

What a two-week pricing diagnostic produces

This is a complete worked example of the pricing sprint we run. The company is composite — assembled from patterns we see repeatedly in Indian B2B SaaS businesses between ₹8 Cr and ₹20 Cr of ARR. No client data appears anywhere in this document or the model behind it.

We publish it because pricing advice is easy to assert and hard to demonstrate. The workbook that accompanies this document contains all 84 accounts, every formula, and the levers to solve against. You are welcome to run your own book through it.

+18.9%

gross ARR
at full migration

55 of 84

accounts pay
less than today

3.4x → 1.5x

dispersion in
price per job

3

renewal cycles
to realise

The company

Meridian-class field-service operations software. 84 accounts, ₹10.83 Cr ARR, sold per seat per month across three tiers, with discounts negotiated deal by deal over six years. Growth is healthy. Gross margin is drifting down and nobody can say precisely why.

The board has asked for a pricing review before the next raise. The founders expect to be told to raise prices. That is not what the analysis says.

The question we were asked, and the one we answered

ASKED	ANSWERED
“Should we raise prices, and by how much?”	“Is price connected to the value customers receive — and where has it come apart?”
A single percentage applied across the book. Fast to decide, and it would have raised prices on the accounts most likely to leave.	A structural answer. Two thirds of the book is overpaying relative to what it uses; the largest accounts are underpaying. The fix redistributes before it raises.

Reframing the question is most of the work. A uniform increase would have delivered perhaps 6% and concentrated the churn risk in exactly the wrong cohort.

Diagnostic

Price is set per seat. Value is delivered per job.

The product prices a seat. The customer measures their own operation in jobs processed — work orders raised, dispatched, completed. Every conversation about renewal, expansion and ROI is held in jobs. Nothing in the price book refers to them.

Over six years of seat discounting, the two measures came apart. Here is the book, sorted by segment.

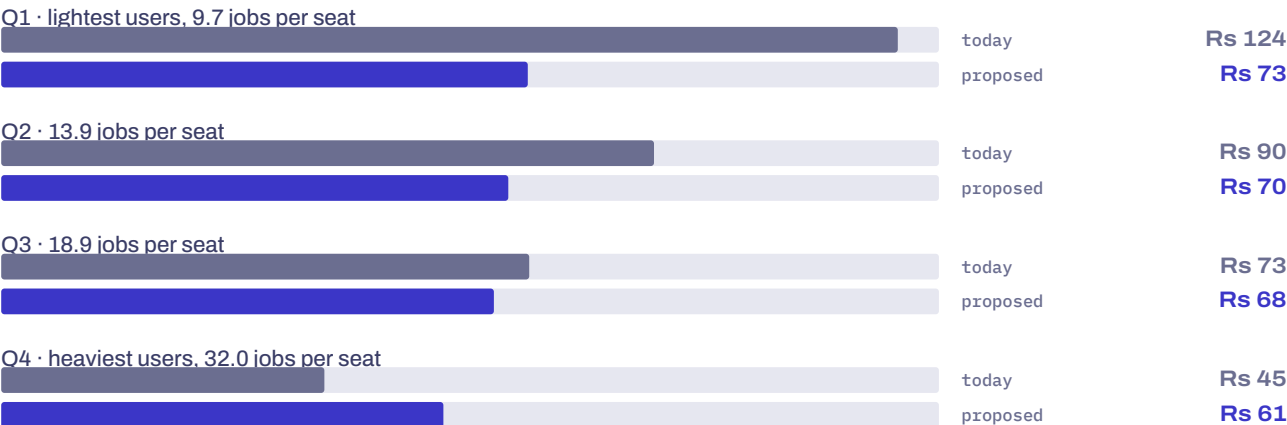
SEGMENT	ACCOUNTS	% OF REVENUE	% OF JOBS	AVG DISCOUNT	₹ PER JOB
SMB	38	8.4%	4.5%	5.2%	₹88.6
Mid-market	34	36.5%	22.7%	18.9%	₹76.9
Enterprise	12	55.1%	72.8%	48.1%	₹36.2
Whole book	84	100%	100%	24.6%	₹47.8

Enterprise accounts run 73% of all jobs and contribute 55% of revenue. They pay ₹36 per job. SMB accounts run 4% of jobs, contribute 8% of revenue, and pay ₹89 — two and a half times more for the same unit of value.

Nobody designed that. It is the accumulated residue of six years of seat discounts granted one deal at a time, while the thing customers actually consume was never priced at all.

The same pattern inside every segment

Sorting the whole book by usage intensity — jobs processed per seat — removes the segment labels and shows the mechanism directly. The heavier the usage, the less the customer pays per unit of the value they receive.



Price per job, today against the proposed book. The four bars on the right converge; the four on the left do not.

Recommendation

Charge a platform fee, then charge for jobs.

A platform fee covers the cost of having the system available. A declining usage rate covers the work it does. Price then moves with the metric the customer already manages their business by, which makes every renewal conversation shorter.

PLAN	APPLIES WHEN JOBS/MONTH ARE	PLATFORM ₹/MO	INCLUDED JOBS	THEN ₹/JOB
Essential	up to 900	₹9,000	150	₹85
Professional	901 – 4,500	₹72,750	900	₹60
Scale	above 4,500	₹2,88,750	4,500	₹42

The plan fees are not round numbers, and that is deliberate. Each is set so the price curve is continuous at the boundary: a customer processing 900 jobs and one processing 901 pay within ₹60 of each other. Round the fees and you create a cliff, and customers will sit just the wrong side of it — or split accounts to game it. Continuity is worth more than a tidy price card.

What it does to the book

SEGMENT	ARR TODAY	ARR PROPOSED	CHANGE	ACCOUNTS PAYING LESS
SMB	₹0.91 Cr	₹0.73 Cr	–19.5%	28 of 38
Mid-market	₹3.95 Cr	₹3.79 Cr	–4.2%	18 of 34
Enterprise	₹5.97 Cr	₹8.36 Cr	+40.0%	1 of 12
Whole book	₹10.83 Cr	₹12.88 Cr	+18.9%	47 of 84

This is not a price rise. Forty-seven accounts — 42% of current revenue — pay less, by an average of 27%. The increase falls almost entirely on twelve enterprise accounts that have been buying jobs at ₹36 while everyone else paid ₹77 to ₹89. That asymmetry is what makes the change defensible in the room, and it is why the sequencing matters more than the number.

Migration, and the cost of doing it properly

Ten enterprise accounts face increases above 15%; the largest uncapped move is +115%. Delivered at once, that is not a pricing change, it is a renegotiation with your ten most important customers simultaneously. So increases are capped at 25% per renewal and reductions land immediately.

	TODAY	YEAR 1	YEAR 2	YEAR 3
Gross ARR	₹10.83 Cr	₹11.28 Cr	₹12.36 Cr	₹12.88 Cr
Net of 4% churn on repriced accounts	₹10.83 Cr	₹11.21 Cr	₹12.26 Cr	₹12.68 Cr
Change vs today	—	+3.5%	+13.2%	+17.1%

The cap costs roughly ₹1.6 Cr of ARR in year one against moving immediately. We recommend paying it. The alternative concentrates every difficult conversation into a single quarter, with the accounts that carry 55% of revenue.

Method

How the two weeks are spent

Days 1–3	Assemble the book Every account, its seats, its usage, its discount and its renewal date. This is usually the hardest part, and it is normally the first time the company has seen all of it on one sheet.
Days 4–6	Find the value metric Interviews with sales, support and three customers. We are looking for the unit the customer uses to describe their own operation — not the unit that is easiest to meter.
Days 7–9	Test the structure Build the model, solve for structures that hold revenue while compressing dispersion, and stress each one against churn and the sales team's ability to explain it.
Days 10–14	Write the recommendation The price book, the account-level migration schedule, the discount approval policy, and the script for the ten hardest conversations.

What we would need from you

One spreadsheet: account name, seats or licences, a usage figure per account per month, current monthly price, and renewal date. If the usage figure does not exist yet, finding it is the first half of the engagement and the more valuable half.

What this example leaves out

A real engagement includes competitor price benchmarking, willingness-to-pay research with a sample of customers, and the packaging question — which features sit in which plan — none of which is modelled here. It also leaves out the part that decides whether any of it works: the sequence in which the ten largest accounts are approached, and by whom.

Troia Value Advisors — product design and value advisory. We help teams decide what to build, shape how it works, and demonstrate the value that work creates.

The workbook behind this document is available on request, with every formula intact.
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Illustrative worked example on a composite company. All figures are constructed to demonstrate method. No client data appears in this document.