12TH ANNUAL
EUROPEAN & GLOBAL
PRICING
WORKSHOPS & CONFERENCE

30 NOVEMBER - 2 DECEMBER 2016
BERLIN

#PPSBERLIN2016 | www.pricingsociety.com
The Professional Pricing Society team and I are very proud to announce that we will be returning to Berlin for our next great event – The 12th Annual PPS European & Global Pricing Conference & Workshops. Our conferences are designed with our Members’ feedback, so you will gain great knowledge about strategies, tactics, and skills in Pricing, Revenue Management, and Sales to increase your company’s margins and profits. Please join us in Berlin from 30 November – 2 December to discover, learn, and network with your peers and the business world’s thought leaders.

On 30 November and 1 December, our expanded agenda includes 9 full-day workshops on important topics such as Core Pricing Skills, Behavioural Economics, Partnering with Sales, and Getting the Most from your Pricing Software. Another great option is the Global Pricing for Executives Summit where senior managers will discuss how their organisations are thriving in spite of economic pressure. Conference keynotes, breakout sessions, and networking opportunities highlight the conference day on 2 December. We are honoured that Georg Tacke, author of Monetizing Innovation, and Tim Smith, author of Pricing Done Right, will deliver keynote addresses utilising their experience to raise your skill sets. There will also be senior pricing practitioners from Pepsi, Cisco Systems, General Electric, and many other leading organisations for you to learn from.

Our conferences are the largest, most inclusive, and best governed pricing events with the most speakers available anywhere - no other pricing event will provide you with more networking opportunities to connect with others who face similar circumstances.

As the only organisation exclusively committed to growing the pricing profession and disseminating pricing expertise throughout the business world, PPS is proud to offer a conference that is concentrated on your connection, growth, and success in the pricing industry. See you in Berlin!

KEVIN MITCHELL
President,
Professional Pricing Society
The Voice of the Pricing Profession

Since 1984, PPS has been focusing on bringing the pricing discipline’s foremost thought leaders to our conferences, workshops and online courses, so our members can gather for learning, networking and sharing experiences.

In addition to our world-class training and live events, we publish the monthly Pricing Advisor Newsletter and the quarterly Journal of Professional Pricing, covering the latest topics and expert advice in the field. We are solely dedicated to nurturing the ever growing community of pricing professionals.

The Most Trusted Resource in the Pricing World

The PPS network includes more than 4,800 active members worldwide from more than 600 leading companies in 75 countries. Currently, we produce five major annual pricing conferences in Asia, Europe, North and South America. Each conference assembles the finest specialists in the world to deliver the latest best practices, innovative trends and strategic skills in the pricing field. PPS also offers dozens of full-day training workshops every year, taught by leading pricing principals and experts.

CPP - A Mark of Distinction for Pricers Worldwide

PPS workshops are the foundation for the Certified Pricing Professional (CPP) designation, a multi-stage training curriculum designed to support, educate and elevate the global pricing professional. The CPP program has grown to become a mark of distinction for pricers worldwide, improving their knowledge and careers.
PRICING TRAINING
CERTIFICATION WORKSHOPS & ONLINE COURSES

Top 5 Benefits of CPP Pricing Education:
1. Best Practices from Top Pricing Experts
2. Comprehensive Pricing Training
3. Develop an Internal Pricing Culture
4. Rigorous Certification Process
5. Bring Your Pricing Function In-House

For More Information about the Certified Pricing Professional program please email cpp@pricingsociety.com or visit the PPS website: pricingsociety.com and click on Pricing Training - Certified Pricing Professional (CPP) or Online Pricing Courses.

PPS is Proud to Offer an Exclusive Certified Pricing Professional Designation (CPP) Badge to our members that have successfully earned their certification!

CERTIFIED PRICING PROFESSIONAL
THE INDUSTRY-STANDARD PROFESSIONAL PRICING CERTIFICATION

The PPS Certified Pricing Professional (CPP) Program is academically sound and based on real business experience. The content is delivered via Live Workshops on 4 continents and Online Pricing Courses accessible from anywhere in the world.

The CPP curriculum covers core competency areas of price setting, psychological influences to price acceptance, price-variance and discount management, pricing strategy and tactics, and organisational pricing-function development and improvement.

PROGRAM FRAMEWORK

The framework provides a sequence you should take to receive a well-rounded education in pricing. If you’re pursuing the CPP designation, you can take any of the Online Pricing Courses or Live Workshops you choose, following this framework.

LEVEL 100
Foundations of Pricing
Foundation courses which should be taken first

LEVEL 200
Price Setting

LEVEL 300
Price Variance Management

LEVEL 400
Behavioural and Psychological Aspects of Pricing

LEVEL 500
Pricing Electives

LEVEL 600
Pricing and Corporate Strategy

LINKEDIN BADGE DISPLAYS
THE WAY TO DISTINGUISH PRICING EXPERTISE ON YOUR PERSONAL PAGE

Add to profile

Here’s How:
1. Ensure that all Certified Pricing Professionals are verified through PPS*. Either join the exclusive CPP LinkedIn Group or send a direct email to PPS Membership to cherica@pricingsociety.com.
2. Click on the exclusive embed link, given to CPPs that have successfully completed all course work.
3. Copy and paste the link to your personal LinkedIn page.
4. Share with your networks so that everyone can view your new Badge!

*Note, neither a license number nor date of completion are necessary to retrieve the Badge.

LEVEL 100
Foundations of Pricing
Foundation courses which should be taken first

LEVEL 200
Price Setting

LEVEL 300
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LEVEL 400
Behavioural and Psychological Aspects of Pricing

LEVEL 500
Pricing Electives

LEVEL 600
Pricing and Corporate Strategy
For Apple, Android, Blackberries, & Kindles:

**STEP 1:** If the “PPS Mobile App” is already installed on your device, go to step 3. Otherwise, go to your device’s app store.

**STEP 2:** In the app store, search for “PPS Mobile App”. Download and install the “PPS Mobile App”.

**STEP 3:** Once the app is installed, download the “PPS European & Global - Berlin” guide.

You are ready to go!
1-DAY WORKSHOP

WS1

Wednesday, 30 November
09:00 - 16:30

Level 400 Course

Behavioural Pricing:
Shifting the Paradigm From ‘Value-Based Pricing’ to ‘Behavioural Economics’ in B2C and B2B Pricing

‘Value-based Pricing’ has been widely accepted as the best approach to pricing. Nevertheless, all classical pricing tools within this approach still build on the assumption that customers behave like the famous ‘homo oeconomicus’ – perfectly informed, selfish and rational decision makers with stable preferences. These assumptions are each contradicted by an overwhelming amount of insights from ‘Behavioural Economics’ and ‘Neuroscience’. Although this simplification facilitates mathematical modelling and arithmetical price optimisation, it totally ignores margins that arise from the predictably irrational decision strategies which can be found in every sector, be it B2C or B2B. In the end, this inhibits us from defining smarter pricing strategies which are able to leverage the frugal heuristics and systematic biases of the decisions “real” customers are making.

Building on a validated and award-winning framework as well as on many case studies from different industries ranging from B2C to B2B, the seminar will systematically convey insights that go beyond the classical assumptions and tools of pricing research and strategy. It will characterize Behavioural Pricing as a general approach to pricing that goes well beyond the classic value-based pricing paradigm. In the course of the seminar, we will show how you can develop more profitable pricing strategies by applying these insights to define price level, price structure, price dynamics as well as price communication.

Attendees Will Learn:

> Recent research insights on human decision making that are helpful no matter what sector you are working in
> A conceptual framework to comprehensively leverage Behavioural Economics in the pricing strategy
> The benefits and limits of pricing tools like PSM (price sensitivity meter) or Conjoint Analysis and how to modify and complement these methods to avoid risks and pitfalls

Presented By: FLORIAN BAUER, PH.D.
Founder and Member of the Executive Board, Vocatus AG

Florian Bauer studied Psychology and Economics at the Technical University in Darmstadt, at MIT, and at Harvard University. Starting his career as a strategy consultant at Booz, Allen & Hamilton 1996, he joined with two colleagues in founding Vocatus AG in Munich in 1999, a pricing research and consulting company that now employs about 75 consultants. In 2014 Vocatus was voted to be one of the world’s top 20 innovators in market research. A decorated professional, Florian has earned multiple awards to include the 2005 and 2010 ‘German Market Research Award,’ 2010 ‘Best Methodological Paper Award’ at the ESOMAR Congress, and 2012 and 2013 ESOMAR ‘Research Effectiveness Award’.

Breakfast/Registration 08:00 - 09:00
Morning Break 10:00 - 10:30
Lunch 12:00 - 13:00
Afternoon Break 14:30 - 15:00
WS2
1-DAY WORKSHOP
Wednesday, 30 November
09:00 - 16:30
Level 600 Course

The Pricing Power War Room

Pricing is a challenging task for every business firm, which can be even more complex in global and volatile environments. How do you get an accurate visibility over pricing operations and deal with disrupted market conditions, fix rate fluctuations, raw material volatility or skyrocketing inflation? Some companies succeed in extracting superior Pricing Power, and create the optimal conditions for a sustainable profitable growth despite adverse external conditions, as our recent research on Fortune 500 company’s shows.

This workshop aims to install best practices, capabilities, and tools, in order to get your environment under control and design a winning strategy to increase your pricing power under turbulent conditions.

The content is organised around 3 main steps: 1) Getting Pricing Visibility, 2) Monitoring & Managing Effects, and 3) How to React. It is also designed around role plays, the construction of a pricing dashboard, and insights curation exercises, in order to make it a lively and useful experience.

A laptop is required for this workshop.

Attendees Will Learn:
> How to get Pricing Visibility by building an efficient Pricing Dashboard
> How to measure and control impacts
> How to react by building an efficient Pricing Power Plan of Attack

Presented By: DR. MANU CARRICANO
Associate Professor, ESADE Business School

Dr. Manu Carricano is an Associate Professor of Marketing, an Executive Graduate from MIT (Big Data), and received his Ph.D. from Montesquieu University and MsC from BEM, both in France. He is an Associate Professor at ESADE Business School, an expert in data analysis, and the author of *Data Analysis with SPSS* (Pearson France, 2010). Carricano is one of the leading pricing educators in Europe, designing pricing curricula for Masters and MBA programs, as well as customized corporate Pricing Courses. He also leads the Research and Analytics practice at Pricing Solutions Europe.
Are you starting out in pricing, or are you a seasoned pricer who needs to take a step back to think again about the core principles of the discipline? In either case, this comprehensive pricing workshop will help you master the essentials of price performance by learning from dozens of cases from a variety of industries that support today’s leading best-pricing methodologies. This one-day workshop will cover the following key areas:

**Pricing 101:**
- Why is price the key lever to maximize profit
- Price dictionary: Key price improvement variables (e.g. price elasticity, willingness to-pay)

**Value pricing:**
- Moving from cost-based to value pricing
- Understanding and quantifying value-to-customer, measuring and understanding price elasticities
- Tools and methodologies for value measurement and best pricing practices

**Price differentiation:**
- One price does not fit all: Price differentiation and how this can improve profitability
- How to use customer value for segmentation

**Price implementation:**
- How to implement price increases and avoid price wars
- How to design discount systems for growth

This workshop is fully interactive, giving all participants the opportunity to ask questions and add from their own experience.

Attendees Will Learn:
- Why pricing is the key profit lever
- The fundamentals of value pricing and key tools & methodologies to quantify product value
- Effective segmentation to drive price differentiation
- Making pricing changes stick through better price implementation

**Presented By:**
**MARTIN MATTES**
Director, Simon-Kucher & Partners

Martin Mattes is a Director in the Consumer & Retail Competence Center at Simon-Kucher & Partners at the global headquarters in Bonn. He started his professional career at Simon-Kucher & Partners in 2008 and has worked with leading global players and mid-sized companies in a broad range of strategy, marketing, sales and pricing topics, such as channel strategy, portfolio management, consumer pricing and trade terms optimisation. Martin specializes in the management and implementation of complex international pricing projects. Martin studied Business Administration at the University of Mannheim and Università Commerciale Luigi Bocconi Milano with a focus on Marketing, International Management and Psychology.

For 6 years, Alexander has been part of the Competence Center “Consumer Goods and Retail” within Simon-Kucher & Partners. Alexander manages projects with a focus on Revenue Management. This covers optimisation of Recommended Retail Prices, development of price and condition systems, distribution strategies and promotion management. Alexander supports global players and small business entities in Europe but also in other continents. Before joining Simon-Kucher & Partners, Alexander studied Business Administration at the University of Mannheim (Bachelor of Science) and Rotterdam School of Management (Master in Marketing Management).

**ALEXANDER BILSING**
Manager, Simon-Kucher & Partners
Public List Price Optimisation for Sustainable Additional Profits

Public Price lists are the bedrock of price setting. They inform the customers about prices; good ones describe the most valued products and services attributes. An optimal price list can boost profits by up to 5 percentage points. Yet, ironically, managers have never had as many doubts regarding the setting of their next public list price. The additional profit potential from the exercise will continue to be available for capture if one resolves some new ambiguities, such as:

> How to combine the increased price transparency of the digital channel and the public price guidance for the traditional “brick and mortar” activities?
> How to handle some visible price gaps in the markets generated by new players like parallel traders or internet discounters?

> How to charge for services that used to be implicitly included in the brand premium?

Let’s talk pitfalls, tips and tricks, and how analytics can help in managing the increased price transparency as you prepare your next Public Price List.

Attendees Will Learn:

> To identify value pillars of their company’s offer
> To apply a new blueprint to set Public List Prices for all products and services
> To develop segmented product offerings and architectures according to customers needs and willingness-to-pay

Presented By:

OLIVIER DALLEMAGNE
Director, Monitor Deloitte Brussels office

Marc Abels is a Partner at the Belgian Deloitte Consulting Practice and is currently responsible for the service line ‘Customer and Market Strategy.’ Marc has 12 years of experience in sales & marketing as well as 6 years of pricing experience, through which he has worked closely with companies to improve bottom line impact. He is the pricing expert within Deloitte Europe and is a regular speaker at Professional Pricing Society Conferences. Before his pricing orientation, Marc had been the project manager on several CRM visioning projects and has fulfilled a key role in different pan-European implementation programs. Marc earned his MSc, Economics from Universiteit Hasselt and his MBA, General Management, from INSEAD.

OLIVIER DALLEMAGNE
Director, Monitor Deloitte Brussels office

Olivier Dallemagne has over 10 years of management experience. His activities focus on the design and implementation of hands-on pricing and commercial strategies. Prior to this, Olivier spent 13 years in various Marketing & Sales management positions within Alcatel-Lucent, a Fortune 500 Company, and Tarkett. Olivier has been initiating and carrying out many projects in Belgium, Europe, North America, Africa, and Asia in various B2B & B2B2C industries. He studied commercial sciences at the University of Louvain (UCL), the University of British Columbia (UBC, Canada), and the KULeuven where he received his Master’s degree. He is based in the Brussels office in Belgium.

MARC ABELS
Partner, Deloitte Belgium
WS5

1-DAY WORKSHOP
Thursday, 1 December
09:00 - 16:30
Level 500 Course

Partnering With Sales:
Best Practices for Price Execution

Your pricing team can set great targets and recommendations for pricing moves, but success always comes down to sales’ ability to execute these recommendations. Each negotiated deal has the potential for the price to be dropped. Often it’s dropped unnecessarily or far deeper than needed. Additionally, when a business decides to raise price, the execution skills of business leaders, and marketing and sales are critical for success. Too often price increases fall far short of expectations. Whether sales discounted price or were unable to increase price, the business assumes that the competitive and market dynamics were not favorable, when the real reason is often weak execution.

This workshop covers proven strategies, best practices, and tactics, the business, marketing and sales teams need in order to successfully negotiate a deal with no or minimal price decreases and to effectively implement price increases. It covers the critical role of the pricing team in encouraging and guiding sales towards these best practices.

Attendees Will Learn:

> How pricing can partner with sales to improve price realization
> Behaviours for influencing customers and the market
> How to make your smartest price discounting decisions including considering non-price alternative moves

Presented By: JOANNE SMITH
President, Pricing to Profits Consulting

Joanne Smith is the author of The Pricing and Profit Playbook (Bradley Publishing - October 1, 2013), and the former DuPont Corporate Head of Marketing, Pricing and Customer Loyalty. She achieved her B.S. from Drexel University and completed Advanced Marketing and Sales Courses with the Kellogg School of Management Program. She is a certified Six Sigma Champion.
WS6

1-DAY WORKSHOP

Thursday, 1 December
09:00 - 16:30

Level 200 Course

Tackling the Seven Challenges and Unleashing the Power of Value

To price on value, it’s vital to understand value as a concept and how it is defined by the customer. So how does a business become a value-focused organisation? What sometimes seems to be forgotten is that the pursuit of a value orientation involves a lot more than just the sales force. Selling on value involves organisational change. The sales force can understand and promise great value, but it is the organisation in totality that will actually deliver that value. More than that, the real focus is not just on value, it’s on Customer Value. So does everyone in your organisation understand value? Do they know what their role is in understanding, creating, and delivering Customer Value?

Attendees Will Learn:

> The 7 Challenges of Value
> The Basic Business Challenges
> How to create a powerful Value Proposition

Presented By: MIKE WILKINSON
Director and Co-Founder, Axia Value Solutions Ltd (AVS).

Mike Wilkinson is a Director and Co-Founder of Axia Value Solutions Ltd (AVS). Mike’s primary expertise is Value and Value-Based Selling. He works with B2B organisations all over the world helping them to maximise the effectiveness of their sales efforts, helping them to move from a “discount default” to winning business to a value default. Mike is the co-author of Value-Based Pricing (McGraw-Hill 2012) and The Challenge of Value (Abramis 2010). He is a Fellow of the Institute of Sales and Marketing Management, and a member of the Professional Speakers Association and the Global Speakers Federation.
WS7
1-DAY WORKSHOP
Thursday, 1 December
09:00 - 16:30
Level 400 Course

The First and Second Laws of Pricing

This workshop will be dedicated to exploring the principles of the first school of behavioural economics—the Austrians—and the science of Praxeology: the deductive study of voluntary human action. The Austrian school of economics was instrumental in the Marginalist Revolution of 1871, which advanced our understanding of value, price, and cost. Along with the history of Austrian economic ideas, recent research on behavioural economics will also be presented in the context of consumer decision making and pricing.

Economists have developed models for how pricing works. What’s needed now is to base our strategies on how people work.

Attendees Will Learn:

> The First Law of Pricing: All value is subjective
> The Second Law of Pricing: All prices are contextual
> Why Austrian economists reject the classical perfect competition model
> Why Austrians don’t believe equilibrium analysis explains how people act

Presented By: RONALD BAKER
Founder, VeraSage Institute

Ronald J. Baker started his CPA career in 1984 with KPMG in San Francisco. Today, he is the founder of VeraSage Institute and a radio talk-show host on the VoiceAmerica.com show: The Soul of Enterprise: Business in the Knowledge Economy. He’s the author of seven best-selling books, including: The Firm of the Future; Pricing on Purpose; Measure What Matters to Customers; Mind Over Matter; Implementing Value Pricing; and The Soul of Enterprise.

#PRICINGWEBINAR
#PRICINGPODCASTS
#PRICINGCHAT
How to effectively combine data analytics, customer research and trials to optimise prices

Tips and tricks to improve the top line through pricing psychology

How to price differentiate, when promotions work, and personalised pricing

Attendees Will Learn:
> How to effectively combine data analytics, customer research and trials to optimise prices
> Tips and tricks to improve the top line through pricing psychology
> How to price differentiate, when promotions work, and personalised pricing

Presented By:

ROSALIND HUNTER
Director, Simon-Kucher & Partners in London

Rosalind Hunter is a Director with Simon-Kucher & Partners in London. During her time at Simon-Kucher, Rosalind has worked for customers from a number of consumer-facing industries including tourism, travel, restaurants and insurance. Her areas of expertise include yield management and dynamic pricing, customer research including conjoint analysis, trial design and market sizing. Prior to joining Simon-Kucher & Partners, Rosalind worked as an economic consultant focusing on the impact of mergers on competition and pricing as well as advising on the price impact of cartels being investigated by competition authorities. She holds an MSc in Economics and Econometrics from The London School of Economics and Political Science. She also holds a BSc (Hons) in Economics from Warwick University.

DAVID SMITH
Senior Director, Simon-Kucher & Partners in London

Since joining Simon-Kucher & Partners in 2007, David has worked for both the London and San Francisco offices, and has conducted projects across the UK, Europe, and the USA. David is a published author and guest lecturer on Pricing at the London Business School MBA program. Prior to joining Simon-Kucher & Partners, David studied Economics at the University of Warwick, with a focus on macroeconomic policy, modern economic history and financial economics. He also studied corporate finance and marketing with Warwick Business School.
Changing any process is difficult, making it sustainable is even harder. Clariant has continuously improved its processes and analytics to create pricing transparency. Using Clariant as a case study, participants will learn how we prepare the organisation to further accelerate change, how we empower people to create a high-performing organisation, and how we look ahead.

Attendees Will Learn:

> How to build an organisation to implement an effective pricing process
> How to measure success and goal-set for further improvements
> What the next steps are in empowering the commercial organisation

Presented By:

**MARTIN HOUSENCROFT**
Head of Tools & Analytics, Clariant

Since 2012 Martin Houencroft has been the Head of Tools & Analytics within Clariant Commercial Excellence. He has focused on the implementation and sustainability of the Transactional Pricing Initiative in 5 business units and jointly developed a Value-Based Screening Tool to identify products suitable for Value-Based Pricing projects. Prior to joining the Commercial Excellence he was Head of Global Marketing & Sales Support for BU Pigments, and was a key player in global projects covering pricing, receivables and customer profitability management. Martin is a Chartered Accountant who earned his Bachelor’s degree at Humberside Business School.

A Journey To Pricing Excellence: Establishing Pricing Within A Large-Scale Organisation

Over the last few years, Intesa Sanpaolo has been developing a comprehensive price management system which encompasses all products and services and 11 million customers, ranging from individuals to corporate clients. This system has become a key enabler to:

> Centrally guide branches in pricing negotiations
> Make an impact to the bottom line (2bn/€ incremental revenues over the last 4 years)
> Develop customer satisfaction

The journey of continuous learning and innovation is still ongoing, but Gastone will share what has been learned as a case-study for implementation at other large-scale organisations.

Attendees Will Learn:

> Value-based pricing implementation within a large-scale organisation
> How automatically bonding increasing price discounts to client’s business volumes placed with the bank can support revenue increase and customer acquisition
> How the extensive use of statistical models enables us to centrally define personalized optimum prices and customized discount schemes, corresponding to each client’s specific preferences and potential for growth.

Presented By:

**GIUSEPPE GASTONE**
Head of Pricing Optimisation, Intesa Sanpaolo Bank

Giuseppe is in charge of Pricing Optimisation at Intesa Sanpaolo. He is responsible for enhancing pricing effectiveness across the whole branch network, all products and distribution channels. Over the last 20 years, he has held several positions of increasing responsibility, in pricing, lending and strategy. Giuseppe holds a degree in Economics and an MBA from Cranfield. Intesa Sanpaolo is amongst the top banks in Europe, serving 11M customers through a network of 4,000 branches.
11:15 - 12:00
The Pricing Journey: From Value Creation to Price Realisation

Strategic Pricing is a powerful tool that can make or break a company’s reputation and bottom line. To lead a successful value journey, strategic pricing should be at the center of the revenue lifecycle management process, coordinating all the activities that touch each step of the value generation. The success is often a combination of a robust methodology, solid infrastructure and effective execution to translate global guidelines into local requirements.

Attendees Will Learn:
> How to put strategic pricing at the center of the revenue lifecycle management process
> The role strategic pricing is to play to make value creation that doesn’t get diluted
> To balance global guidelines and local empowerment, ensuring consistency between value proposition and price positioning, whilst considering markets’ specific dynamics and local customer needs

Presented By:
GIANFRANCO PARLATO
Sr. Director, Strategic Pricing & Revenue Management, Zoetis

Gianfranco Parlato has over 15 years of experience directing global pricing strategies for diverse industries. Before being appointed Head of Strategic Pricing for International Operations at Zoetis, he covered the role of Strategic Pricing & Customer Loyalty Lead for EMEA in Pfizer Animal Health. Prior to his journey in animal health and pharmaceutical, Gianfranco worked in the airline industry for almost 10 years, moving through key roles in the field of pricing and revenue management across various companies. Gianfranco holds an MBA from the University of Naples.

13:00 - 13:45
Volume to Value: Transformation Across Six Diverse Operations

Over the last three years, Millicom has successfully transformed market perceptions of its six mobile operations. Formerly seen as a low cost brand, Tigo is now recognised as a provider delivering value for money. This re-positioning as a distinctive value-oriented brand was not an easy journey. In our markets, most mobile customers use multiple operators, and change from one to another like they change clothes. But the results are compelling: in some markets, Tigo is now seen as the mobile provider of choice. Key factors underpinning this transformation include:
> Building local country capability to facilitate smart pricing and consumer led propositions; and
> Changing the perception and behaviour of customers, through the use of a six-step value proposition framework based on extensive customer research.

Attendees Will Learn:
> The challenges of implementing pricing change across multiple countries
> How to change the perception of being a low cost brand
> How to use value rather than price as a lever

Presented By:
ADRIAN WALKER
Pricing Director, Millicom

Adrian has over 16 years pricing experience across Consumer, B2B and Channel. He currently works at Millicom as Pricing Director, supporting six African local operations. He has previously worked for Orange Group, Colt Telecoms, Tiscali, Verizon and Manugistics. Adrian has driven the transformation in Millicom from volume to value-based pricing and customer segmentation led propositions based on behaviour and willingness-to-pay. Adrian has earned a Bachelor’s degree in Economics from the University of New England, a PGDip in Applied Economics from the University of Queensland, and a PGDip in Decision Sciences from the University of West Minister.

13:45 - 14:30
The Challenges of Supporting Regional Pricing Decisions in a Global Organisation

How do you ensure that your pricing team is aligned & integrated as a global team, but still effectively support the need to delegate decisions in the regions, & ensure our customer-facing teams are empowered to make decisions? This session will explore how GE Oil & Gas addressed this challenge by setting up a strong pricing infrastructure with a multi-product pricing team across multiple countries, utilizing well-defined pricing capabilities alongside process standardisation & tools simplification.

Attendees Will Learn:
> How to drive collaboration between regions and headquarters
> Key ingredients for an effective pricing organisation set up
> How to leverage digital capabilities to ensure pricing decisions are taken in the regions, but still preserving a holistic pricing strategy across the organisation

Presented By:
SONIA BILIOTTI, CPP
Pricing Manager, GE Oil & Gas

Sonia has 10 years of experience in the O&G industry spanning marketing, pricing & commercial in General Electric. She has managed pricing transformation processes that led towards the creation of pricing processes & tools across different businesses. Throughout her career she has created effective models for the pricing of Large Engineering, Procurement and Construction Projects. Sonia holds an undergraduate degree in Business Administration & an MBA in Management & Strategy from the University of Florence, and is a CPP.
Conference At-A-Glance
Friday, 2 December

30 November - 2 December 2016
Berlin, Sofitel Berlin Kurfürstendamm Hotel

Professional Pricing Society   #PPSBerlin2016

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<td>KEYNOTE PRESENTATION: Unlocking Growth</td>
<td>Ricardo Cuellar, Director, Revenue Strategy - AMENA Sector, PepsiCo International</td>
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<td>KEYNOTE PRESENTATION: Influence of Price on Urban Mobility</td>
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<td>11:45-12:30</td>
<td>KEYNOTE PRESENTATION: Pricing Done Right: The Value-Based Pricing Framework Proven Successful by the World’s Most Profitable Companies</td>
<td>Tim J. Smith, Ph.D., CPP, Founder and CEO of Wiglaf Pricing and Adjunct Professor of Marketing at DePaul University</td>
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13:30-14:15 Pricing Practitioners Track
   This track features professionals in the pricing field sharing best practices – what has worked, what has not, and how the challenges were resolved.

13:30-14:15 Value-Based Pricing Framework: Putting the Customer at the Center
   Gülen Desteli, Global Pricing Manager, GE Healthcare

13:30-14:15 Value Measurement is the Moment of Truth
   Mrinal Gurbaxani, Sr. Manager, Customer Value Measurement, PROS

14:15-15:00 Pricing Experts Track
   This track features Advisors in the pricing field sharing methods covering many diverse pricing topic areas that will inform participants how to be more effective at both the strategic and tactical level.

14:15-15:00 Pricing Excellence in B2B Industries
   Dr. Daniel Bornemann, Partner, Simon-Kucher & Partners

14:15-15:00 Measuring Success:
   Quantifying the Impact of Your Pricing Efforts
   Ramon Bastida, Managing Director, Insight2Profit EMEA

15:00-15:30 Networking Break

15:30-16:15 Tools & Techniques Track
   This track features content pricing experts sharing their expertise in how to address barriers to success that organisations face implementing pricing strategies.

15:30-16:15 Organisation and Technology:
   Key Drivers for Pricing in a Global Company
   Ian Tidswell, Ph.D., Founder, Een Consulting

16:15-17:00 Pricing to Reflect Competitive Dynamics
   Tim Ham, Director, Pearson Ham

16:15-17:00 From Free to Fee: Value Pricing Principles When Introducing New Fees
   Matthias Nisster, Director, Simon-Kucher & Partners

17:00 Conference Close

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Monetizing Innovation

Innovation is necessary, but successful innovation – measured in dollars and cents – is a very hard target to hit. Today, more than ever, companies need to innovate to survive. Companies continue to obsess over being creative and innovative while spending significant time and expense in designing and building products, yet struggling to monetize their products. 72% of innovations are either failures or don’t meet their profit and revenue targets. Many have come to accept that a high failure rate is just the cost of doing business.

Radically improving the odds that your innovation will succeed is just a matter of removing the guesswork. That happens when you put customer demand and willingness to pay in the driver seat – when you design the product around the price. It’s a new paradigm, and that opens the door to true game change. You can stop hoping to monetize, and start knowing that you will.

Attendees Will Learn:
> A Practical Nine-Step Approach to Capitalizing on your Company’s Products
> How to make Monetization Part of your Company’s DNA
> The Course Corrections necessary to Avoid “Business as Usual”

Presented By: GEORG TACKE
CEO, Simon-Kucher & Partners

Dr. Georg Tacke is the CEO of Simon-Kucher & Partners, a global strategy and marketing company. Georg specializes in developing business, marketing and pricing strategies for companies in the telecommunication, transportation, travel & hospitality, B2B and automotive industries. Georg is the author and co-author of two books and numerous articles on the topics of marketing strategy, price strategy, price policies and sales excellence. He speaks frequently at conferences, management seminars and corporate events. Georg studied business administration and marketing at the University of Bielefeld. He was a visiting scholar at Stanford Business School in 1986, and in 1988 he received his Ph.D. from the University of Bielefeld.

Unlocking Growth Through Smarter Pricing: 5 Proven Techniques

When exploring pricing opportunities, it is more important to focus on the overlap between the different lenses of analysis (e.g. wargaming), than focusing on the lenses themselves (e.g. consumer or competition). Within those overlaps, there are 5 proven techniques that unlock growth via smarter pricing: looking at per caps and disposable income, introducing new packs, resetting your value curve, launching premium innovation, and looking holistically at your investments in the trade. In this session, Cuellar will share how to shift your focus to result in smarter pricing and growth.

Attendees Will Learn:
> To look at all key lenses of analysis when considering pricing
> To pay special attention to the areas of overlap within these key lenses
> To unlock growth via smarter pricing

Presented By: RICARDO CUELLAR
Director, Revenue Strategy - AMENA Sector, PepsiCo International

Ricardo Cuellar is responsible for driving PepsiCo’s Revenue Strategy in 2 of the BRICs - India and China, plus Asia Pacific, the Middle East, and North Africa. With more than 14 years of experience in Revenue Management and Sales Strategy, he has successfully launched more than 50 packs, delivered more than $1BB in incremental revenue, and co-led the development of PepsiCo’s Global Pack Price Playbook, all while devising Pricing Strategies for both Developed Markets and Developing/Emerging Markets. He holds an MBA from the University of Maryland, and an Industrial Engineering degree from the Universidad de Los Andes.
**KEYNOTE PRESENTATIONS**
Friday, 2 December

11:00 - 11:45
**Influence of Price on Urban Mobility**

In the age of connectivity, the psychology of buying power in pricing will be a key determinant for adoption by users in transactional models. Using case studies across industries ranging from IT to hospitality to automotive, Hari will show how transactional and subscription pricing models are used effectively not only to cater to customer needs, but also to affect customer behaviour in real-time.

**Attendees Will Learn:**
- The spectrum of pricing models from transactional to subscriptions
- Case studies from three industries on how these models are applied
- To apply simple pricing models to any business

**Presented By:** HARI HARIKRISHNAN  
Vice President/GM, Application Platforms Group, Cisco

Hari Harikrishnan is a versatile IT executive with over 25 years of progressive business, technology, and leadership experience. His career spans a breadth of businesses from telecommunications, networking, computing, and enterprise software. Hari has held several P&L management roles in hardware, software, SaaS, and services. His passions include strategy development, portfolio management, and go-to-market innovation. Hari holds an MBA from The University of California - Berkeley.

11:45 - 12:30
**Pricing Done Right: The Value-Based Pricing Framework Proven Successful by the World’s Most Profitable Companies**

How are companies getting pricing done right across their organisation? In this keynote, Tim Smith will reveal the Value-Based Pricing Framework proven successful by the world’s most profitable companies.

It is one thing to have the right answer to a pricing question. It is a completely different thing to have that answer heard, accepted, and acted upon across the organisation and repeatedly over time. How do you drive good pricing decisions throughout your organisation without being there every time someone has a question?

Organisational pricing excellence requires coordination of decisions from the boardroom to the frontline sales execution. It requires multiple viewpoints and forms of analysis to drive the right decision at the right time. And it requires feedback loops to enable course adjustments.

**Attendees Will Learn:**
- Why companies are putting the customer first to drive shareholder value and employee retention
- How organisations are structuring interdependent pricing decisions to enable a coordinated pricing strategy
- How organisations are leveraging marketing, finance, and sales to drive actions that align disparate functional goals

**Presented By:** TIM J. SMITH, Ph.D., CPP  
Founder and CEO of Wiglaf Pricing, and Adjunct Professor of Marketing at DePaul University

Tim J. Smith, Ph.D., CPP, is the Academic Advisor to the PPS Certified Pricing Professional (CPP) program, and the author of *Pricing Done Right: The Value-Based Pricing Framework Proven Successful by the World’s Most Profitable Companies* (2016) as well as the globally leading textbook *Pricing Strategy: Setting Price Levels, Managing Price Discounts and Establishing Price Structures* (2012). At Wiglaf Pricing, he has worked with Fortune 500 companies through startups in Helping Executives Manage Price Better™. Tim earned his Bachelors degree from Southern Methodist University and his Ph.D. from the University of Chicago.
BREAKOUT SESSIONS
Friday, 2 December
13:30 - 14:15

PRICING PRACTITIONERS TRACK

Value-Based Pricing Framework: Putting the Customer at the Center

Presented By:

GÜLEN DESTELI
Global Pricing Manager, GE Healthcare

Few companies have a robust framework for building a value-based pricing approach with the customer in mind.

This session will give tips, tricks and best practices on putting the customer at the center when pricing new product launches and existing products.

The session will further give insights on practices to develop a profit-oriented culture and improve collaboration between pricing, product management, marketing, and commercial teams.

Attendees Will Learn:
> How to build value-based pricing framework with the customer in mind
> How to create pricing awareness in the organisation with cross functional teams
> How to engage commercial teams in value-based selling

Gülen Desteli has more than 10 years of diverse pricing and revenue management experience across different industries with a proven record of delivering margin improvement. She works as a Global Pricing Manager at GE Healthcare and leads global pricing initiatives to institutionalize value-based pricing and drive profitability in complex markets. Desteli holds an MBA from the University of Virginia, Darden School of Business and an undergraduate degree in Economics from Bogazici University.

PRICING EXPERTS TRACK

Value Measurement is the Moment of Truth

Presented By:

MRINAL GURBAXANI
Sr. Manager, Customer Value Measurement, PROS

In the pricing industry, there’s an old adage: “pricing is the moment of truth” when customers prove the value they perceive through the price they pay. But how do pricing professionals prove the value – the value their initiatives provide to their companies?

Only a fraction of pricing initiatives are required to prove that value was delivered on-time and to budgetary expectations. Based on a study of 900+ implementations, initiatives with a comprehensive value capture plan outperform those without a plan by 83%; this is due to greater transparency and a company-wide focus on value measurement within a continuous improvement cycle. Join us as we share how to capture your value as a pricing function.

Attendees Will Learn:
> Why having a Value Capture Plan is a critical success factor for pricing initiatives
> Best practices for measuring and communicating value
> How to create a Pricing Discipline Index (PDI) that links to financial outcomes

Minral Gurbaxani has over 12 years of experience in pricing and commercial excellence. At PROS, Minral is a Senior Manager of Customer Value Measurement, helping customers quantify and communicate the financial benefit from pricing decisions. He holds a degree in Mathematics from the College of Wooster and an MBA focused on Decision-Sciences from INSEAD.

PRICING TOOLS & TECHNIQUES TRACK

Organisation and Technology: Key Drivers for Pricing in a Global Company

Presented By:

IAN TIDSWELL, Ph.D.
Founder, Een Consulting

Getting the balance right between pricing decisions made at headquarters and those made by country or local organisations are tricky: too centralized can lead to “tone deaf” top-down decisions that ignore local realities. Too decentralized can result in unmanaged price dispersion, price erosion, and locally optimised decisions that ignore the big picture. In either case, lost profits and unhappy customers can be expected.

The optimum approach depends on a handful of key factors that can be used to drive organisational and technology design. Getting it right will lead to effective and sustainable pricing processes.

Attendees Will Learn:
> Options and drivers for different pricing decision delegations
> How the right organisational structure will improve pricing decisions
> Case studies that highlight common approaches

Ian has spent the last 15 years focused on B2B pricing. Prior to starting his pricing consultancy, Ian spent 4 years at Syngenta as the Head of Pricing, focusing on improved price processes across the company. Earlier, Ian led B2B pricing initiatives leveraging pricing technology at multiple companies and industries. Ian’s business career began as a McKinsey & Co. He holds a Ph.D. in Physics from Harvard University and a Bachelor of Science from London University. He is based in Basel, Switzerland.
Jennifer Daverio Brown, CPP, Senior Pricing Manager, Medtronic, and earned her Certified Pricing Professional designation in Fall 2010.

Jennifer Daverio Brown, CPP, has been with the Medtronic pricing team for 8 years and is currently based in Dubai leading pricing for the Middle East, Africa, Central Asia, and Turkey. Her expertise includes developing new product pricing strategies, deal management governance, tender management processes and channel partner strategy. Jennifer has a B.S. in Finance and an MBA. Jennifer has been a member of PPS since 2008 and earned her Certified Pricing Professional designation in Fall 2010.

Jennifer Daverio Brown, CPP, Senior Pricing Manager, Medtronic

Dr. Daniel Bornemann presents industry benchmarks for key pricing areas, such as value based pricing, discounting, tender management, key account pricing, and price implementation.

Dr. Daniel Bornemann leads the Paper & Packaging Practice of Simon-Kucher and has more than 12 years of experience working with companies to improve performance. His customers are global paper & packaging and machinery companies such as Tetra Pak, StoraEnso, Ball or ABB. He is a regular speaker on industry conferences and has published several articles on various subjects. Dr. Bornemann holds a Master of Science and a Ph.D. in Business Administration from Hannover University.

Ramon Bastida leads pricing management engagements across Private Equity, Industrial and Service Industries with an emphasis on Advisory, Technology, and Implementation of effective pricing strategies measured on an on-going basis. Ramon has 15 years of management experience with leadership positions at GE, Honeywell, and Eaton in Manufacturing, Marketing and Sales. Prior to joining Insight2Profit, Ramon was Regional Sales Manager at Eaton Corp. Ramon earned his Bachelor’s degree in Electrical Engineering and his Master’s degree in Mechanical Engineering from the University of Murcia.
From our own personal experiences as consumers, we know that perceived price unfairness can prevent us from making a purchase. Especially during the times of value-based pricing and price differentiation, price fairness is becoming increasingly important. Companies need to comply with the rules of price fairness in order to maintain a good relationship with its customers. Understanding their perceived price fairness is vital for businesses in every market. Case examples from the industry and insights from research, mostly consumer psychology and behavioural economics, are provided in this presentation.

Attendees Will Learn:
- The rules of perceived price fairness
- Why price fairness can be an obstacle when employing value-based & price differentiation strategies
- Why price fairness is important not only for your customers, but also employees

Martin Jarmatz works as a Pricing and Value Manager at GN Store Nord, a global provider of hearing solutions and communication devices. In addition to this role, he is also conducting research as an Industrial Ph.D. Fellow at Copenhagen Business School (CBS). Stephan Liozu, PPS Board of Advisors Member, is one of his supervisors. Jarmatz teaches pricing management at CBS and has been a speaker at several companies and conferences, including PPS.

Janene has over 20 years of experience in pricing, engineering and marketing across many B2B industries. Having worked for Syngenta and Siemens, her pricing experience focused on topics including HQ pricing management, pricing capabilities development, transformation & change, value pricing, monitoring and controlling, channel management, and pricing processes & tools. Janene holds a B.S. in Structural Engineering (ARCE) and achieved her Certified Pricing Professional (CPP) designation from PPS in 2008.

Matthias Nisster is responsible for the development of teams in Munich, Germany and Vienna, Austria. Nisster is a specialist for market-driven topline strategies in retail and small business banking, and in his projects in Central Europe he focuses on product portfolio optimisation, value communication (omni-channel approach) and customer programs. Matthias regularly participates as a lecturer and trainer in workshops and seminars about pricing. Matthias graduated from Catholic University of Eichstätt-Ingolstadt (Germany) and Universidad de Belgrano Buenos Aires (Argentina). He holds a degree in Business Administration.
Kavin Wadhar is currently Commercial Director for the Education business in Elsevier. Prior to, Wadhar held the Head of Pricing role in the same business for 2 years. He was given this promotion precisely because he demonstrated that he could get the price not just set the price. Kavin was educated at the University of Cambridge after which he worked in various strategy consulting roles for 8 years before joining Elsevier.

This talk is about being a price getter, not just a price setter. How do you do this? The key is to increase the perceived value of your product by working closely with Product Marketing and Sales to refine the value proposition. This talk will provide practical examples of how to do this to ensure your Pricing is successful, based on real life projects and experience.

Attendees Will Learn:
> How to increase the perceived value of any product
> What the intersection points are between Pricing and Product, Marketing and Sales
> How extending your reach in these areas will help you increase perceived value and get the price you deserve – with practical examples for each

Kavin Wadhar is currently Commercial Director for the Education business in Elsevier. Prior to, Wadhar held the Head of Pricing role in the same business for 2 years. He was given this promotion precisely because he demonstrated that he could get the price not just set the price. Kavin was educated at the University of Cambridge after which he worked in various strategy consulting roles for 8 years before joining Elsevier.
Explanation of Options

OPTION 1: European & Global 2016 Conference + 1 Full-Day Workshop: Includes one of the Full-Day CPP Workshops on 30 November or 1 December 2016 (or Executive Summit on 1 December 2016) and the PPS Conference on 2 December 2016. Several combinations are provided for more flexibility and maximum benefit to you.

OPTION 2: European & Global 2016 Conference + 2 Full-Day Workshops: Includes a full-day workshop on 30 November and another full-day workshop on 1 December (or Executive Summit on 1 December 2016) in addition to the conference on 2 December 2016.

OPTION 3: European & Global Conference 2016 + 1 Full-Day Workshop + Online CPP Training Package: This package is designed to get your CPP Certification quickly without having to rely on subsequent budget approvals. The Package will allow you the opportunity to earn 6 CPP Credits. You will receive the Full Conference package including a Full-Day Workshop of your choice on 30 November or 1 December (or Executive Summit on 1 December 2016), a FREE Online Pricing Course, plus 4 additional Online Pricing Courses of your choice, as well as the CPP Certification Exam package – which includes the complete study guide, online study sessions and extra reading materials.

OPTION 4: European & Global Conference 2016 + 2 Workshops + Online CPP Training Package: This package is designed to get your CPP Certification quickly without having to rely on subsequent budget approvals. The Package will allow you the opportunity to earn 6 CPP Credits. You will receive the Full Conference package including a Full-Day Workshop of your choice on 30 November and another Full-Day Workshop on 1 December (or Executive Summit on 1 December 2016), a FREE Online Pricing Course, plus 3 additional Online Pricing Courses of your choice, as well as the CPP Certification Exam package – which includes the complete study guide, online study sessions and extra reading materials.

Conference & Workshop Prices

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<tr>
<td>1</td>
<td>European &amp; Global 2016 Conference + 1 Full-Day Workshop (or Executive Summit)</td>
<td>€2,395 $2,750</td>
<td>€2,195 $2,495</td>
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<tr>
<td>2</td>
<td>European &amp; Global 2016 Conference + 2 Full-Day Workshops (or 1 Full-Day Workshop + Executive Summit)</td>
<td>€3,195 $3,695</td>
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<td>European &amp; Global 2016 Conference + 1 Full-Day Workshop (or Executive Summit) + Online CPP Training Package</td>
<td>€3,995 $4,595</td>
<td>€3,695 $4,250</td>
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<td>European &amp; Global 2016 Conference + 2 Workshops (or 1 Full-Day Workshop + Executive Summit) + Online CPP Training Package</td>
<td>€4,695 $5,395</td>
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Included in Your Registration

Only Workshop Attendees who complete and pass the Post-Workshop Quiz will receive credits towards their CPP designation and will also receive 1 Online Pricing Course at no additional charge!

> Presentations will be available on the Mobile App & on the interactive Conference At-A-Glance PDF.

> Breakfast, refreshments, and lunch are served during Workshops & Conference days.

> All Workshop participants are invited to our Workshop Networking Reception on 1 December.

> **4th Attendee Free** – When 3 people register from the same firm at the same time, a 4th person may register for the Conference free of charge.

> **PPS Member Discount** – For active Professional Pricing Society members. When registering several people at the Member rate, please make sure that you have one of the Corporate Membership plans to receive discounts for everyone. Individual Annual Membership in PPS is €350/$400. The Corporate 5 Member plan is €870/$1,000; Corporate 10 Member plan is €1,300/$1,500; Corporate 20 plan is €2,175/$2,500.

Payments, Substitutions, and Cancellations Policies

You may make payment by wire transfer or electronic bank draft or credit card, or online at www.pricingsociety.com. You may substitute attendees at any time prior to the start of the conference with no penalty. You may cancel by 11 November 2016 and receive a refund, minus a 20% administration fee.

Dress Code

Attire is business casual. For your own comfort in meeting rooms, we recommend that you dress in layers.

Code of Conduct

The PPS 12th Annual European & Global Pricing Conference and Workshops offers the best forum to discuss pricing strategies and tactics worldwide. All attendees are hereby reminded that discussions in and around the event should not violate price fixing laws or international anticompetitive laws.

Housing Information

**The Sofitel Berlin Kurfürstendamm Hotel** in Berlin, Germany is the host for PPS 12th Annual European & Global Pricing Conference and Workshops. Reservations should be made using the link provided on the PPS website: www.pricingsociety.com. The hotel will only hold the PPS block of rooms until 11 November, that is about three weeks before the conference begins. We advise that you reserve your hotel room when you register for the conference or even before, if you are fairly certain that you will be attending.

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PROS Holdings, Inc. (NYSE: PRO) is a big data software company that helps customers outperform in their markets by using big data to sell more effectively. We apply years of data science experience to unlock buying patterns and preferences within transaction data to reveal which opportunities are most likely to close, which offers are most likely to sell and which prices are most likely to win. PROS offers big data solutions to optimise sales, pricing, quoting, rebates and revenue management across more than 40 industries. PROS has completed over 800 implementations of its solutions in more than 55 countries. The PROS team comprises approximately 1,000 professionals around the world.
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