

LESSON 16

One cost, four prices and none of them is cost-plus

营销定价策略 · 机制、恒等式与弹性

Textbook §3.6 and §3.6.1–3.6.4, with §3.5.2 · a 90-minute bilingual lesson

90 minutes

一课时

English first, Chinese support

英文在前 · 中文在后

Lessons 8, 15

前置知识

2026 – 2027 Semester 1

2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

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“A mechanism buys one thing only: reach, self-selection, basket size or capacity use.”

一句话先记住：每种机制只买一样东西——触达、自我筛选、客单价或产能利用。

12 min**Warm-up: the backpack with four prices**

案例开场：一只只有四种价格的背包

Same unit cost, four different promises.

34 min**Objectives, identities and four mechanisms**

目标、恒等式与四种机制

Who pays, how much, and when the cash lands.

26 min**Case: pick one price for the backpack**

案例：为背包选一种价格

Contribution per unit, with its condition.

18 min**Task and close**

课堂任务与收束

One price, one condition, one risk named.

Every part of this lesson answers one question: what does this price buy, and what must volume or cash do to make it work?

本课每个环节都在回答：这个价格买到什么，销量或现金必须做到什么才成立。

01 State the three pricing objectives and why revenue equals price times volume while profit also subtracts all costs.

说明三类定价目标，以及为什么收入等于价格乘销量、利润还要减去全部成本。

02 Distinguish freemium, versioning and bundling, and state the condition each one needs in order to work.

区分免费增值、版本差异化与捆绑，并说明各自成立的条件。

03 Name the four dynamic pricing mechanisms, match each to the asset it suits, and state the fairness objection to surge pricing.

说明四种动态定价机制，把机制匹配到它适用的资产，并陈述峰时定价面临的公平性质疑。

04 Separate presale from crowdfunding on three axes — product state, use of funds, and the promise made.

从产品状态、资金用途与交付承诺三方面区分预售与众筹。

Each objective maps to §3.6, §3.6.1–3.6.4 or §3.5.2.

BEFORE THIS LESSON · 前置知识 (第 8、15 课)

- The seven-cost ledger of an order, and where margin leaks (Lesson 8).
一份订单的七项成本账本，以及毛利从哪里漏掉（第 8 课）。
- Contribution margin and break-even volume for a single listing (Lesson 15).
单条链接的贡献毛利与打平销量（第 15 课）。
- You can build a cost and find a break-even; this lesson decides which price is put on top of it.
你已会建成本、会求打平；本课决定在这个成本之上放哪个价格。
Cost sets the floor. It does not choose the price, and it never sets the ceiling.

WHAT THIS LESSON DOES · 本课作用

- Turn price into a decision: which mechanism catches willingness to pay.
把价格变成决策：用哪种机制接住支付意愿。
- Show what each mechanism buys, and what it costs in margin, cash or trust.
说明每种机制买到什么，又在毛利、现金或信任上付出什么。
- Keep the two identities visible while the mechanisms change.
机制在变，两条恒等式始终在场。

The unit cost never changed across the four prices. The buyer and the moment did.

Lesson 15 asked whether a niche can pay for itself; Lesson 16 asks which price does the paying, and through which mechanism.
第 15 课问细分能否养活自己；第 16 课问由哪个价格、通过哪种机制来付钱。

One backpack, one unit cost of 9 dollars including packaging. The same seller can list a base model at 25, an anti-theft model at 35, a backpack plus rain cover at 29, a ten-day presale at 19, and a peak-season price of 29.

同一款背包，含包装的单位成本 9 美元。同一个卖家可以把基础款定 25、防盗款 35、背包加雨罩 29、十天预售 19、旺季价 29。

25

Base model

基础款

Listed at 25

35

Anti-theft

防盗款

Cost rises to 12

29

Bundle

背包 + 雨罩

Cover costs 2, sells at 8 alone

19

Presale

十天预售

Cash first, production after

Element 要素 要素	What it shows 说明什么 说明什么	Consequence 结论 结论
Same product 商品没变	Unit cost stays at 9 dollars in every case 每种方案下单位成本都是 9 美元	Cost cannot explain the spread 成本解释不了价差
Five prices 五个价格	25, 35, 29, 19, 29 — the mechanism differs, the product does not 25、35、29、19、29——机制不同，商品相同	Mechanism sets the price 决定价格的是机制
Different ask 要的不同	Each price buys something else: reach, self-selection, basket size, cash timing 每个价格买到的东西不同：触达、自我筛选、客单价、现金时点	Name what it buys before defending it 先说清它买到什么，再为它辩护
If cost does not decide the price, something else does: a buyer judgement of value, and what the seller needs that buyer to do next. 如果成本不决定价格，那决定它的是别的：买家对价值的判断，以及卖家需要这个买家接下来做什么。		

KEY POINTS · 学习重点

- Price matches value and willingness to pay, bounded by cost, competition and rules — not by a fixed markup on cost.
价格是价值与支付意愿的匹配，受成本、竞争与规则约束，而不是成本加固定百分比。
- Each mechanism buys one thing: reach, self-selection, basket size or capacity use.
每种机制买到的东西不同：触达、自我筛选、客单价或产能利用。
- Revenue is price times volume and profit subtracts all costs; margin is not cash, and a good price with bad terms still fails.
收入是价格乘销量，利润要减去全部成本；毛利不是现金，好价格配上坏条款仍然失败。

COMMON DIFFICULTIES · 可能的难点

- Adding a standard markup to unit cost and calling the result a price, ignoring willingness to pay and rivals.
给单位成本加一个标准加成，把结果当价格，忽略支付意愿与竞争者。
- Reading the free tier as generosity rather than as an acquisition channel carrying a monthly bill.
把免费版当成慷慨，而不是一笔必须由转化率覆盖的成本。
- Treating presale and crowdfunding as the same thing, when one sells a defined product and the other funds development.
把预售与众筹混为一谈，而前者卖的是已定义产品，后者资助的是开发。

THE ONE-LINE RULE

Name the objective, then the mechanism, then the volume the price requires. A price defended without those three is an opinion.

The textbook places pricing inside marketing strategy and names three objectives: the largest market share, the most revenue, or the most profit. They point in different directions.
教材把定价放在营销战略之内，并点出三个目标：最大的市场份额、最多的收入、或最大的利润。三者方向不同。

Objective 目标 目标	Definition 定义 定义	Risk 风险 风险
Market share 市场份额	Cut price to win buyers and defend position 降价换取买家与地位	Can buy share and destroy profit 买来份额，也可能毁掉利润
Revenue 收入	Revenue = price × volume 收入 = 价格 × 销量	Ignores cost entirely 完全不看成本
Profit 利润	Profit = revenue – all costs 利润 = 收入 – 全部成本	Needs both price and cost discipline 同时对价格与成本有要求

HOW IT RUNS · 如何运作

- Write the objective down first, then choose the mechanism, then test how much volume the price demands.
先写清目标，再选机制，然后检验这个价格需要多少销量。
- Compute unit contribution, multiply by expected volume, subtract fixed cost; then cut the price and recompute.
先算单位贡献毛利，乘预期销量，减固定成本；再把价格调低重算。

CONDITIONS AND LIMITS · 条件与限制

- The identities are accounting facts; the elasticity behind them is an estimate that varies by market, category and time.
恒等式是会计事实；背后的弹性是估计值，因市场、品类与时间而异。
- Revenue maximisation is not profit maximisation: revenue sees neither cost nor terms.
收入最大化不等于利润最大化：收入既不看成本，也不看条款。

Because revenue is a product, a price move and a volume move can cancel each other out. That is the whole of price elasticity in one line.

因为收入是一个乘积，价格变化与销量变化可能互相抵消。这就是价格弹性的直觉。

At a 50 per cent contribution margin, cutting price by 10 per cent moves unit contribution from 50 to 40.

Volume must rise 25 per cent just to stand still.

在贡献毛利率 50% 时，价格降 10% 会让单位贡献从 50 降到 40，销量必须增加 25% 才能原地踏步。

Step 步骤 步骤	Arithmetic 算式 算式	Reading 读法 读法
Price 100 → 90 价格 100 → 90	A ten per cent cut 降价 10%	Revenue per unit falls by 10 单位收入下降 10
Contribution 50 → 40 贡献 50 → 40	Variable cost unchanged at 50 变动成本不变，仍为 50	Contribution falls by 20 per cent 贡献下降 20%
Volume × 1.25 销量 × 1.25	$40 \times 1.25 = 50$ $40 \times 1.25 = 50$	Twenty-five per cent more units for the same contribution 多卖 25% 才拿回同样贡献

WHAT THIS ARITHMETIC DECIDES · 它决定什么

- The question is never whether demand reacts, but whether it reacts enough.
问题从来不是需求会不会反应，而是反应得够不够。
- A discount defended by "volume will follow" must say how much volume, by when.
用“销量会跟上”辩护的折扣，必须说出多少销量、什么时候。

WHAT IT CANNOT TELL YOU · 它不能告诉你什么

- The 25 per cent is arithmetic, not a forecast; elasticity differs by market, category and season.
25% 是算术，不是预测；弹性因市场、品类与季节而异。
- It says nothing about cash timing, returns cost or what the discount teaches buyers to wait for.
它不涉及现金时点、退货成本，也不涉及折扣教会买家等待什么。

A price cut is a bet on a number. Write the number down before the bet, or the bet is just hope with a budget.

降价是对一个数字下注。下注前先把数字写下来，否则那只是带着预算的希望。

免费增值：带账单的交叉补贴

The textbook calls freemium a cross-subsidy: basic service free, value-added or additional service charged, with paying users expected to cover the free ones. Its example is Skype – free calls inside the network, charged calls to landlines and mobiles

TWO CONDITIONS, BOTH QUANTITATIVE · 两个条件，都是数量条件

- The paid value must be clear and felt, so a predictable share of users will pay for it.
增值点必须清晰可感，使可预测比例的用户愿意付费。
- Conversion must be high enough to cover the cost of serving everyone else.
转化率必须高到足以覆盖服务其他人的成本。

NOT A PROMOTION, NOT CHARITY · 不是促销，也不是慈善

- It is a price structure in which one group pays for another.
它是一种让一群人替另一群人付费的价格结构。
- It fails when the free tier is too good: the upgrade has nothing left to sell.
免费层做得太好时它就会失败：升级没有了可卖的东西。

Element 要素	Content 内容	Note 提醒
What it is 是什么	Free basic service, charged value-added service 基础免费、增值收费	A structure, not a discount 是结构，不是折扣
How it runs 如何运作	$\text{Payers} \times \text{price} - \text{free users} \times \text{cost} - \text{payers} \times \text{cost}$ 付费人数 × 价格 - 免费人数 × 成本 - 付费人数 × 成本	Break-even is a conversion rate 打平点是一个转化率
Limits 条件与限制	Conversion varies by category; the textbook gives no rate here 转化率因品类差异极大；教材此处未给比率	Never quote an illustration as a benchmark 不要把示意数字当基准引用

The free tier is not generosity. It is an acquisition channel that sends an invoice every month.
免费层不是慷慨，它是一个每月寄账单的获客渠道。

The free tier, priced

免费层的账

One product, two outcomes, one conversion point

Free users
免费用户

50,000 users
每人每月服务成本 0.15 美元

Monthly free cost
免费层月度成本

7,500 USD
 $50,000 \times 0.15$

Price
付费价格

12.00 USD/mo
增值服务月度订阅价

Break-even
打平转化

1.25 %
 $7,500 \div 12 = 625$ 名付费用户

Scenario 情形 情形	Arithmetic 算式 算式	Result 结果 结果
Conversion 2% 转化 2%	$1,000 \text{ payers} \times 12 = 12,000$ against 7,500 of free service cost $1,000 \text{ 名付费用户} \times 12 = 12,000$ ，对免费服务成本 7,500	$\approx +4,500$ 约 +4,500 美元
Conversion 1% 转化 1%	$500 \text{ payers} \times 12 = 6,000$ against the same 7,500 $500 \text{ 名付费用户} \times 12 = 6,000$ ，成本仍是 7,500	$\approx -1,500$ 约 -1,500 美元
Same product 同一产品	Nothing changed except one percentage point of conversion 除了一个百分点的转化，什么都没变	One point decides the sign 一个百分点决定正负

WHAT TO DO WITH THE NUMBER · 拿这个数字做什么

- Compute break-even conversion before launching, then measure actual conversion against it monthly.
上线前先算打平转化率，之后每月把实际转化与它对照。

WHY THE FREE TIER IS COSTLY · 免费层为什么是成本

- Every free user carries a service cost, incurred whether or not anyone upgrades.
每个免费用户都有服务成本，无论是否有人升级都在发生。

Same product, two results, one conversion point apart.

同一产品，两个结果，只差一个转化点。

Versioning makes several versions of one product and sells essentially the same thing to different segments at different prices, so that price follows the value each buyer receives. The low-value version may be free and the high-value version priced higher.
版本差异化是对同一产品做多个版本，把本质相同的产品以不同价格卖给不同细分，使价格跟随个体获得的价值。低价值版本可以免费，高价值版本定价更高。

Element 要素	Content 内容	Reading 读法
"Low value" means "低价值" 指	Less convenient, less complete, slower, weaker in function, or less service 更不方便、更不全面、更慢、功能更弱或服务更少	Degrade the right dimension 要在正确的维度上变差
Textbook case 教材例子	The New York Times allows a number of free articles each month, then requires a digital subscription 《纽约时报》每月允许免费阅读若干篇，超出则要求数字订阅	A meter, not a paywall on everything 是计量，不是全面付费墙
Second case 第二个例子	Car brands offering hundreds of models from base to fully specified 汽车品牌提供从基础到高配的数百款车型	Same logic, physical goods 同一逻辑，实物商品

HOW IT RUNS · 如何运作

- Fix the paywall attribute first — articles, speed, capacity, support — then price each tier.
先定付费墙属性——篇数、速度、容量、服务——再给各档定价。
- Design the free or base tier to be worse exactly on the dimension paying users care about most.
把免费版或基础版设计成恰好在付费人群最在意的那一维上更差。

CONDITIONS AND LIMITS · 条件与限制

- Cannibalisation is the design risk: a free tier that is too strong eats the paid tier.
自我蚕食是设计风险：免费层太强会吃掉付费层。
- The free tier must not be worse on the dimension that builds trust, or it destroys the upgrade path.
免费层在建立信任的维度上不能更差，否则会毁掉升级路径。

Versioning changes the configuration of one product. Bundling changes the combination. Both practise price discrimination; the instruments differ.
版本化改的是一个产品的配置；捆绑改的是组合。两者都在做价格歧视，手段不同。

捆绑：合起来更便宜，不自动更好

Ziegfeld found nearly a third of seats empty on Friday nights and matinees often half empty, and offered buy one get one free: one full-price ticket, the next free. The textbook gives two reasons: the marginal cost of one more seat is very low; and many people who would not buy alone pay the same or slightly more for the pair.

Option 方案 方案	Arithmetic 算式 算式	Result 结果 结果
Separate 分开卖	Backpack 25 with cost 9 gives 16; cover 8 with cost 2 gives 6 背包 25 减成本 9 得 16；雨罩 8 减成本 2 得 6	Total contribution 22 合计贡献 22
Bundled 打包卖	Bundle 29 minus combined cost 11 打包 29 减合计成本 11	Contribution 18 贡献 18
Discount shown 标价折扣	29 against 33 is a 12.1 per cent reduction 29 相对 33 让价 12.1%	A visible cut, a hidden substitution risk 看得见的让价，看不见的替代风险

WHY IT CAN WORK · 为什么可以成立

- The statistical argument: buyers vary widely on single items but agree far more on a fixed-price bundle, so dispersion falls.
统计上的理由：消费者对单品价值判断差异很大，但对固定价格组合的判断要一致得多，因此离散度下降。
- It reaches buyers who would never have bought the second item at all.
它触达了本来绝不会买第二件商品的买家。

WHY IT CAN FAIL · 为什么会失败

- If it replaces customers who would have bought both at full price, every such order loses 4 dollars.
若替代了本来会以全价买下两件的顾客，每单少赚 4 美元。
- When most buyers want only one item, the bundle dilutes margin and starts to look like a permanent discount.
多数买家只想买一件时，捆绑会稀释毛利，也容易被看成永久打折。

A bundle is worth 18 against 22. It is only worth doing if it lifts conversion or reaches a buyer the separate listing never would.

Four dynamic pricing mechanisms

四种动态定价机制

The textbook is direct: a good is worth what the market will pay, sometimes with no relation to cost, and price moves with the buyer demand profile and the seller supply situation.

教材的定义很直接：商品的价值等于市场愿意支付的价格，有时它成本毫无关系，价格随顾客的需求特征与卖家的供给状况变化。

Mechanism 机制	How it works 如何运作	Asset it suits 适用资产
Auction 拍卖	Buyers bid against each other and an instant market price forms 买家互相竞价，形成即时市价	Unique goods, and ordinary ones: computers, flowers, cameras 独特商品，以及电脑、花束、相机这类普通商品
Yield management 收益管理	Different prices for different segments to sell spare capacity; airlines reprice empty seats every few minutes, sometimes below marginal cost; large online retailers reprice hourly 对不同细分设定不同价格以卖出多余产能；航空公司每隔几分钟调整空座价格，有时低于边际成本，大型线上零售商按小时调价	Perishable capacity 易逝产能
Surge pricing 峰时定价	Prices rise sharply at demand peaks; Uber multiplies by two to ten times or more in heavy rain and on holidays 需求高峰时大幅提价；Uber 在暴雨与热门假日把价格抬到 2—10 倍甚至更高	Real-time scarcity 实时稀缺
Flash marketing 秒杀	A time-limited low price, effective for travel and luxury goods 限时低价，在旅游与奢侈品上效果显著	Stock that would otherwise not sell 否则卖不掉的库存

When capacity expires, a fixed price is waste. Match the mechanism to the asset: auction for the unique, yield management for the perishable.

当产能会过期，固定价格就是浪费。让机制匹配资产：独特商品用拍卖，易逝产能用收益管理。

WHAT THE COMPANY SAYS · 公司的说法

- Higher prices pull more drivers onto the road and cut waiting time for those willing to pay.
价格飙升会把更多司机吸引到路上，缩短愿意付费者的等待。
- It allocates a scarce good to whoever values it most at that moment.
它把稀缺商品分配给那一刻最看重它的人。

WHAT CRITICS SAY · 批评者的说法

- The same mechanism moves surplus away from people already in trouble.
它同时把剩余从已经陷入麻烦的人手里转移走。
- The textbook records the criticism as price gouging in emergencies and does not issue a verdict.
教材记录了“在紧急时刻宰客”的批评，没有给出裁决。

Issue 议题 议题	Content 内容 内容	Rule 规则 规则
Fairness and arithmetic 公平与算术	A price that clears the market may cost more in reviews and repeat purchase than it earns 一个能出清市场的价格，可能在评价与复购上付出更高代价	Cap the multiple where trust is sensitive 在信任敏感处给倍数设上限
Rules bind too 规则同样约束	Some markets have consumer protection law; all markets have whether the customer comes back 一些市场有消费者保护法；所有市场都有顾客是否愿意继续购买	Publish the rule before the peak 高峰前先公布规则
Flash sale warning 秒杀的警告	Used repeatedly on a full-price item it teaches customers to wait; it is a tool for perishable stock 反复用在一个全价商品上，它就是在教顾客等待；它是处理易逝库存的工具	Not a permanent substitute for price 不是价格的永久替代品

Two descriptions of the same surge can both be true. That is why dynamic pricing is constrained by rules and legitimacy, not only by arithmetic.

对同一次涨价的两种描述可以同时成立。这就是为什么动态定价受规则与正当性双重约束，而不只是算术。

预售与众筹：钱什么时候到

Two practices sit beside the four mechanisms because they change when money arrives. Crowdfunding has consumers or investors put money into a developer with delivery and outside sale after development succeeds. Presale is described as crowdfunding on a small scale: promote a new coat, collect orders and prepayment, produce

有两种做法与上述机制并列，因为它们改变的是钱什么时候到。众筹是消费者或投资者把钱投给开发者，开发成功后再交付并对外销售，预售被描述为小规模众筹，宣传新款大衣，收订单与预付款，在七到十天的窗口内按单生产，把库存降到零。

Axis 区分维度 维度	Presale versus crowdfunding 两者差异 差异	Reading 读法 读法
Product state 产品状态	Presale sells a defined product; crowdfunding funds development 预售卖的是已定义产品；众筹资助的是开发	Defined versus not yet built 已定义 vs 尚未做出来
Use of funds 资金用途	Presale funds this batch; crowdfunding funds the work that makes the batch possible 预售的钱用于这批货；众筹的钱用于让这批货成为可能的工作	Working capital versus R&D 营运资金 vs 开发投入
The promise made 做出的承诺	Presale promises delivery; crowdfunding promises delivery only if development succeeds 预售承诺交付；众筹只有开发成功才承诺交付	Conditional versus committed 有条件的 vs 已承诺的

HOW IT RUNS · 如何运作

- Presale: announce, collect orders and prepayment, produce to order inside a fixed window.
预售：宣传、收订单与预付款、在固定窗口内按单生产。
- Write the delivery date and the refund rule before the first payment is taken.
在收到第一笔钱之前就写明交付日期与退款规则。

CONDITIONS AND LIMITS · 条件与限制

- Treating the two as one misleads both sides: the buyer on what is promised, the seller on what is owed.
把两者当成一回事会同时误导买家与卖家：前者误解承诺，后者误解义务。
- Spending presale receipts as company working capital is the usual route from delivery promise to default.
把预售款当成整个公司的营运资金，是交付承诺变成违约的常见路径。

The four mechanisms decide who pays and how much. Presale decides when the cash arrives — and when the promise starts.

四种机制决定谁付钱、付多少；预售决定现金什么时候到，也决定承诺从哪一刻开始。



ONE LINE THROUGH THE CHAIN · 贯穿全链的一句话

Objective is a choice, mechanism is an instrument, volume and cost decide what is left. A good-looking link anywhere in the chain is not profit.

WHO PAYS, HOW MUCH, WHEN · 谁付钱、付多少、什么时候付

- Freemium and versioning decide who pays; bundling and dynamic pricing decide how much and when; presale decides when the cash arrives.
免费增值与版本差异化决定谁付；捆绑与动态定价决定付多少、什么时候付；预售决定现金什么时候到。
- None of them changes the identity at the centre of this lesson: profit is revenue minus cost, and revenue is price times volume.

它们都不改变本课中心的恒等式：利润等于收入减成本，收入等于价格乘销量。

A clever price with the wrong volume, or a decent margin on an invoice paid ninety days later, still fails.

聪明的价格配上错误的销量，或不错的毛利配上一笔九十天后才付款的订单，依然会失败。

01 Read left to right: the objective chooses the mechanism, and the mechanism sets the price and moves volume.

从左往右读：目标决定机制，机制决定价格并影响销量。

A mechanism defended without an objective is decoration.

没有目标支撑的机制只是装饰。

02 Revenue appears only after price and volume are multiplied; a higher price with collapsed volume can be less revenue, ~~not more~~.
收入只有在价格与销量相乘之后才出现；高价配上崩塌的销量，收入可能更少而不是更多。

Never quote a price move without the volume it needs.

引用价格变动时永远带上它所需的销量。

03 The last two links are where most business plans fail: costs must be deducted in full, and profit is not unit margin.

最后两环是多数商业计划失败的地方：成本要全额扣除，利润也不等于单件毛利。

Fixed cost, cash timing and terms live here.

固定成本、现金时点与条款都在这一环。

Read the chain in order, and refuse any argument that praises one link while skipping the next.

按顺序读这条链，拒绝任何只夸一环而跳过下一环的论证。

The free tier is a bill

例 1：免费层是一张账单

Concept used: freemium · 用到的概念：免费增值

50,000 free users at 0.15 dollars of monthly service cost each come to 7,500 dollars. At 12 dollars a month and 2 per cent conversion, 1,000 paying users bring 12,000 and leave 4,500. At 1 per cent, the same product loses 1,500.

50,000 名免费用户，每人每月服务成本 0.15 美元，共 7,500 美元。按每月 12 美元、2% 转化，1,000 名付费用户带来 12,000 美元，剩 4,500。转化降到 1% 只有 6,000 美元，亏 1,500。

Free users
免费用户

50,000 users

每人每月服务成本 0.15 美元

Free-tier cost
免费层成本

7,500 USD/mo

50,000 × 0.15

At 2% conversion
转化 2%

+4,500 USD/mo

1,000 × 12 – 7,500

At 1% conversion
转化 1%

-1,500 USD/mo

500 × 12 – 7,500

Element 要素	What it shows 说明什么	Consequence 结论
Same product 同一产品	Only the conversion rate changed 只有转化率变了	One point flips the sign 一个百分点翻转正负
The bill is monthly 账单是月度的	Service cost accrues whether or not anyone upgrades 无论是否有人升级，服务成本都在累积	Free is an acquisition channel 免费是一个获客渠道
What to check 要查什么	Is the paid value clear enough to convert at break-even or better? 付费价值是否清晰到能让转化达到打平点以上？	Test before scaling the free tier 放大免费层之前先做检验

Same product, two results, one conversion point apart. The free tier must be priced like any other channel.

同一产品，两个结果，只差一个转化点。免费层必须像其他渠道一样被定价。

例 2: 捆绑不自动更好

Backpack at 25 plus rain cover at 8 is 33 bought separately; the bundle is 29, a 12.1 per cent reduction. With costs of 9 and 2, selling separately gives 16 plus 6, which is 22, while the bundle gives only 18.

背包 25 美元加雨罩 8 美元, 单买 33 美元, 打包 29 美元, 相当于让价 12.1%。若成本分别为 9 与 2, 分开卖的贡献是 $16 + 6 = 22$, 打包只有 18。

Option 方案 方案	Arithmetic 算式 算式	Result 结果 结果
Separate 分开卖	$25 - 9 = 16$ and $8 - 2 = 6$ $25 - 9 = 16, 8 - 2 = 6$	Contribution 22 贡献 22
Bundle 打包卖	$29 - 11 = 18$ $29 - 11 = 18$	Contribution 18 贡献 18
Condition 成立条件	Worth it only if conversion rises or buyers who would never buy the cover are reached 只有当打包提高成交率、或触达本来绝不会买雨罩的人, 它才划算	Otherwise 4 dollars per order is lost 否则每单少赚 4 美元

WHY THE DISCOUNT LOOKS FREE · 为什么折扣看起来是白送的

- The 12.1 per cent is measured against 33, not against the contribution the seller actually gives up.
12.1% 是相对 33 算的, 不是相对卖家实际让出的贡献算的。
- A bundle that merely replaces two full-price purchases is a discount with no new demand.
只是替代两次全价购买的捆绑, 是没有新增需求的折扣。

WHAT WOULD MAKE IT WORTH DOING · 怎样才值得做

- Higher attach rate on the cover than separate listings achieve.
雨罩的连带率高于分开销售时的水平。
- Buyers reached who would never have bought the cover at 8 dollars.
触达本来绝不会以 8 美元买雨罩的买家。

A bundle is a price, not a gift. Ask what it adds to conversion before asking how generous it looks.

捆绑是一种价格, 不是赠品。先问它给成交率加了什么, 再问它看起来有多慷慨。

Fictional teaching case, not a real brand or transaction. Unit cost 9 dollars including packaging; planned retail 25; about 2,000 units a month at that price. The anti-theft version costs 12; the rain cover costs 2 and sells at 8 alone. Platform commission is already inside unit cost.
教学虚构案例，不对应任何真实品牌或交易。背包表的单位成本 9 美元，原计划零售 25 美元，按此价格每月约卖 2,000 个。防盗款成本 12 美元，配套雨罩成本 2 美元，单独卖 8 美元。平台佣金已包含在单位成本中。

Plan 方案 方案	Contribution 单位贡献 单位贡献	What it demands 代价与风险 代价与风险
A Versioning A 版本差异化	Base $25 - 9 = 16$; anti-theft $35 - 12 = 23$ 基础 $25 - 9 = 16$; 防盗 $35 - 12 = 23$	+7 per anti-theft unit sold; a second SKU and choice friction 每卖一个防盗款多 7 美元; 代价是第二个 SKU 与选择困惑
B Bundling B 捆绑	$29 - 11 = 18$ $29 - 11 = 18$	Worth 18 against 16; loses 4 if it replaces a 22 order 相对只卖背包的 16 得 18; 若替代 22 的订单则少赚 4
C Presale C 预售	$19 - 9 = 10$ $19 - 9 = 10$	Cash before production, zero stock, but anchored at 19 生产前收钱、零库存, 但把产品锚定在 19 美元
D Seasonal price D 旺季调价	$29 - 9 = 20$ $29 - 9 = 20$	No new SKU; repeat buyers remember the peak price 无需新 SKU; 但复购顾客记住的旺季高价

Point 要点 要点	Explanation 解释 解释	Rule 规则 规则
No plan dominates 没有方案全面占优	The choice depends on whether the binding constraint is margin, cash or demand 选择取决于约束是毛利、现金还是需求	Name the constraint first 先说出约束是什么
D is not surge pricing D 不是峰时定价	It reprices on seasonal demand; the fairness critique targets emergency multiples 它是基于季节需求的调价; 公平性批评针对的是紧急时刻的倍数	The distinction matters in class 这个区别在课堂上很重要

Name the mechanism before defending the plan. The most common error is calling D surge pricing; the second is treating the bundle discount as free money.
先说出机制再为方案辩护。最常见的错误是把 D 叫成峰时定价; 第二个是把打包折扣当成白送的钱。

01 COMMON SAYING 常见说法

Price equals cost plus a fixed markup.

价格等于成本加固定加成。

WHAT TO SAY INSTEAD 修正说法

Cost is only the floor. Pricing is part of marketing strategy aimed at share, revenue or profit; the ceiling is set by willingness to pay. 成本只是下限。教材把定价视为营销战略的一部分，目标是份额、收入或利润；上限由支付意愿决定。

03 COMMON SAYING 常见说法

Presale and crowdfunding are the same thing.

预售与众筹是一回事。

WHAT TO SAY INSTEAD 修正说法

Presale sells a defined product and promises delivery; crowdfunding funds development and promises delivery only if it succeeds. 预售卖的是定义产品并承诺交付，众筹资助开发，只有成功才交付。

05 COMMON SAYING 常见说法

Bundling is a clearance discount.

捆绑就是清库存打折。

WHAT TO SAY INSTEAD 修正说法

It rests on near-zero marginal cost and on buyers judging a bundle more consistently; it lowers dispersion and can be a standing structure. 捆绑依据是接近于零的边际成本，以及消费者对组合价值判断更一致，它降低需求离散度，可以是常设结构。

02 COMMON SAYING 常见说法

Freemium means free forever.

免费增值就是永远免费。

WHAT TO SAY INSTEAD 修正说法

Free is the entrance. The model needs a clear paid value and a conversion rate that covers the cost of free users. 免费只是入口。模式要求增值点清晰可感，且转化率足以覆盖免费用户的成本。

04 COMMON SAYING 常见说法

Dynamic pricing is just raising prices at will.

动态定价就是随意涨价。

WHAT TO SAY INSTEAD 修正说法

It follows supply and demand and is bound by local rules; the textbook also records the fairness critique of surge pricing in emergencies. 它依据供需并受当地规则约束，教材也记录了紧急时刻峰时定价的公平性批评。

06 COMMON SAYING 常见说法

A price cut always raises revenue.

降价一定会提高收入。

WHAT TO SAY INSTEAD 修正说法

Revenue is price times volume. At a 50 per cent contribution margin, a 10 per cent price cut needs 25 per cent more volume to hold contribution. 收入是价格乘销量。贡献毛利率 50% 时，降价 10% 需要多卖 25% 才能保住贡献。

Freemium

免费增值

A pricing structure with basic service free and value-added service charged.
基础服务免费、增值服务收费的定价结构。

Cross-subsidy

交叉补贴

Revenue from one group of users or goods covering another.
用一部分用户或产品的收入补贴另一部分。

Versioning

版本差异化

Making several versions of one product and pricing them by segment.
对同一产品做多个版本并按细分定价。

Bundling

捆绑销售

Selling two or more goods together below their separate total.
把两件以上商品打包，以低于单买合计的价格出售。

Dynamic pricing

动态定价

Adjusting price to buyer demand and seller supply conditions.
随顾客需求特征与卖家供给状况调整价格。

Yield management

收益管理

Setting different prices for segments to sell spare capacity.
对不同细分设定不同价格，以卖出多余产能。

Surge pricing

峰时定价

Raising price sharply at moments of peak demand.
需求高峰时大幅提高价格。

Flash marketing

秒杀营销

A time-limited low price that clears stock or creates urgency.
以限时低价清理库存或制造紧迫感。

Presale

预售

Taking orders and prepayment, then producing to order.
先收订单与预付款、再接单生产的销售方式。

Price elasticity

价格弹性

How sensitive quantity demanded is to a change in price.
需求量对价格变化的敏感程度。

Four of these ten are mechanisms; the rest name the shape of the price, the asset, or the timing of the cash.

这十个术语里有四个是机制，其余命名价格的形状、资产或现金的时点。

01 Think of a freemium product you use. What exactly would you pay for, and what stops you upgrading?

想一个你在用的免费增值产品。你究竟会为什么付费？又是什么阻止你升级？

Answer with a mechanism, a number and a condition — not with a preference.

02 In your home country, would surge pricing during a storm be accepted or punished? What does that imply for the price rules a local platform should publish?

在你母国，暴雨期间的峰时定价会被接受还是被惩罚？这对本地平台应公布的价格规则意味着什么？

Answer with a mechanism, a number and a condition — not with a preference.

03 For a new product presale, would you take full payment or a deposit? Weigh cash flow against the delivery promise.

新品预售，你会收全款还是定金？请权衡现金流与交付承诺。

Answer with a mechanism, a number and a condition — not with a preference.

04 A retailer wants to make a bundle priced 12 per cent below separate purchase permanent. What would you test before signing off?

零售商打算把“比单买低 12%”的打包变成常设结构。在定案前你会测试什么？

Answer with a mechanism, a number and a condition — not with a preference.

Refuse answers that only describe the price. Ask what the mechanism buys, and what volume or cash it requires.

拒绝只描述价格的答案：要问这个机制买到什么，需要多少销量或现金。

3

min

Name the mechanism behind each of the four plans and compute unit contribution for each.
为背包的四个方案各写机制，并算出单位贡献。

OUTPUT · 产出

Four mechanisms, four contributions.

3

min

Compute the bundle discount against separate purchase and compare bundled with separate contribution.
算出打包相对单买的折扣，并比较打包与两件分开销售的贡献。

OUTPUT · 产出

12.1% discount, 18 against 22.

2

min

For the presale, list the changes in cash flow and inventory, and the promise being made.
针对预售，列出现金流与库存的变化，以及做出的承诺。

OUTPUT · 产出

Cash timing and the promise.

2

min

Choose one plan and write the condition under which you would execute it.
选一个方案，并写出你在什么条件下会执行它。

OUTPUT · 产出

*One plan, one condition.***STUDENT OUTPUT · 学生产出**

A four-row table — mechanism, contribution, risk — plus one recommendation carrying a condition.

Q1

Name the three pricing objectives and the two identities that run through the lesson.

说出三类定价目标与贯穿本课的两条恒等式。

Q2

At a 50 per cent contribution margin, why does a 10 per cent price cut need 25 per cent more volume? Write the arithmetic.

在贡献毛利率 50% 时，为什么降价 10% 需要多卖 25%？写出算式。

Q3

50,000 free users at 0.15 dollars each: what conversion at 12 dollars breaks even, and what happens at 1 per cent?

50,000 名免费用户、每人 0.15 美元：按 12 美元付费，打平转化率是多少？1% 时结果如何？

Q4

A bundle at 29 replaces 25 plus 8. With costs of 9 and 2, when is the bundle worth doing?

打包 29 替代 25 加 8，成本分别为 9 与 2：什么情况下打包才划算？

Q5

Why is the seasonal price in the case not surge pricing, and why does the distinction matter?

为什么案例中的旺季调价不是峰时定价？这个区别为什么重要？

A correct answer names the mechanism, shows the arithmetic, and states the condition the price depends on.

正确的答案会说机制、给出算式，并说明这个价格所依赖的条件。

THE ARGUMENT · 本课的结论

- Price matches value and willingness to pay, bounded by cost, competition and rules.
价格是价值与支付意愿的匹配，受成本、竞争与规则约束。
- Each mechanism buys one thing: reach, self-selection, basket size or capacity use.
每种机制只买一样东西：触达、自我筛选、客单价或产能利用。
- Revenue is price times volume; profit subtracts all costs; margin is not cash.
收入是价格乘销量，利润要减去全部成本；毛利不是现金。

WHAT TO DO WITH IT · 怎么用

- Write the objective first, then pick the mechanism, then test the volume it needs.
先写目标，再选机制，再检验它需要的销量。
- Price the free tier: find break-even conversion and measure against it.
给免费层定价：求打平转化率，并持续对照。
- Separate presale from crowdfunding on product state, use of funds and promise.
按产品状态、资金用途与承诺区分预售与众筹。

Mechanism 机制 机制	What it buys 买到什么 买到什么	Rule 规则 规则
Freemium 免费增值	Who pays: free users are a cost 谁付钱：免费用户是成本	Cover them with conversion 用转化率覆盖他们
Versioning 版本差异化	Buyers sort themselves by version 买家按版本自我筛选	Degrade the right dimension 在正确的维度上变差

Every mechanism answers who pays, how much and when. Lesson 17 takes the same arithmetic to a factory, a quotation and a buyer who wants ninety days.

每种机制都在回答谁付钱、付多少、什么时候付。第 17 课把同一套算术带到一家工厂、一份报价和一个要账期的买家面前。

Source 来源 来源	Section 位置 位置	What it states 原文内容 内容	Used for 用途 用途
SRC-003 §3.6	Pricing as part of marketing strategy; three objectives and the two identities 定价属于营销战略；三个目标与两条恒等式	Objectives and identities 目标与恒等式	
SRC-003 §3.6.1	Freemium as cross-subsidy, with Skype as the textbook example 免费增值作为交叉补贴，教材以 Skype 为例	Definition and mechanism 定义与机制	
SRC-003 §3.6.2	Versioning defined; New York Times meter and car models as examples 版本差异化的定义：《纽	Definition and design risk 定义与设计风险	

Number 数字 数字	Status 性质 性质	Warning 提醒 提醒
Backpack: 9, 25, 12, 2, 8 背包成本与价格	Teaching case, not a real brand or price list 教学案例，不是真实品牌或价目表	Structure is what is taught 教的是结构，不是数字
50,000 free users, 0.15, 12 免费增值示意数字	Illustration; the textbook gives no conversion rate 示意；教材未给转化率	Never quote as a benchmark 不可当基准引用
2 to 10 times surge 峰时 2—10 倍	Textbook range for Uber in rain and holidays 教材给出的 Uber 暴雨与假日倍数区间	Quote as a range, not a measurement 作为区间引用，不是实测

Teaching simulations and illustration figures must be labelled as such every time they are quoted.

教学模拟与示意数字每次被引用时必须写明性质。
Cross-border Ecommerce · Lesson 10 跨境电商概论
价值等于市场愿意支付的

LESSON 16 · PRICING MECHANISMS

Name the mechanism before the number.

先说机制，再报数字。

NEXT: LESSON 17 · 下一课

A B2B inquiry: verify, build five columns, then count the cash.

B2B 询盘：先核实主体，再建五列报价，最后数现金。

跨境电商概论 · Cross-border Ecommerce · Guilin Tourism University

授课教师 宋友开 · 2026—2027 学年第一学期

“A price is a promise about volume, cash and trust — write all three before you send it.”

收束一句话：价格是关于销量、现金与信任的承诺，三者都要在发出前写清。