

FOURTH EDITION

# Marketing *for* Hospitality *and* Tourism

Philip Kotler  
John T. Bowen  
James C. Makens

## Chapter 12

# Penetapan Harga Produk: Pertimbangan, Pendekatan, dan Strategi Penetapan Harga

“The real issue is value, not price.”

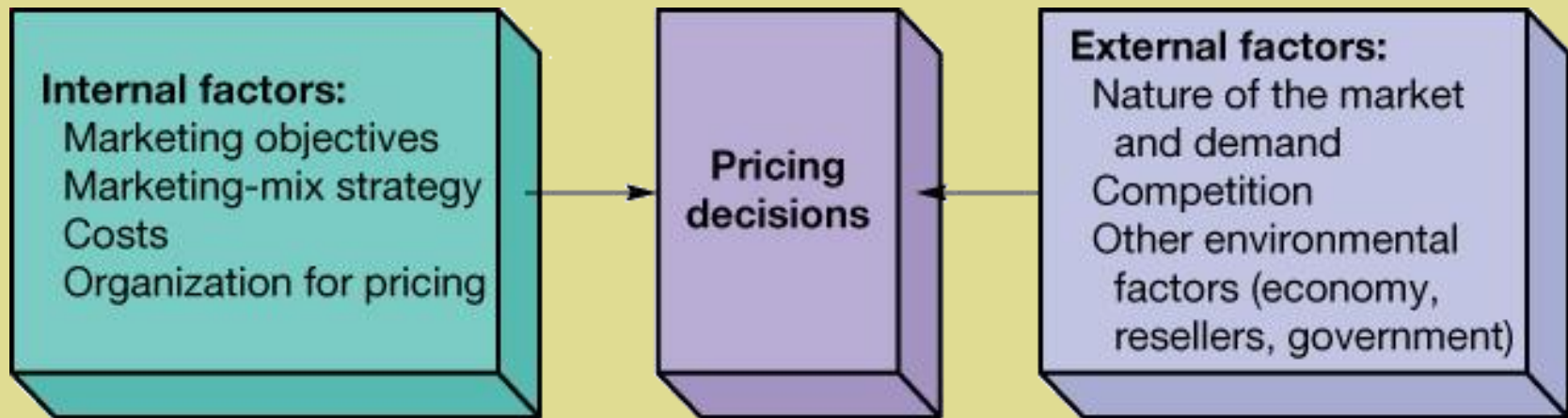
-Robert T. Lindgren



# Price

- **Price** adalah sejumlah uang yang dikenakan atas barang atau jasa.
- Elemen marketing mix element yang menghasilkan revenue
- Harga terlalu tinggi membuat pelanggan potensial lari, harga terlalu rendah memotong revenue.

# Faktor yang Dipertimbangkan dalam Menetapkan Harga



# Internal Factors

- Marketing Objectives
  - Survival
  - Current Profit Maximization
  - Market-Share Leadership
  - Brand Equity Growth
  - Product-Quality Leadership

# Internal Factors

- Marketing Mix Strategy
- Costs
  - Fixed vs. Variable Costs
- Organizational Considerations

# External Factors Affecting Pricing Decisions

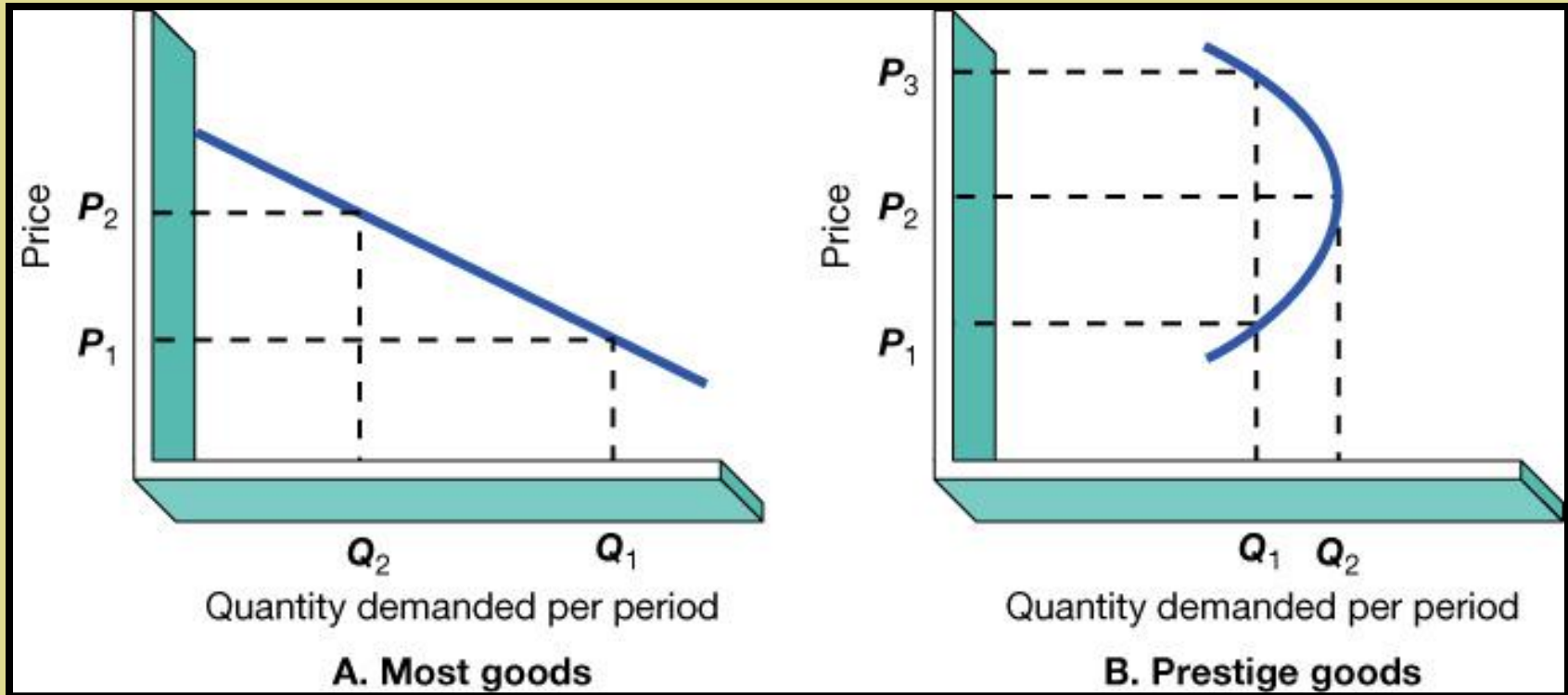
- Market and Demand
- Cross Selling and Upselling
- Consumer Perceptions of Price and Value

# External Factors Affecting Pricing Decisions

- Analyzing the Price – Demand Relationship
- Price Elasticity of Demand
- Factors Affecting Price Sensitivity



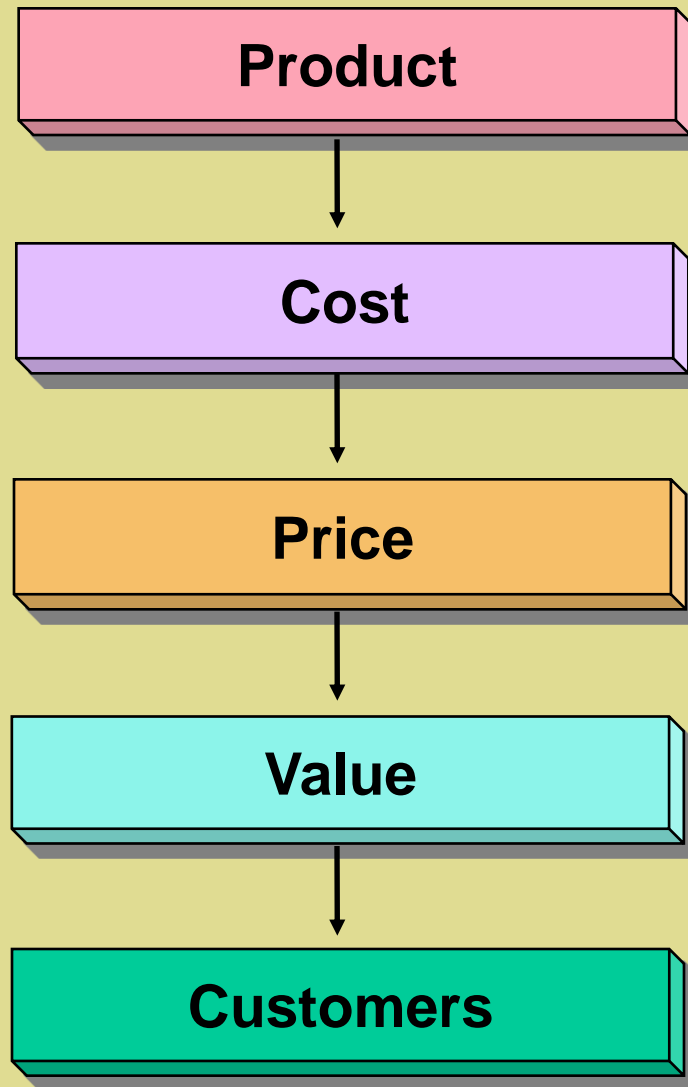
# Price Elasticity of Demand



# General Pricing Approaches

- Cost-Based Pricing
- Break-Even Analysis and Target Profit Pricing
- Value-Based Pricing
- Competition-Based Pricing

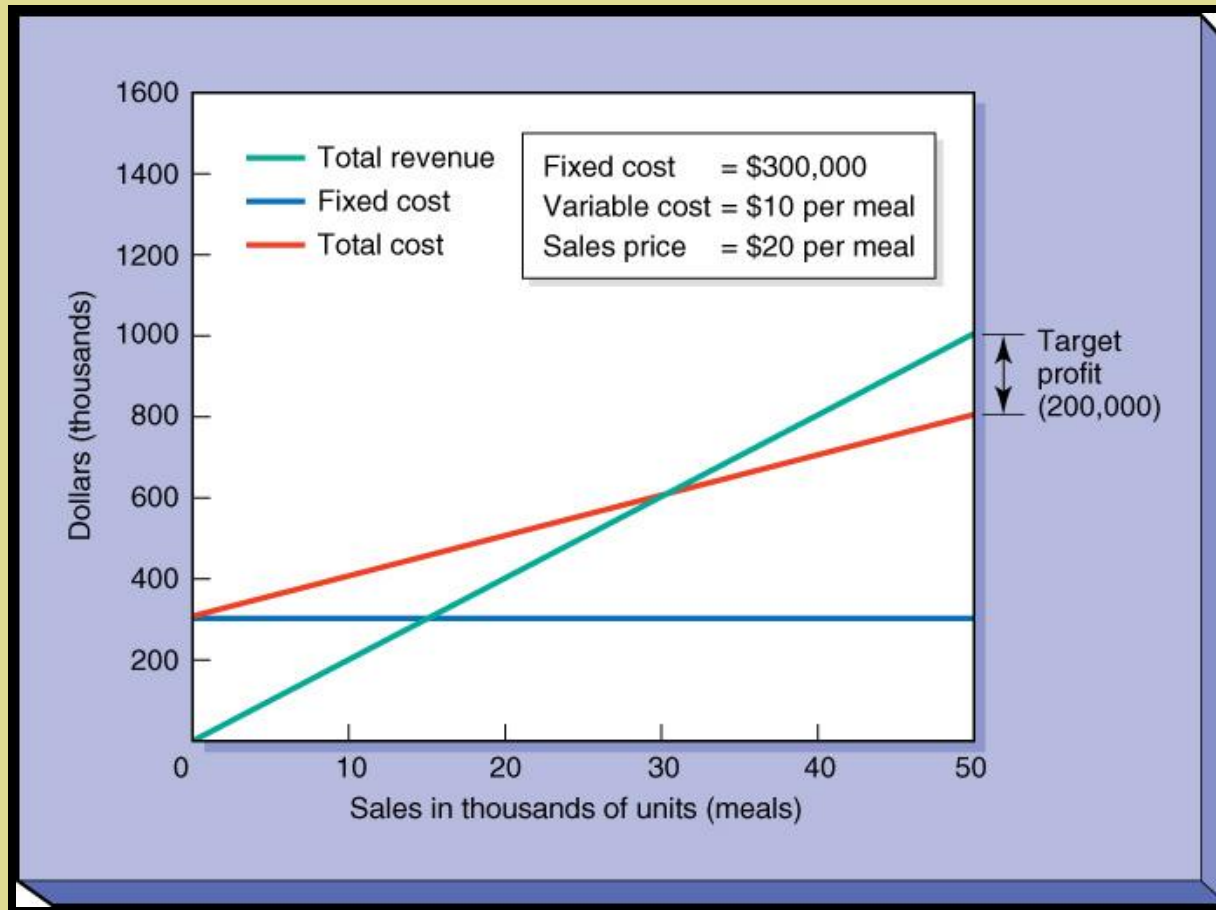
# Cost Based Pricing



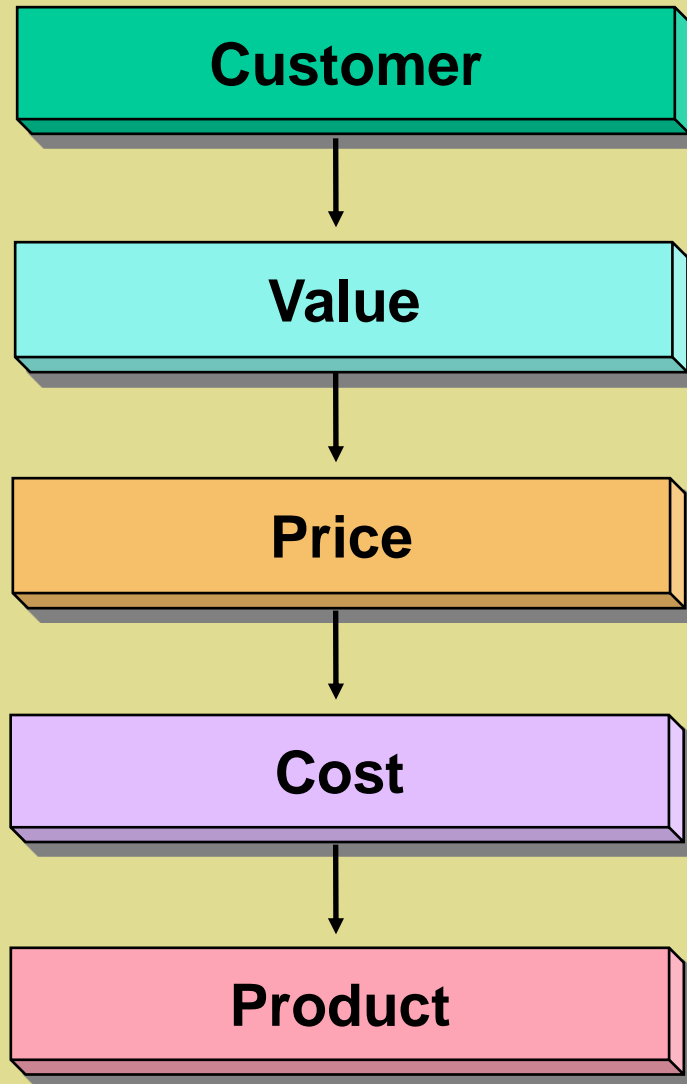
# Break-even

- $BE = \text{Fixed Costs} / \text{Contribution (SP-VC)}$
- Example - Meal -  $SP = \$20$ ,  $VC = \$8$
- Fixed costs are \$2400 a day
- $BE = \$2400 / \$12 = 200$
- Need to sell 200 meals @ \$20 to break-even
- $VC = 40\%$ , contribution = 60%
- $BE = \$2400 / .6 = \$4000$

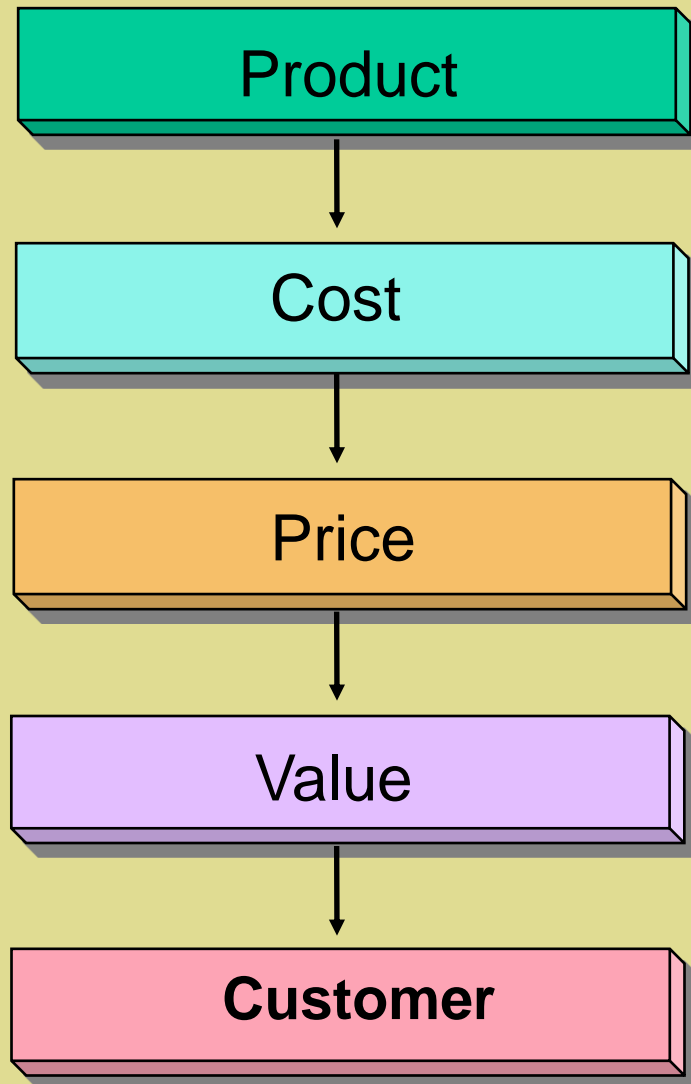
# Break-even Analysis or Target Profit Pricing



# Value-based Pricing



# Competition-Based Pricing



# Pricing Strategies

- New-Product Pricing Strategies
- Existing-Product Pricing Strategies
- Psychological Pricing
- Promotional Pricing



# New-Product Pricing Strategies

- Prestige Pricing
- Market-Skimming Pricing
- Market-Penetration Pricing

# Setting Initial Product Prices

## Market Skimming

- > Menetapkan harga tinggi utk produk baru utk mendapatkan revenu yg maksimum dari target pasar.
- > Hasilnya: kuantitas sedikit tapi penjualan lebih menguntungkan
- > Popular night club charges a high cover charge

## Market Penetration

- > Menetapkan harga rendah utk produk baru utk menarik pasar yang banyak.
- > Hasilnya: market share yang besar.
- > New Marriott

# Existing-Product Pricing Strategies

- Product-Bundle Pricing
- Price-Adjustment Strategies
  - Volume Discounts
  - Discounts Based on Time of Purchase
  - Discriminatory Pricing
  - Yield Management
- Non-Use of Yield Management
- Last-Minute Pricing

# Product-Bundling Pricing

- Transfer surplus reservation price (the maximum price a customer will pay for a product)
  - Pelanggan A akan membayar 50 ribu utk tiket masuk Dufan dan 120 ribu utk hotel. Pelanggan B akan membayar 75 ribu utk tiket masuk Dufan dan 90 ribu utk hotel. Sebuah hotel menjual paket dua malam termasuk tiket masuk dufan seharga 280 ribu rupiah.
- Price-bundling mengurangi price competition – membuat sulit utk mengetahui harga dari tiap komponen.
  - In an airline and hotel package it is difficult to determine the price of the room

# Psychological Pricing

- Price-quality relationship
- Reference prices
- Rounding
- Length of the field

# Promotional Pricing

- Harga sementara dari suatu produk dibawah harga normal dan kadangkala dibawah biaya.
  - Value Pricing
  - Price Sensitivity Measurement

# Price Sensitivity Measurement

- Price Sensitivity Measurement (PSM) membantu menyeimbangkan antara harga dengan produk atau jasa berdasarkan persepsi value dari konsumen.
  - The product or service to be cheap?
  - The product or service to be expensive?
  - The product or service to be too expensive, so expensive that you will not consider buying it?
  - The product or service to be too cheap, so cheap that you would question the quality?

# Other Pricing Considerations

- Price Spread Effect
  - “The highest price menu item should not be more the 2.5 times the price of the lowest”
- Price Points



# Initiating Price Cuts

- Excess capacity
- Dominate market
- Increase market share

# Initiating Price Increases

- Increase profits
- Cost inflation
- Excess demand

# Reactions to Prices Changes

- Buyer's reaction
- Competitor's reaction
- Trade Ally's reaction

# Responding to Price Changes

- Why did competitor change price?
  - To gain market share? Use excess capacity?
- Where is my product in its life cycle?
- What is its importance in the company's product mix?

# Best Practices

- Boston Market
- Royal Caribbean Cruises revenue management department
- La Colombe D'Or cross-selling strategies