

MARSHALL SCHOOL OF BUSINESS
MKT 536 – PRICING
FALL 2007-EVENING

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Class Time: M 6:30 – 9:30 P.M.
Office Hours: By appointment
Web Site: Please check Blackboard's course page

COURSE DESCRIPTION AND OBJECTIVES

The content of the course is organized into two principal modules: (1) pricing fundamentals and (2) pricing strategies. The modules contain a mix of case studies and lecture/discussions, hands on tutorial in estimating elasticity and guest lectures from leading pricing consulting firms.

1. *Pricing Fundamentals.* The first module of the course covers the fundamental analytical tools, theories, and conceptual frameworks needed for price strategy formulation. Basic principles from marketing and micro-economics will be briefly reviewed and extended. The module provides an in-depth treatment of the role of price in the firm's value proposition to the customer and the determination of customer response to price. The module concludes with an in-depth treatment of the role of competition in pricing strategy formulation.
2. *Pricing Strategies.* The second module of the course covers pricing strategies and the impact of internet on pricing. Our focus shifts from setting the overall price level to making customer-specific or segment-specific pricing decisions. Topics include price bundling, price promotions, pricing services, price negotiations, reference prices, price customization and internet auctions in B2C and B2B domains and legal and ethical issues involved in pricing.

My objectives for this course are:

1. To familiarize you with the concepts, theory and latest thinking on key pricing issues. This will be done primarily through lectures and assigned readings.
2. To provide you with an opportunity, through extensive case analyses, individual and group exercises to apply concepts and theory to the solution of pricing problems in marketing settings.
3. To provide you with an opportunity, through the course project, to make an independent assessment of the pricing strategy or tactics used by a company or industry of your own choosing.
4. To provide you with a forum, both written and oral, in which you may further develop your business communication skills and receive feedback from your peers and the instructor.

Course Materials

1. Course Reader: MKT 536 Cases and Readings.
2. Required Text: Thomas T. Nagle and John E. Hogan, *The Strategy and Tactics of Pricing*, 4th edition, Prentice-Hall.

COURSE ORGANIZATION AND FORMAT

The sections below discuss the mechanics of the course.

Study Groups

Students will need to form study groups early in the semester, this is intended for handing in group assignments and the course project. Groups should be of four or five members.

Class Format

Class activity will be divided among lectures and case discussions.

Lecture/Discussions. Approximately half of the class time will follow a lecture format. These sessions are devoted to the presentation and discussion of theories, concepts, analytical techniques, and empirical findings useful for pricing strategy and tactics.

The lecture/discussion sessions are often accompanied by assigned readings from the course packet. Lectures are not designed to summarize the readings, although many important concepts will be consolidated and extended. *The readings are considered an integral part of the course and students will be held responsible for their content during discussion and in their case analyses.*

Case Discussions. The assigned case studies have been selected to fit the objectives of the course and to cover a cross section of interesting industries.

All students are expected to come to class ready to discuss each case, regardless of whether or not a written assignment has been prepared. Students may be called upon at any time (a.k.a. cold called) to provide specific recommendations and analysis. At a minimum, you should be able to (i) state clearly what management should do and (ii) provide a specific, logically consistent rationale for your recommendations, backed by your analysis. Even if you do not contribute to a specific case discussion by speaking, make sure that you are comfortable with what you would have done in the management situation described in the case and why.

BASIS FOR GRADING

I believe in allowing many evaluation moments during the semester of different types. Though the course might become very intensive and demanding, the high number and diversity of evaluation tools also avoid each evaluation moment to impact more than 23% of the final grade (which in turn reduces the risk for students). Each student's overall course grade will be based upon the following:

Exam I	20%
Exam II	20%
Course Project (Group)	23%
Individual Assignment	4%
Group Assignments	23%
Class Participation	10%

The overall grade is 54% individual performance (two exams, class participation, and individual case analyses) and 46% group performance (three group assignments and one group project). Final grades are curved following school regulations.

Exam

There will be two in-class exams (October 8th and November 5th). The exam will cover lectures, case discussions, and readings covered prior to the exams. The format of the exams will be presented in class.

Course Project

I want you all to pick the type of project that benefit you and the team members the most in your career goals. In the past, people have worked on three types of projects. I will give a brief description for each below to help you make up your mind.

(1) To apply what you learn in class and to sharpen up your consulting skills, your group can pick a product or service in an industry of interest to you and examine the pricing issues related to that product or service. For instance, you may choose to examine how software or consulting services are currently priced. A good project typically includes the following four components:

- Analyzing the pricing environment for the product or service you have chosen.
- The steps that are being followed by companies in this industry to enable them to set prices—have they set up processes in place to enable them to set prices keeping in mind the customer value and differences in customers value across segments (see readings from week 6 to help you better understand this issue).
- Critiquing the current pricing practice in the industry for the product or service.
- Proposing changes to improve its pricing decisions and backing them up with your analysis, estimations, and any other supporting evidence.

(2) Some people use the opportunity to develop a pricing plan for a product or service they intend to market, or pricing at a specific company they are working for. To make a good pricing analysis you may want to consider the four components listed under 1.

(3) You can simply pick a pricing practice of interest to you, say all-you-can-eat pricing, quantity discounts, dollar store, E-bay pricing strategy, etc., and discuss the rationale and practical implications of the pricing mechanism.

For all these types of projects, you need not obtain "inside access" to a company, although that is highly encouraged where possible, as it enhances the quality of analysis. Use of publicly available information and your own research is acceptable. Data analysis is encouraged but not a requirement.

Groups will be required to submit a written report (not to exceed 3000 words) at the conclusion of the semester and present their analysis to the class during the last two sessions of the class. Please submit the names of your team members on September 17th. A two-page progress report providing a brief outline of the project and its status is due on October 22nd. A hard copy of the presentation slides is due before the project presentation, and the final written report of the project is due latest *at the beginning of class* on December 3.

Each group member will be asked to evaluate his/hers peers with respect to their performance in the group. The peer evaluation form is attached at the end of this syllabus. Each group member should turn in the form latest by December 3rd at the end of class.

Written Assignments: Case Analyses and Exercises

In addition to the course project, there will be three written group assignments two of them are case analyses and the other is data analysis of a real company. The data analysis exercise will provide you with an opportunity to demonstrate your mastery of the basic analytical tools required for pricing decision-making. Please do not wait to start on the exercise the day before – you will not be able to complete it on time! I will provide further details in class on the nature of these group assignments.

Students must also turn in one individual assignment. This assignment will be either part of case analysis or pricing exercises. These exercises are required and will help students with their preparation for in-class case discussion. Students who do not turn in a case exercise receive a zero (0) for their score on that exercise.

Please post all your answers to the assignments in blackboard at the beginning of the class. All assignments can be accessed from the “Assignments” Section on Blackboard. Once you click on the specific assignment, you will also be able to upload the solutions to the assignment. The solutions will be available to the instructor / TA for grading once you click ‘Submit’ in the Assignments section. If you have any trouble uploading the solutions to the Assignment, make sure you email the assignment to the TA Ohjin Kwon at ohjin.kwon.2010@marshall.usc.edu. It is your responsibility to ensure that the submissions reach the TA on time. Points will be deducted in case of late submission.

Class Participation

Grading class participation is necessarily subjective. Some of my criteria for evaluating effective class participation include:

1. Is the participant prepared? Do comments show evidence of analysis of the case? Do comments add to our understanding of the situation? Does the participant go beyond simple repetition of case facts, adding analysis and conclusions? Do comments show an understanding of theories, concepts, and analytical tools presented in class lectures or reading materials?
2. Is the participant a good listener? Are the points made relevant to the discussion? Are they linked to the comments of others? Is the participant willing to interact with other class members?
3. Is the participant an effective communicator? Are concepts presented in a concise and convincing fashion?

Your grade for class participation is not a direct function of the amount of "air time" you take up. In general, I will evaluate you on how well you respond to my questions and on how effectively you take into account the comments and analyses of your classmates. In situations where multiple students have raised their hands to speak, I will try to call on the student with the least cumulative air time to that date. This procedure, carried out over the course of the semester, should help to ensure that everyone who is well prepared and wants to contribute will have the opportunity to do so.

Absences from class may result in a failing grade for class participation. Attendance will be mandatory for all days of project presentation and questions/comments during presentations are highly valued.

SPECIAL NOTES

1. Students are required to check the course Web page on Blackboard.
2. The only email I will be using is: sdutta@marshall.usc.edu.

MKT 536 – Pricing Strategies
Summary of Class Sessions
Fall 2007

Session	Date	Topic	Case/Topic	Assignment
Week 1	Aug 27	Course Introduction Key Principles in Pricing I		
Week 3	Sept 10	Key Principles in Pricing II Pricing by Value in Use (EVC Analysis)	Medicines Company	Individual Assign 1 4%
Week 4	Sep 17	Pricing of New Product: <i>Case Discussion of Starclose to be led by Robert Riker- Abbott Diagnostics</i> Key Principles in Pricing III: Price Sensitivity and Competition	Case: Launch of Starclose	
Week 5	Sep 24	Pricing and Competition Key principles in Pricing IV: Challenges in Setting Price Policy	Case: Southwest Airlines	
Week 6	Oct 1	<i>Guest Speaker: Matt Johnson Simon Kucher</i> Pricing of Services	Setting Pricing Strategy Case: Microsoft	Group Assign 1 10%
Week 7	Oct 8	In Class Exam I Price Structure & Segmented Pricing		
Week 8	Oct 15	Product Line Pricing: Channel Pricing	Kodak: Fun time Film	Group Assign 2 6%
Week 9	Oct 22	<i>Guest Speaker: Georg Muller Strategic Pricing Group</i>	Setting Pricing Strategy	2 Page Group Project Description
Week 10	Oct 29	Price Level and Promotion		

	Pricing And Life Time Value	Virgin Mobil	Group Assign 3 7%
Week 11 Nov 5	In Class Exam II Price and Communicating Value		
Week 12 Nov 12	Pricing And Legal Issues <i>Guest Speaker: Samid Hussain</i> <i>Cornerstone Research</i>		
	Pricing and Ethical Challenges	Case: Glaxo-Smithkline	
Week 13 Nov 19	Pricing and Internet	Case: Free Markets Online	
Week 14 Nov 26	Project Presentations		
Week 15 Dec 3	Project Presentations		Project Report Due

COMPLETE CLASS SCHEDULE AND ASSIGNMENTS

Week 1

Aug 27

TOPIC: Course Introduction

TOPIC: Key Principles in Pricing I: Customer Demand and Costs

LECTURE & DISCUSSION:

A brief introductory lecture will provide a course overview and coverage of administrative matters.

We will begin our discussion of pricing strategy with the key principles. We will discuss the role of costs in pricing. We will then discuss models that emphasize the role of variable costs and also force the analyst to produce an estimate of customer response to changes in price. Thus, these models offer the advantages of being firmly grounded in both customer and cost analyses while offering practical simplicity and ease of use.

READINGS:

1. Nagle and Hogan, Chapters 1, 2
2. Nagle and Hogan, Chapters 8, 9.

WEEK 3

Sept 10

TOPIC: Key Principles in Pricing II: Customer Demand, Costs & Economic Value

TOPIC: Value Creation: Using Customer Value in Use to Guide New Product Pricing

ASSIGNMENT: Individual Assignment 1, which is based on the case, is due at the beginning of class.

LECTURE & DISCUSSION:

In this session we continue our discussion of pricing models from our previous class. We will also introduce the customer value-in-use (also known as economic value to the customer or EVC) as a means to guide pricing strategy, particularly for new industrial products. We present examples of its application, and practical issues bearing on the determination of price levels relative to customer value-in-use.

CASE DISCUSSION: The Medicines Company

The Medicines Company was founded in 1996 for the purpose of acquiring or “rescuing” drugs abandoned by other drug companies, completing their development and bringing them to market. Its first acquisition, in early 1997, was “Angiomax” – a blood-thinning drug used in angioplasty procedures. In December 2000, it received FDA approval for Angiomax. Now it must bring it to market. Complicating the task is the fact that Angiomax is designed to replace heparin, the most widely used blood-thinning drug in coronary medicine. But heparin sells for \$2 per dose while the *cost to make* Angiomax is \$40 per dose.

READING:

1. Nagle and Hogan, Chapters 3, 8,9.

WEEK 4

Sept 17

TOPIC:

Case: Pricing of New Product Case Discussion will be Led by Robert Riker Abbott

Key Principles in Pricing III: Customer Sensitivity to Price and Price Competition

CASE DISCUSSION: Launch of Starclose

Senior leadership at Abbott Vascular had worked with the global marketing team to launch the StarClose Vascular Closure System in select countries in Europe and Asia. The team hoped to leverage

the knowledge gained in Europe and Asia to reclaim market leadership in the United States. The launch of StarClose in the US represented the greatest revenue potential of any product in the last several years.

Revenue and market share growth for the next two years were dependent on the success of this product. This would be the most important product launch in the past 5 years. Abbott Vascular, a subsidiary of Abbott Laboratories, had spent the past 18 months acquiring, testing, improving and evaluating their latest offering to the estimated \$344MM vessel closure market. The profits from this device are expected to provide capital to carry the company for the next two years.

The commercial marketing team was tasked with developing a strategic plan to ensure the success of the product. The two strategic goals of this plan are to gain market share and minimize cannibalization of existing Abbott Devices. Pricing of this product would play a key role in achieving these goals.

Case Preparation Questions:

1. What is the economic value of StarClose relative to competitive products?
2. How would you price the new product—STARCLOSE? Keep in mind that the pricing strategy has to help them achieve the following strategic goals:
 - a. Gain Market Share – this will be measured both by units sold and revenue generated compared to competitors devices
 - b. Minimize Cannibalization of Existing Abbott Devices- differentiate StarClose from existing AVD products to gain market share from competition, rather than cannibalizing existing business.

You can pick from one of the following three pricing strategy options or any others you think is appropriate:

- i) Low price point, maximize revenue through high sales volume.
- ii) Pricing similar to competitive devices. Gain incremental market share by highlighting features and benefits of the device.
- iii) High price point. Sell at a premium by creating product differentiation.

3. What incentives will you offer the sales person to achieve the strategic goals? Keep in mind the impact these incentives will have on other AVD product sales.
4. How will you convey the value of this new product to target customers, so they can see the match between the value offered by this new product and the price being asked for that product? What is the pitch that the sales team can deliver to the potential customers that would enable them to achieve the strategic goals—gain market share and reduce cannibalization.
5. How will your pricing decisions affect the pricing strategies of the other products in the portfolio and the other products in vessel closure market segment?

LECTURE & DISCUSSION: This session will focus on quantitative methods for assessing price response and estimating elasticity. We will turn our attention to how to determine price elasticity from historical data on actual sales. We will discuss how to use regression analysis and illustrate the approach with data for consumer and industrial products. Our discussion will touch on the growing use of individual-level transaction data and how to estimate price elasticity with this type of historical information. The discussion will conclude with a brief review of key research findings on the empirical regularities of price elasticity in various markets and a discussion of qualitative factors influencing price sensitivity.

We will then take up the problem of incorporating competition into the determination of price policy. We will emphasize the importance of two factors: (1) assessing how competitors are likely to react to

changes in price and (2) if they do react, what is the impact of competitors' price changes on own-firm sales (i.e., cross-price elasticity).

WEEK 5

Sept 24

CASE DISCUSSION: Southwest Airlines

In this session we will also discuss the marketing classic about the up-start Texas airline that took on the established competition (i.e., Braniff, now defunct) and survived to grow into perhaps the most successful major airline today. A key turning point in the early history of Southwest was the famous Texas price war, which is the specific subject of this case.

On February 1, 1973, Braniff International Airways, announced that it was launching a half-price sale on Southwest's major route between Dallas and Houston. Southwest had to quickly decide how to respond.

Case Preparation Questions:

1. What do consumers look for in selecting an airline?
2. What segmentation exists in the market and to what extent do needs vary by segment?
3. Evaluate briefly Southwest's marketing mix. Perform break even calculations for the Q4 of 1972.

READINGS:

1. Rao, Bergen, and Davis, "How to Fight a Price War."
2. Nagle and Hogan, Chapter 10

TOPIC: Key Principles in Pricing IV: Challenges in Setting Pricing Policy

LECTURE: In this session we will discuss the steps a company has to take to develop competencies that would enable it to undertake value pricing.

WEEK 6

October 1

TOPIC: Setting Pricing Strategy: Guest Speaker Matt Johnson from Simon Kucher

TOPIC: Pricing Service Options

ASSIGNMENT: Group Assignment 1 is due at the beginning of class

LECTURE: In this session we will use the Microsoft case to talk about different models to price service options. In many markets, intense global competition has enhanced the importance of supplementary services in addition to the product itself. Increasingly, supplementary services provided along with a supplier's product are the "order winners" (i.e., those elements that cause a customer to purchase an offering). Unfortunately, most firms do not have a well-conceived strategy for pricing supplementary services. Instead, their managers seem content to use services tactically, giving them to customers "for free" in the heat of negotiations, in order to win deals. Through this case, students will learn how to create a strategy for marketing supplementary services and a menu of prices and services. We will also discuss how to develop the capability to develop and implement such pricing strategies.

CASE DISCUSSION: Microsoft Corporation: The Design of Microsoft Support Network 1.0

Case Preparation Questions:

1. What factors suggest that Microsoft's PSS Division needs a more comprehensive and flexible approach for its service offerings?
2. Based upon the guidelines that senior management has provided to Trish May, what product support strategy has Microsoft envisioned?
3. How should the **Microsoft Support Network 1.0** matrix be structured in terms of rows and columns?
4. Which services should Microsoft: a) offer as free or "standard", b) sell as an option for an additional fee, and c) not offered (but perhaps have a 3rd party service provider partner offer)?
5. What implementation problems should PSS managers anticipate? How can PSS managers successfully overcome them?

READINGS:

1. Nagle and Hogan Chapter 6
2. Anderson and Narus: Capturing Value of Supplementary Services; HBR
3. Dutta, Zbaracki and Bergen: Pricing As A Capability
4. Marn and Rosiello: Managing Price Gaining Profit

WEEK 7

Oct 8

Topic: In Class Exam I

TOPIC: Price Structure & Segmented Pricing

LECTURE & DISCUSSION: This session we will discuss setting price metrics and also discuss a variety of approaches available for implementing segment-level or individual-level transaction prices and some of the pros and cons associated with each approach. We conclude with a treatment of product bundling as a pricing tactic.

WEEK 8

Oct 15

TOPIC: Product Line Pricing

TOPIC: Channel Pricing

ASSIGNMENT: Group assignment 2 due.

LECTURE & DISCUSSION:

We will discuss how pricing decisions have to take into account incentives of the distribution partner. In particular, we will see how retail margin decisions impact pricing decisions. We will also discuss how retailers violate their agreement for price advantage.

CASE DISCUSSION: Eastman Kodak Company: Funtime Film

Kodak's dominant position in the U.S. film market was continuing to erode during the late 1980's and early 1990's, with its market share dropping from 76% to 70%. Some industry observers believed that film had become a commodity, as actual performance differences between brands narrowed. To deal with the latest share erosion, Kodak management proposed to launch a "fighting brand" called Funtime.

Suggested Preparation Questions:

1. Assess the value proposition(s) that Kodak currently offers to the U.S. amateur film market. What is your forecast for Kodak's market share if it makes no changes in its product or pricing strategy?

2. What should Kodak's objectives be for its U.S. amateur film business?
3. Evaluate the proposed launch of Funtime. What are advantages and disadvantages for Kodak?
4. Develop an analysis of the economics of a modest (e.g., 15%) price cut on Kodak Gold Plus. Be specific about the sales increase that would be required to break even.
5. What are the pros and cons associated with such a price cut? Be specific about how you think consumers would react.
6. What steps would you recommend to Kodak management? Would you launch Funtime as proposed, change the price of Gold Plus, or pursue other possible alternatives?

READINGS:

1. Nagle and Hogan Chapters 3, 4, 12.
2. Nagle and Hogan Chapter 11.
3. Antia, Bergen and Dutta Competing With Gray Markets (Sloan Management Review)

WEEK 9

October 22

Topic: Setting Prices Strategically: Guest Speaker: Georg Muller from Strategic Pricing Group

Two Page project description due

WEEK 10

October 29

TOPIC: Price Level and Promotion

TOPIC: Pricing And Life Time Value

Group Assignment 3 Due

LECTURE & DISCUSSION: This session will discuss price promotions, in which sellers offer buyers *temporary* reductions from their list prices. We show how price promotion can be thought of as a customized pricing strategy in some markets and also compare it to the use of coupons and rebates. (In consumer products, price promotion is often used synonymously with trade promotion, though there are important distinctions.)

In this class we will use the Virgin Mobil case to show how pricing can enable to access new customer segments. We will also assess the link between pricing and life time value.

Case Preparation Questions:

1. How would you recommend that Virgin Mobile structure its pricing? In particular, which of the 3 options in the case is best and why?
2. Why do so many customers churn in the mobile industry? How have the existing pricing variables (contracts, pricing buckets, hidden fees, off-peak hours) contributed to customer dissatisfaction?

3. How do the major carriers make money in the industry? Why haven't they responded more aggressively to customer dissatisfaction?
4. How do you feel about the non-price components of Virgin Mobile: its target market selection, its value proposition (e.g. VirginXtras), its channels and promotion strategy?

READING:

1. Farris and Quelch, In Defense of Price Promotion; 1987 Sloan Management Review
2. Nagle and Hogan, Chapter 7.

WEEK 11

Nov 5

In Class Exam II

TOPIC: Pricing And Value Communication

READINGS:

1. Behavioral Pricing John Gourville (HBS: 9-599-114)
2. Nagle and Hogan Chapter s: 5, 7

WEEK 12

Nov 12

TOPIC: Pricing & Legal Issues: Guest Speaker Samid Hussain from Cornerstone Research

TOPIC: Pricing & Ethical Issues: We will discuss the Glaxo case to discuss how fairness issues impact pricing strategies.

CASE DISCUSSION: GlaxoSmithKline and Access to Essential Medicines

The merger of Glaxo Wellcome and Smith Kline Beecham in 2000 created the world's second largest pharmaceutical company, GlaxoSmithKline. GSK also became the world's leader in the provision of drugs to treat the three most critical diseases in the developing world: HIV/AIDS, malaria and tuberculosis. In addition to merger related strategy and restructuring activities, the company finds itself having to respond to pressures to increase access to these essential medicines in developing countries, including the possibility of major reductions in price. The case asks: How should GSK respond to these pressures?

Case Preparation Questions:

1. How big a problem is the issue of access to essential medicines for GSK?
2. Who else is affected? How?
3. Jean-Pierre Garnier said: "The pharmaceutical industry today sells 80% of its products to 20% of the world's population. I don't want to be a CEO of a company that caters only to the rich... I want those medicines in the hands of many more people who need them." What is your reaction to that statement of aspirations for GSK?
4. What are the access strategy alternatives for the GSK task force to consider?
5. What recommendations would you make on the access issue to GSK going forward?

READINGS:

1. Nagle and Hogan, Chapter 14.
3. Behavioral Pricing John Gourville (HBS: 9-599-114)

WEEK 13

Nov 19

TOPIC: Pricing and the Internet

LECTURE/DISCUSSION: In this session we will discuss current issues related to pricing on the Internet, with special attention to most common auctions. We will conclude with a discussion on the potential for price customization and dynamic pricing.

Case: Free Markets On Line

The company was founded in 1995 by three entrepreneurs. The company provides on line auction service for purchase of input components and materials to industrial buyers.

Discussion Questions:

1. What does FreeMarkets do? In what type of markets are they likely to be successful in the long run?
2. What is the value added? To whom? Who should participate?
3. What will be the impact of these reverse auctions on procurement costs? Compared to sealed bids?
4. What will be the effect on buyer-supplier relationships? Opportunism suspicions? Idiosyncratic investments made by suppliers?
5. What does Free Markets need to do to stay competitive? What are some of the main threats?

READING:

1. Dolan and Moon, "Pricing and Market Making on the Internet."
2. Baker et al, "Getting Prices Right on the Web."

WEEK 14

Nov 26

OPIC: Project presentations

*Attendance will be mandatory for the Project presentation days.

WEEK 15

Dec 3

TOPIC: Project presentations

*Attendance will be mandatory for the Project presentation days.

ASSIGNMENT: Group Project report due at the beginning of class.

Group Project Peer Evaluation Form

Please identify your team and the product or service that you selected as the topic of your pricing group project. Distribute 100 points among all of your team members, *including yourself*, based on the contributions of each team member for both the marketing plan write-up and presentation. For example, if your team had five team members and each member contributed equally to the project, the team members would each earn 20 points ($20 \times 5 = 100$). If your team members did not contribute equally, then give each person the number of points that you feel fairly represents each member's contribution.

Team: _____

Pricing Project: _____

Your Name: _____

Names of Team Members	Points
	Total 100

Comments: If you desire, please comment on the contributions of individual team members to the team marketing plan project.