

# Unpacking Token-based Pricing

Masterclass | February 26<sup>th</sup>, 2026



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# During today's session, we will cover four primary topics

01

## Understanding Token-Based Pricing

Defining token-based pricing and exploring its growing momentum



02

## Designing AI Token-Based Systems

Key design decisions, and the approach to set prices



03

## Unlocking the Full Strategic Potential of Tokens

The difference between what token systems *typically* do, and what they *can* do



04

## A Warning on the AI Workload-based Token Bandwagon

Why you should not blindly imitate the early AI token models



TOPIC 01

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# Understanding Token-Based Pricing

Defining token-based pricing and exploring its growing momentum



# Token-based pricing is the latest pricing “fad” for AI products...

2019 – 2021

Per-Seat Models

As GenAI started gaining buzz, a lot of startups defaulted to simple and familiar per-seat models.



2022 - 2023

Per-Seat Models

ChatGPT Plus’s \$20/user/month fee reflected a shift toward predictable pricing over granular usage metering



2024

Hybrids - Usage-tiered licenses & Task-based

Monetizing tasks (e.g., per workflow, per API call) above a quota or threshold grew popular as the pure per-seat model fell out of favor, and vendors wanted to marry subscription flexibility with cost coverage



2022

Consumption-Based Pricing

As AI usage grew, high compute costs undermined margins, allowing usage-based pricing and pay-as-you-go models to grow.



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Outcome-based Pricing

Tying prices to successful results aligned price to value and gave more confidence in ROI



2024 - 2026

Token-Based Pricing

Flexible token systems gained popularity due to their ability to protect margins and encourage usage of multiple AI products.



# Tokens are not a new concept. They have been around for many years in many different forms.



## Travel

Example: Airline Miles



## Gaming

Example: Vbucks



## Casinos

Example: Casino Chips



## Finance

Example: Credit Card Points



**They are known by many different names. "Tokens" is just one option of many.**

XP Robux Units  
Bones Pulse Energy V-Bucks Diamonds  
Keys Credits **Tokens** Points Seeds  
Stars Hearts Coins Chips Miles Orbs  
Tickets Gold Bucks Allowance Rewards Bars  
Gems Passes Mana



# The fad seems to have staying power, with many companies adopting tokens across verticals

## AI-Native Apps



## Traditional SaaS

*with AI add-on*



## Overheard just the other day...

*“We have decided on our price  
metric.*

*We are going to use **tokens!**”*

Tech exec



LET'S BE CLEAR ON ONE THING..

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Tokens are **NOT** a price metric

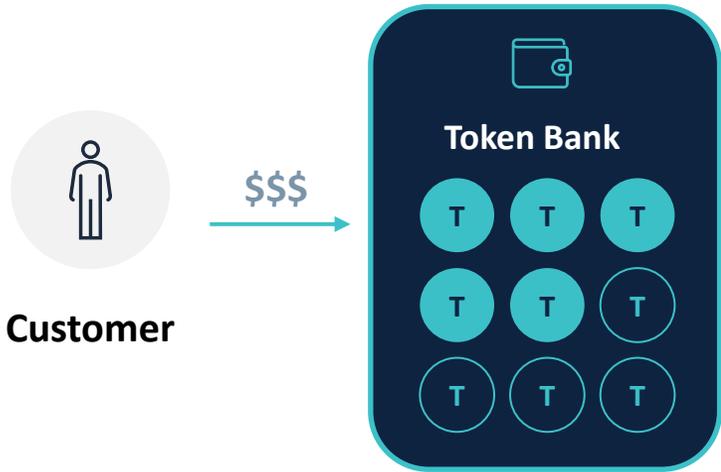
Tokens are a **virtual currency**



# A virtual currency a way of paying for another price metric

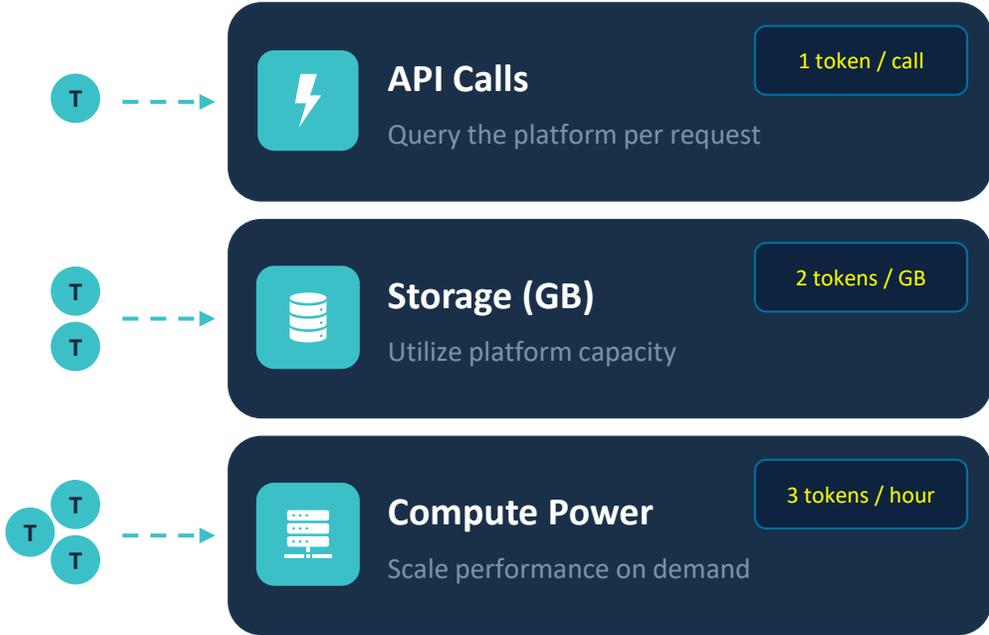
## 1 Purchase Layer

Customer Spends (\$\$\$) to Purchase Tokens



## 2 Consumption Layer

Customer Uses Tokens to Buy Specific Things



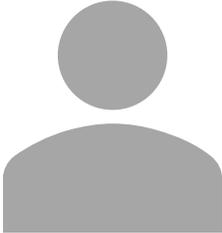
**Tokens separate purchase from consumption.**

Customers commit spend up front, then allocate flexibly.



# A decision to “set price based on tokens” is meaningless when taken literally

CUSTOMER



How much will I pay?

Ok. How many tokens do I need?

Well... what can I buy with them?

Depends on how many tokens you buy.

That depends what you're going to buy with the tokens.

I haven't got that far yet...

VENDOR



**If you build a token system  
you first need to decide on the  
underlying metric(s)**

**Perhaps the most important strategic  
pricing decision you will make**



# In AI products, tokens are mostly used to buy units of workload, so people have started to associate tokens with workload

AI Product	Customers Purchase...	What These “Tokens” Represent	
 <b>Lovable</b>	Credits	Code generation requests	<i>AI prompts, weighted by code complexity (0.5–2+ credits per prompt)</i>
 <b>Agentforce</b>	Flex Credits	AI actions	<i>Discrete agent actions (record update, case summary, etc.) at 20 Flex Credits per action</i>
 <b>OpenAI</b>	Tokens	How much text is processed	<i>Sub-word text fragments (~750 words ≈ 1,000 tokens), billed per million with separate input/output rates</i>
 <b>Copilot</b>	Copilot Credits	Tasks	<i>Individual AI actions in Office apps (1 credit each) or agent steps weighted by complexity (1–5 credits)</i>
 <b>Adobe</b>	Generative Credits	Image, video, or text outputs	<i>Individual generative outputs (1 credit per standard image; premium video/audio scaled by length &amp; complexity)</i>



KEY PRINCIPLE

# **The BEST AI workload-focused token models**

**monetize the quantities of work required  
to deliver**

**tangible value or outcomes.**



TOPIC 02

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# Designing an AI Token-Based System

Key design decisions, and the approach to set prices



# To build a token system, you need to make several decisions

## Design Decision

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Token Value

Purchase Granularity

Volume Discounting

Revenue Model

Pool Distribution

Allocation Flexibility

Token Permanence

## What you need to ask

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**How much is each token worth?** Is each valuable action with 1 token, 10 tokens, or 100 tokens?

**Can I purchase the exact number of tokens I want?** Or do I have to purchase in specific increments or “bands”

**Is the price per token fixed?** Or does it decrease as the number of tokens increases? To what extent?

**How do customers buy tokens?** Via recurring commitments tokens capacities? Blocks of tokens that can be “bled down”? Both?

**How are tokens distributed across the organization?** Does the entire organization draw from one shared pool, or do they get pre-allocated by team, project, or user?

**How can tokens be reallocated?** Can they be moved across different users or projects? Can they be reallocated monthly, quarterly, or never?

**When do unused tokens expire?** Monthly, annually, or do they roll over indefinitely?  
**Can customers return unused tokens?** Are refunds issued, or are all sales final?



# Many AI players are converging around consistent pricing models

Company	Metric	Revenue Model	Discounting	Token Permanence
 Lovable	AI prompts, by complexity	Subscription commit + optional top-ups	Higher tiers cheaper; top-ups premium	Monthly rollovers for 1 month; annual rollovers within term; top-ups valid for 12 months
 salesforce	Agent actions by complexity or Each 24-hr conversation session	Contracted credit pool (or legacy \$/conversation)	?	No rollover beyond contract term
 OpenAI <small>ChatGPT Business/Enterprise</small>	AI prompts & outputs, by model tier and modality	Seat subscription + pooled credits	?	ChatGPT Biz credits valid for 12 months; Enterprise per contract
 Copilot	AI Actions for Office & for Copilot, by complexity	Included credits (consumer) + packs / PAYG (Studio)	?	Resets monthly; no rollover (prepaid)
 Adobe Firefly	AI outputs, standard vs. premium	Included monthly credits + add-on packs	Larger packs cheaper	Resets monthly; no rollover
 clay	AI Actions, by complexity	Usage-led plans with credit allotment + top-ups	Higher tiers cheaper; top-ups premium	Rolls over up to a 2x monthly cap

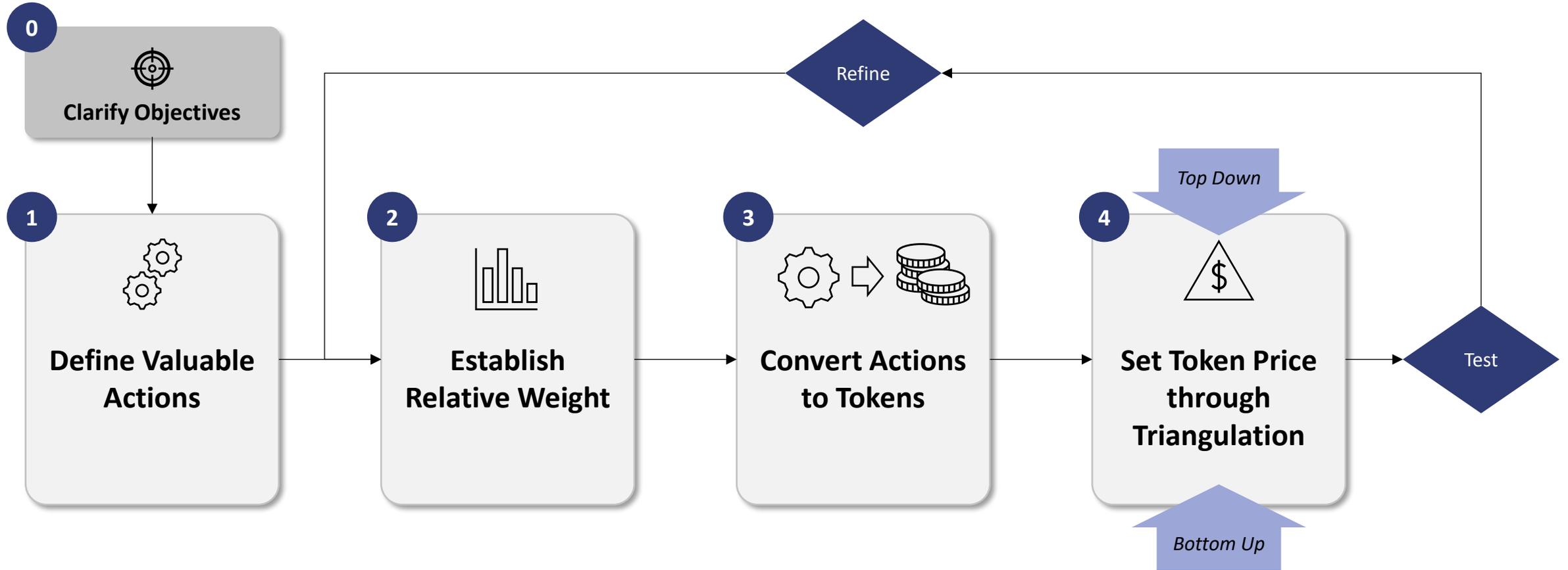




**How do you actually build a token architecture, complete with prices and usage/metric conversion?**



# Monevate's Four-Step Framework for Designing Token Systems



# Step 0: Clarify Objectives



- List all objectives you are trying to achieve with your pricing strategy
- Rank in order of importance
- Translate into more granular “design principles” – importance-ordered guidelines that clarify the constraints your price structure and levels must be subject to, e.g.
  - *“Number of tokens must be manageable – thousands not millions”*
  - *“Margin must be 20%+ on average”*
  - *Prices must be defensible against Competitor X’s prices”*



## Objectives

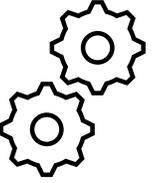
- 1 Defend market share from free or low-price generic AI alternatives
- 2 Enable adoption and upsell with limited salesforce intervention
- 3 Achieve 75% active user penetration



## Design Principles

- Actions achievable through generic alternatives will be priced near cost or not monetized
- Some tokens will be provided for free with purchase of platform
- Additional tokens can be purchased in small increments as needed
- Tokens will be pooled across users





# Step 1: Define Valuable Actions

- List all potentially valuable actions that a user can complete while using the tool
- Align on **which actions should be monetized**
  - Value
  - Cost risk
  - Availability of alternatives
- Determine the average compute cost per action, including likely input / precursor actions

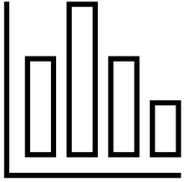


Blog Writer Actions	Estimated Action Compute Costs	Monetization Flag	Estimated Total Compute Costs
Review Content History	\$0.0005	No	-
Idea Generation	\$0.002	No	-
Drafting	\$0.04	Yes	\$0.05
Analysis & Recommendations	\$0.02	No	-
Apply Recommendations	\$0.04	Yes	\$0.06
Prep for Specific Platform Publish	\$0.015	Yes	\$0.015

*For example, a user may brainstorm with the tool multiple times before drafting a blog – this iteration should be captured in cost calculations*



## Step 2: Establish Relative Weight



- Rank monetizable actions in order of value
- Assign the most valuable action
  - a *value* score of 100
  - a *cost* score of 100
- Score the value and costs of the other actions relative to those of the most valuable action
- Assign a final “monetization” score, balancing value and cost risk\*\*

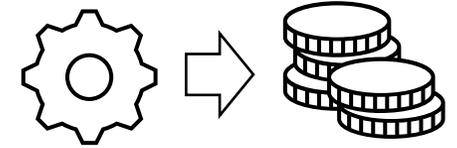
\*\* Only if cost is material relative to value



Action	Value	Cost	Monetization
Analysis Insight Summarization	100	100	100
Forecasting & Scenario Modeling	95	90	95
Data Analysis & Visualization	80	65	80
Raw Data Extraction	70	130	90
Data Aggregation & Cleaning	40	50	40



# Step 3: Convert Actions to Tokens



- **Scale and round monetization scores into practical whole-number multiples**
  - More aggressive rounding = simpler system, less granular differentiation
- **Identify the smallest base unit that evenly divides all rounded weights**
- **Set 1 token = that base unit**
- **Express all actions as integer multiples of tokens**



Action	Monetization Score	Rounded	Tokens
Action A	100	100	2
Action B	92	100	2
Action C	61	50	1
Action D	22	50	1

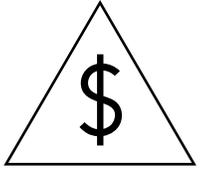
*Aggressive Rounding, Limited Differentiation*

Action	Monetization Score	Rounded	Tokens
Action A	100	100	5
Action B	92	80	4
Action C	61	60	3
Action D	22	20	1

*Limited Rounding, Higher Differentiation*



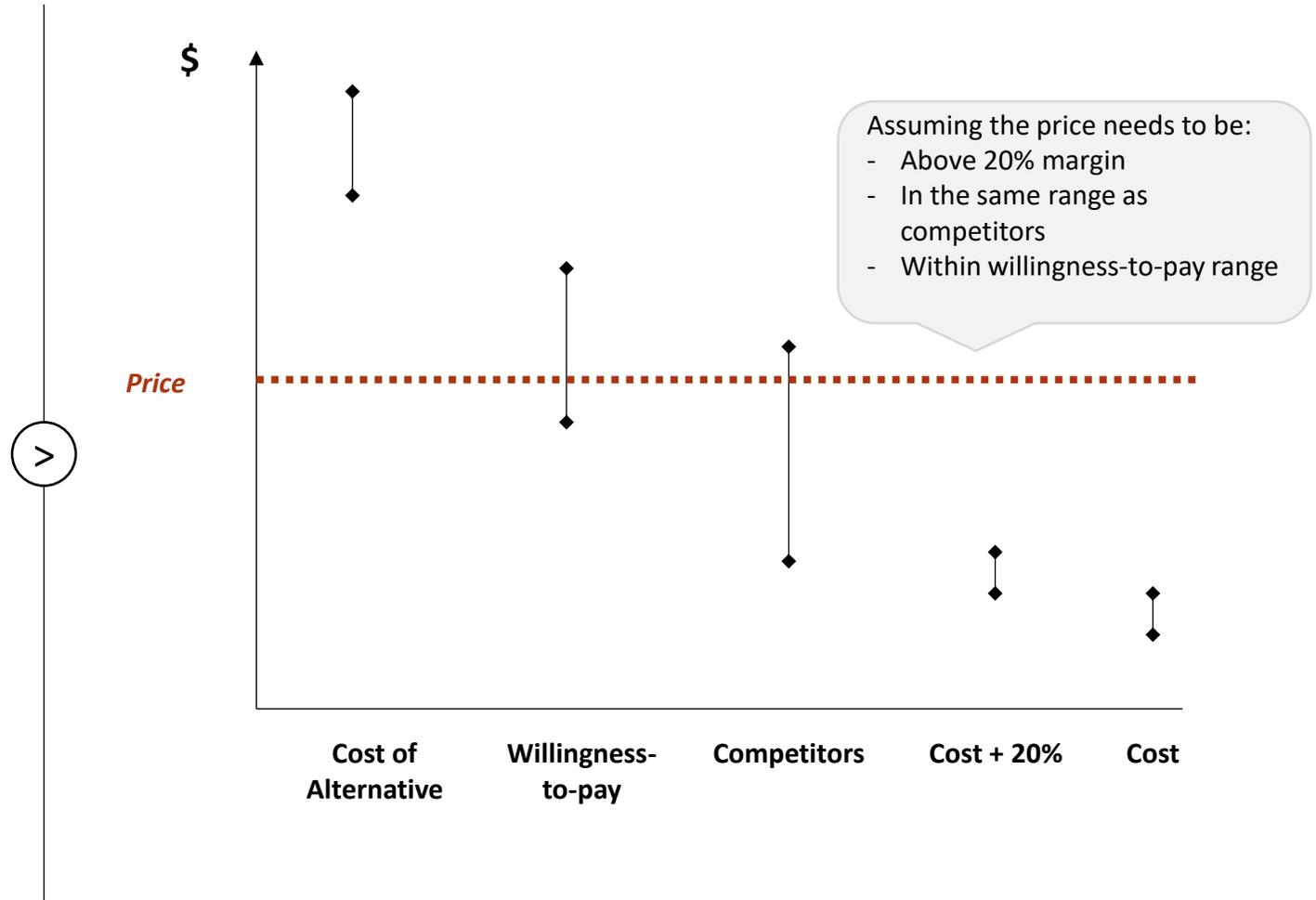
# Step 4: Set Token Price through Triangulation



- Pull multiple reference data points (bottom up and top down) for price setting into the same view:

- Economic floor, e.g.
  - Cost
  - Cost + X% margin
- Market reference, e.g.
  - Competitor token prices
- Economic ceiling, e.g.
  - Willingness-to-pay (top down? See next page)
  - Economic value created
  - Cost of non-AI alternative
- ...

- Set price level by *applying design principles* to data points



# Deriving Willingness-to-Pay per token from macro Willingness-to-pay

## Define Customer Archetypes

Define archetypes consistent with **your business's customer base**  
(e.g., *Industry A vs. B, AI-native vs. AI-nascent*)

## Estimate Macro Willingness-to-Pay

Use market research and available data to approximate what each archetype would be **willing to pay for their maximum usage**

## Estimate Usage by Segment

Align internally – via usage data or other resources – on the **expected usage each archetype will use** in a given period.

Translate that to a number of tokens

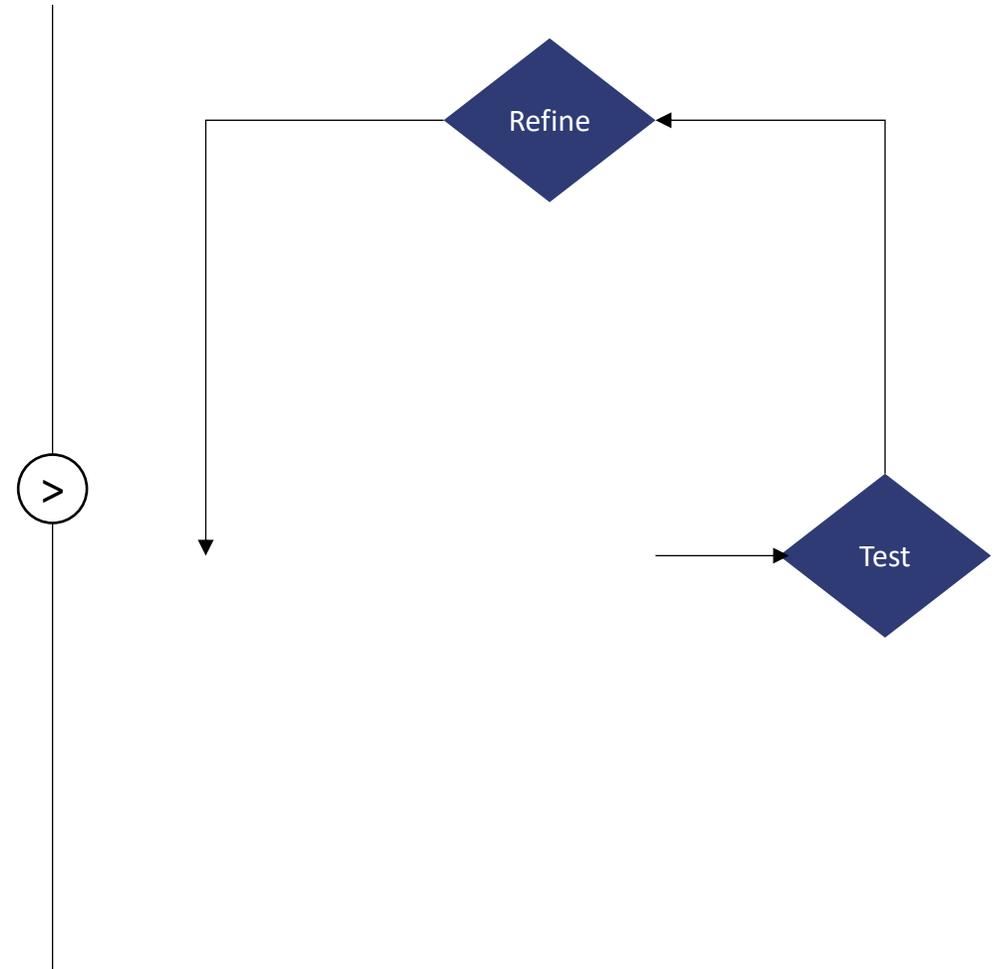
## Set Price per Token

Use Step 2 and Step 3 estimates to **arrive at a price per token that maximizes revenue** (or meets an alternative objective)



# Test & Refine

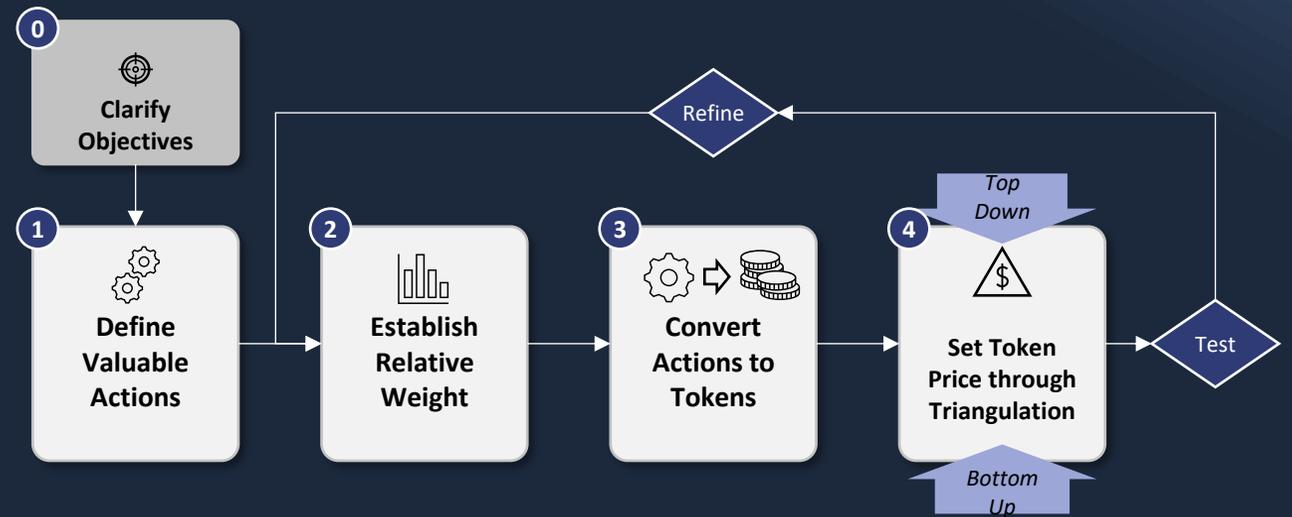
- **Do not assume your token model is ready after you have run through the process once**
- **Run specific tests to ensure the model is well calibrated.**  
Do the prices make sense for:
  - Each action?
  - Specific customer archetypes (given usage assumptions)?
  - Those archetypes if they only run one type of action?
  - ...
- **If specific outputs do not look right, return to step 2-4 and make adjustments**



# A Practical Process for Designing AI Token Models

This framework gives you

- ✓ A structured way to translate value into tokens
- ✓ A defensible method for setting token prices
- ✓ Alignment between economics, usage, and strategy
- ✓ A model you can iterate and refine over time



# One caution – implementing tokens is technically demanding

## Action Instrumentation



- Track every monetized action in real time
- Handle retries, failures, partial completions
- Prevent double-counting or missed events

## Conversion Logic



- Translate actions into token consumption
- Apply conversion ratios consistently
- Handle rounding rules and edge cases

## Balance & Depletion Engine



- Maintain accurate token balance per customer
- Decrement balances instantly and reliably
- Prevent negative balances unless allowed

## Billing & Replenishment



- Support purchases, subscriptions, top-ups
- Credit accounts correctly and immediately
- Handle refunds, expirations, rollovers

## Customer Communication



- Surface remaining balances in-product
- Notify customers before depletion
- Avoid surprise shutoffs



## TOPIC 03

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# Unlocking the Full Potential of Tokens

The difference between what token systems *typically* do, and what they *can* do



# Token systems provide benefits at 3 different levels

## Levels of Token-model Benefits

### Level 1 *Viability*

- 1 Reduce usage hesitation** Spend separated from usage
- 2 Make intangible metrics tangible** 1 token is better than 3,623 “tasks”
- 3 Blur weak value-alignment** Shift focus away from the underlying metric

### Level 2 *Optimization*

- 4 Accelerate cash collection** Currency must be purchased before being spent
- 5 Align fixed budgets with variable needs** Subscribe to a capacity; not a particular service

### Level 3 *Enhancement*

- 6 Enable value-aligned multi-metric pricing** Allocate spend across distinct value drivers
- 7 Drive cross-sell via pooled capacity** Reallocate spend across products over time
- 8 Increase platform lock-in via pooled purchasing** Prepaid ecosystem commitment



# Case Study 1: Tokens for data management player

## Situation

### Company Context

Data management player.  
Multiple related products applicable to most buyers.

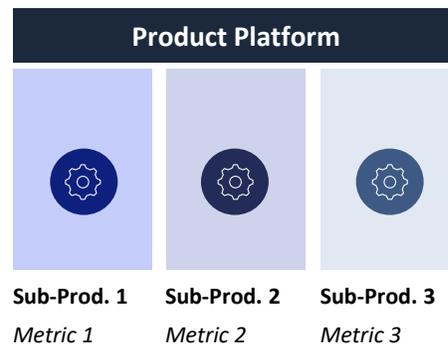
### Key Challenges

- × Low cross-sell
- × Customers tend to buy “point solutions”
- × Granular packaging creates complicated sale
- × Tough to scale prices down for smaller mid-market customers

## Overview

The product is sold as a unified, **monolithic platform**, but is structured into distinct sub-products.

Each sub-product is aligned to a different value-based usage metric.

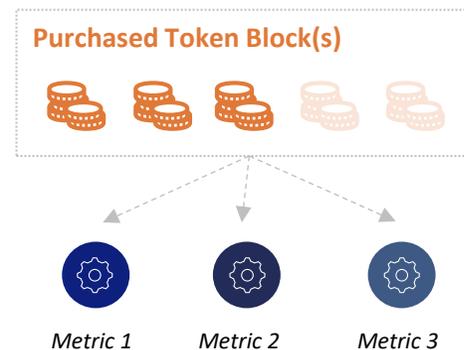


## Token Model

Customers subscribe to tokens that can be flexibly deployed to access platform capacity.

Tokens are sold in blocks to provide headroom beyond immediate needs, enabling customers to test or trial new products using “spare” capacity.

Allocations can be adjusted quarterly.



## Benefits

- ✓ Increased adoption via low entry price point
- ✓ Higher price points overall, via value-based metrics per product area
- ✓ Drastically increased cross-sell

# Case Study 2: Tokens for market research vendor

## Situation

### Company Context

Market research service provider with “Qualtrics-like” research platform to supplement services.

### Key Challenges

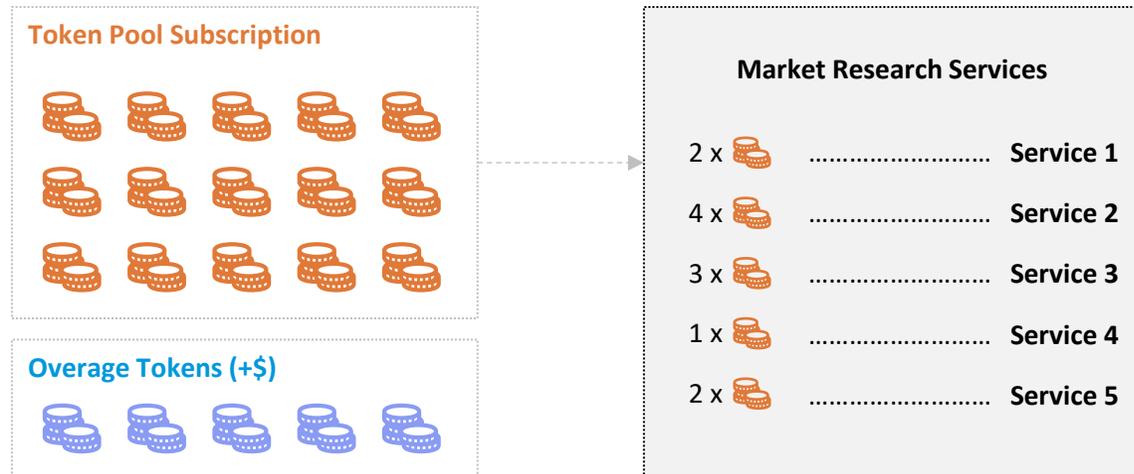
- × Transactional instead of recurring revenue
- × Price competition, reduced margin & high churn driven by a crowded market and commodification of services
- × Packages don’t work – customer budgets stay fixed, but needs vary

## Token Model

### Overview

Customers subscribe to a **pooled allocation of tokens**, with volume-based discounts tied to their minimum expected spend.

**They use these tokens to access market research services** priced in token units and can “top up” with additional, undiscounted tokens as needed to cover incremental usage.



### Benefits

- ✓ **Disaggregates purchase from spend**, making it less likely that the customer will question the price of their market research services
- ✓ **Leverages fixed MR budgets** while accommodating shifting spend needs over time
- ✓ **Drives greater share of wallet** by incentivizing larger token commitments and deeper platform adoption



# Most AI token systems only operate at the lowest level

## Levels of Token-model Benefits

### Level 1 *Viability*

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- 2 Make intangible metrics tangible
- 3 Blur weak value-alignment

### Level 2 *Optimization*

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- 5 Align fixed budgets with variable needs

### Level 3 *Enhancement*

- 6 Enable value-aligned multi-metric pricing
- 7 Drive cross-sell via pooled capacity
- 8 Increase platform lock-in via pooled purchasing

## Most AI workload-based token systems



This does not mean they are “*wrong*” or “*bad*”

But it means they could be doing *more*



If you're not getting meaningful benefits...

... tokens merely make your pricing strategy *more complex and more opaque* without any upside!



TOPIC 04

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# A Warning on the AI Workload-based Token Bandwagon



Why you should not blindly imitate the early AI token models



# I see issues with the way tokens are being used in the majority of AI pricing models

## Issues

- 1 Tokens are used to approximate **workload**, which is not always linked to value
- 2 Tokens are often designed to **cover the cost to serve** rather than sources of value



Not Value-based  
Pricing



# Given the trend of pricing fads, I think we will see companies copying the token models of successful companies

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As GenAI started gaining buzz, a lot of startups defaulted to simple and familiar per-seat models.



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Hybrids - Usage-tiered licenses & Task-based

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Token-Based Pricing

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# Loveable is one of the early breakout successes with an AI workload-based token model



- Culturally-dominant **vibe-coding platform**
- **Highly successful**
  - Unicorn status: \$6.6B valuation (Dec 2025)
  - Reached \$100M ARR within 8 months of launch. Now at \$330M
- Uses a **workload-based token model**:
  - Tokens spent on **prompts**; more complex prompts = more tokens
  - Subscribe to monthly tokens at a discount
  - “Top up” transactionally at a premium
  - Tokens attractively priced

## The contradiction



Loveable's measure of workload is **prompts**.

That is an **intermediary** – **not a valuable outcome**.

Prices are **very low** relative to the value it is possible to create.

This does not sound like the value-based pricing guidance... and yet they are highly successful.

It would be understandable to revere Lovable. Why not copy their pricing?



# There are specific strategic reasons why a competitively priced workload-based model works for Lovable



1.

Workload, while cost-based, is value-aligned externally

- ✓ Alternative to Lovable? Hiring a developer
- ✓ Developers bill hourly, which is a function of tasks
- ✓ Lovable is *significantly* cheaper per task than a developer
- ✓ Charging per task serves to reinforce the savings you realize vs a developer

2.

As a developer platform, Lovable *wants* usage to be inexpensive...

- ✓ Customer does not realize value until the product is built
- ✓ Lovable wants you to be able to use it freely and inexpensively until you create something of value

3.

... and *cannot* charge for outcomes (at least not up front)

- ✓ Outcome- or value-based pricing will always be more lucrative than workload-based pricing (if you can do it)...
- ✓ ... but Lovable doesn't know what you are building, how it will generate value for you, or how much value it will generate
- ✓ Outcome-based pricing is **structurally infeasible** for Lovable

4.

They have an *enormous* market opportunity, and they are aiming for adoption

- ✓ Developers
- ✓ Buyers of developer services
- ✓ Companies/professionals that never would have thought about building software, but now can

***They may decide to monetize deployed products at a later date...***



# It would not make sense for most AI products to adopt Loveable's model

2 AI monetization scenarios – Workload-based or Outcome-based?



**Value created by** Building a software product

**Value of outcome** Large  
Variable  
Intangible (up front)  
Delayed

**Viability of Outcome-based pricing**

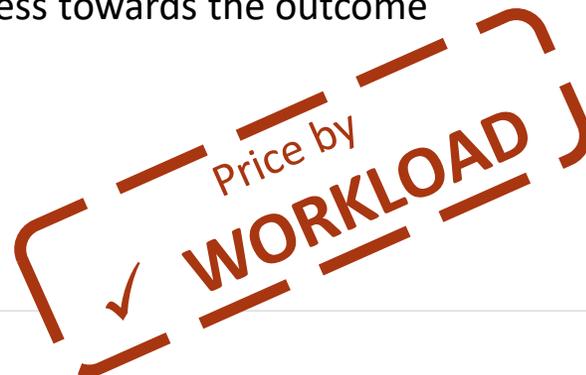
**LOW**

**Role of workload** Make progress towards the outcome

**Value of workload without outcome** Meaningful

**Viability of workload as a value-proxy**

**HIGH**



## BD Rep Agent

Generating a lead

Small (but meaningful)  
Consistent  
Measurable  
Timely

**HIGH**

Generate the outcome

Zero

**LOW**



**There could be negative consequences for the AI industry if similar pricing models were used at scale**

**Lack of  
Value-based  
pricing**



Short term

Under monetized  
products



Long term

Systemic reduction in  
willingness-to-pay for AI



# Wrapping Up



# Final Takeaways

**The Future of AI Monetization Is Not About Tokens.**

It's about:

- ✓ Understanding structural context
- ✓ Choosing the right value metric
- ✓ Designing for strategy, not just cost recovery
- ✓ Avoiding copying pricing fads

**Tokens can be powerful — when used deliberately.**

Use them to unlock strategic advantage, not to compensate for weak value alignment.

**When tokens are the right approach, follow the 4 step framework to build out your model**



# Questions?



**James D. Wilton**



# About Monevate



Introducing



# monevate

## A monetization-centered consulting firm serving XaaS, tech, AI and other visionary companies



### Who We Are

- **A world-class boutique consulting firm** – we provide “McKinsey-level consulting for boutique prices”
- **Specialists in pricing and monetization**, with unparalleled expertise in driving step-change growth through pricing transformation
- **Disruptors to traditional management consulting** – founded in 2021, we bring a fresh perspective on consulting:
  - ✓ **Flexibility:** We provide strong recommendations, but adapt to client preferences and capabilities to ensure we always “**land the plane,**” and outputs don’t become shelfware
  - ✓ **Creative Pragmatism:** We balance creativity and operational constraints to find the “Best Pragmatic Answer (BPA)” – the optimum solution that you can actually implement on your timeline



### What We Do

- **We deliver value through Pricing-Fueled Growth** – go-to-market transformation with monetization at the core
  - ✓ **Pricing Strategy Development, Optimization, and Transformation**
  - ✓ **Product & Offer Strategy**
  - ✓ **Go-To-Market Strategy**
  - ✓ **Sales Effectiveness and Commercial Excellence**
  - ✓ **Commercial Due Diligence**



### Who we Serve

- **B2B XaaS** (incl. SaaS, DaaS, HaaS etc.) **and AI** – including both:
  - Product-Led Growth (PLG)
  - Sales-Led models
- **B2C SaaS and Subscription**
- **Consumer Retail and eCommerce**
- **Other** – including Professional Services, Industrials etc.



# Pricing-Fueled Growth aligns pricing with GTM, product, sales effectiveness and background ops to maximize commercial impact

## GTM Strategy

Defining who to sell to, how to reach them, and how to position

- TAM Analysis
- Market segmentation & ICP definition
- Value proposition definition
- Buyer persona creation
- Expansion Strategy

## Product & Offer Strategy

Organizing, positioning, and defining the product prior to monetization:

- Product vision definition
- Product taxonomy creation
- Feature testing & development road mapping

## Commercial Due Diligence

Supporting PE & VC firms by assessing pricing power, value creation potential, and risks of acquisition targets



## Commercial Excellence

Ensuring sales teams **\*\*get\*\*** the price you deserve through value selling and better discounting discipline

- Value messaging & value-based selling design
- Sales compensation and incentive design
- Discounting rules and governance
- Sales enablement and negotiation training
- Renewal pricing

## Pricing and Revenue Ops

Aligning RevOps, pricing, and finance to ensure pricing is deployed and supported

- KPI definition and dashboard creation
- CPQ implementation
- Pricing Org. Design

## Pricing Strategy

Determining the optimal packaging, price architecture, and price levels

- Pricing Strategy Transformation
- New Product Pricing
- Price Structure/Level Validation and Optimization

# Our core focus is on B2B and B2C SaaS and subscription businesses

## B2B XaaS & Subscription

	Sales-Led Growth (SLG) (Enterprise)	Product-Led Growth (PLG) (SMB & MM)
<b>XaaS Variants</b>		
AI (AIaaS)	✓	✓
Software (SaaS)	✓	✓
Hardware (HaaS)	✓	✓
Data (DaaS)	✓	✓
Platform (PaaS)	✓	✓
<b>Sectors</b>		
Cybersecurity	✓	✓
Fintech	✓	✓
Healthtech	✓	✓
DevOps	✓	✓
Martech	✓	✓



## Consumer XaaS & Subscription



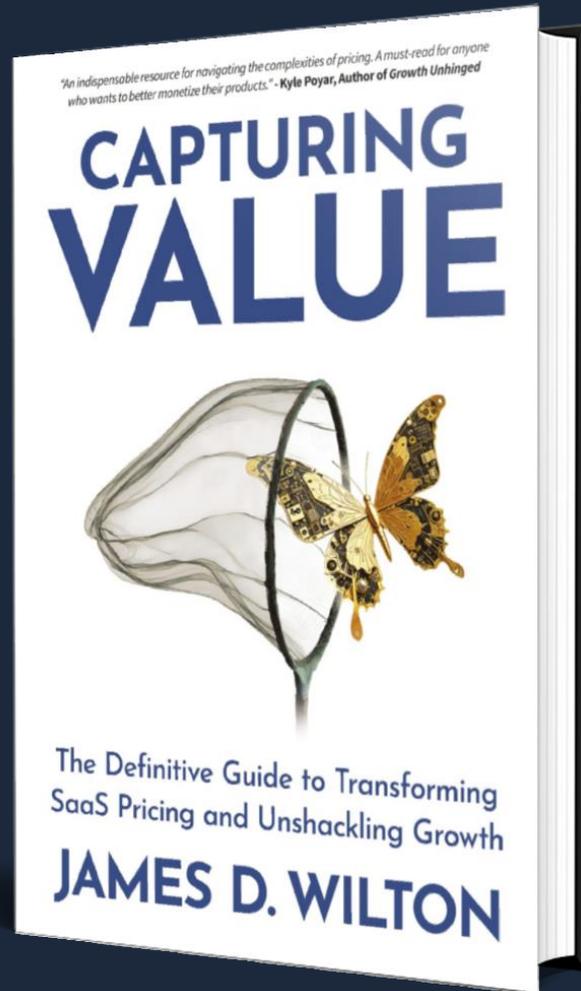
## Retail & eCommerce



**50+** Pricing-fueled growth transformations since 2021



# We have written the definitive guide to pricing for subscription businesses



*"Capturing Value provides an invaluable framework for building a pricing strategy, James D. Wilton's approach works."*

**Nick Francis, CEO & co-Founder, Help Scout**

*"An indispensable resource for navigating the complexities of pricing. A must-read for anyone who wants to better monetize their products."*

**Kyle Poyar, Operating Partner, OpenView**

*"Chock full of insights and case studies, Capturing Value should help executives optimize their pricing and grow their businesses."*

**Manish Goyal, Operating Partner, Berkshire Partners**

*"A goldmine of pricing wisdom for anyone running a subscription-based business. This should be the "go to" pricing manual for any SaaS founder or seasoned exec looking to unlock growth."*

**Brian Feinstein, Partner, Bessemer Venture Partners**

*"James D. Wilton is the SaaS pricing expert's expert. Essential reading – an instant classic!"*

**Godard Abel, CEO & co-Founder, G2**



# Why work with us?



## We are specialists

We are solely focused on monetization and pricing-fueled growth, and no other firm has the depth of expertise we have in this niche. We've chosen this area because we think it's fascinating, and we seek to push the thinking of the industry.

*This is all we do. We like it. We are very good at it.*



## We are creative

While analytics and science are essential for a strong monetization strategy, they are also insufficient. What makes the difference between a "check the box" pricing strategy and a great one, is creativity and innovation – the "art" side of pricing.

*We bring design-thinking to every engagement, and we constantly challenge ourselves to design better, more original solutions.*



## We are bespoke

The right pricing strategy for your business is based on the realities of your business and so any approach needs to reflect your uniqueness. We have found efficient ways learn the nuances of your business quickly and customize our solutions to every client.

*We ramp up on your business quickly to get to the right strategy for your objectives. No "cookie cutter" solutions.*



## We are honest

Client service is important for all small firms, but there's a difference between a servant and a sycophant. It's our job to deliver the best answer for you, and sometimes that means we need to tell you things you don't want to hear.

*We can't promise that you will always like it (at least in the short term), but we promise to do it all the same.*

# #1

## You are our top priority

We have consciously chosen to serve smaller companies like you. You are not a "hobby" for us. Our leadership will not skip meetings because something "came up" with our "core" clients.

*You are our core. You are our focus. You will always have our full attention, and our best thinking.*



**Thank you!**

