

从过程价值的角度出发对集成的客户 方案进行定价

Pricing Integrated Customer Solutions—A Process-Oriented Perspective on Value Appropriation

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Abstract: Integrating products and services to customized solutions can help firms to differentiate from their competitors. In practice, however, various companies fall short in extracting value from their customers. Therefore this paper focuses on pricing aspects as central means for value appropriation in the context of solutions. Following the resource-based view of the firm, we adopt a process-oriented perspective on pricing practices in order to identify crucial factors and activities. Based on 15 in-depth interviews with practitioners from various industries we derive six steps of a price management process for value appropriation in the context of solution selling and present critical activities and routines within each step.

Key words: solutions; value appropriation; pricing; processes; capabilities