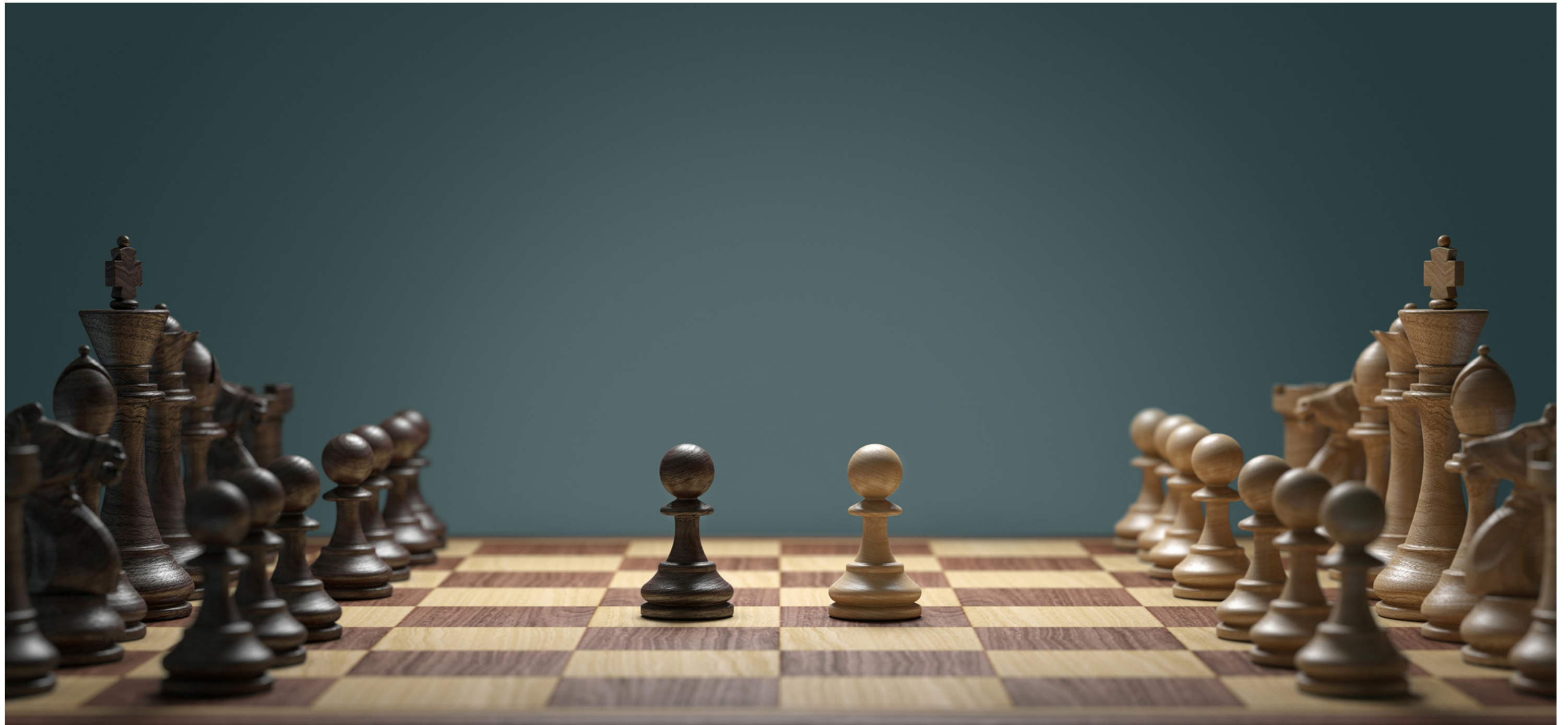
# WALK THROUGH THIS PROCESS



1. WHEN DID YOU LAST ADJUST THE VALUE AND PRICE?
2. DATA ANALYSIS
3. MARKET RESEARCH
4. MARKET TESTING
5. EXECUTE



# ANNUALLY - DO THIS FOR ALL PRODUCTS. YES, REALLY.



# MEETING AGENDA:

- ARE WE FOLLOWING OUR PRICING AND VALUE STRATEGY?
- WILL WE BRING IN AN OUTSIDE CONSULTANT TO HELP US WITH OUR PRICING AND VALUE STRATEGY THIS YEAR FOR ANY PRODUCTS OR SERVICES?
- WHAT STORY IS OUR DATA TELLING US?
  - WHAT IS HIGH VALUE, LOW EFFORT?
  - WHAT IS HIGH VALUE, HIGH EFFORT?
  - WHAT IS LOW VALUE, LOW EFFORT?
  - WHAT IS LOW VALUE, HIGH EFFORT?
- WHAT MARKET RESEARCH WILL WE CONDUCT THIS YEAR?
  - SURVEYS?
  - FOCUS GROUPS?
  - 1-1 CONVERSATIONS?
  - FOR ALL PRODUCTS AND SERVICES, OR JUST SELECT? ON WHAT ROLLING SCHEDULE?
- BASED ON OUR MARKET RESEARCH, WHAT IS OUR PLAN?
  - WHAT VALUE CAN WE SUNSET?
  - WHAT VALUE DO WE NEED TO RAMP UP?
  - WHAT VALUE IS MISSING?
  - DO OUR VALUE PROPOSITIONS NEED UPDATING? OUR MARKETING COLLATERAL?
- IS THERE AN OPPORTUNITY FOR A PRICE INCREASE?
  - WHEN WAS THE LAST TIME WE HAD A PRICE INCREASE?
  - WILL WE CONDUCT MARKET TESTING TO TEST OUR POTENTIAL NEW PRICE AND VALUE ADJUSTMENTS?
  - BASED ON MARKET TESTING, WILL WE SEE AN INCREASE IN OUR PROFITS OR A DECLINE?
  - BASED ON OUR MARKET TESTING, CAN WE PROVIDE MORE MEANINGFUL VALUE TO OUR MEMBERS OR SPONSORS TO BEST FULFILL OUR MISSION?







# HOW MUCH MORE?












HOW MUCH MORE CAN YOU DO FOR  
YOUR MEMBERS AND SPONSORS IF YOU  
FOCUS ON INNOVATION AND FINANCIAL  
SUSTAINABILITY?






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ADVANCING YOUR PRICING AND VALUE STRATEGY






          



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