

From pricing chaos to a game-changing exit.

At the heart of BDNA's solutions is the Technopedia catalog, the world's largest and most comprehensive repository of enterprise software and hardware, that provides product and market intelligence for more than 2 million products from more than 34,000 suppliers.

The situation.

When Bamboo HR began, its pricing structure and strategy were an afterthought that After twelve years in business, BDNA made the realization that they were content company, not a software company. was given attention only as the company was ready to go to market with its initial product offering.

They saw this as a major barrier to monetizing their intellectual property and desired to get paid more fairly for the value they delivered to customers, struggling with how to capture this from the dynamic content they provided.

Based on gaps and inconsistencies in their home-grown monetization approach, buyers eventually learned that waiting until the last minute in the fourth quarter to purchase BDNA's enterprise solutions would result in significantly better terms.

Discussions with customers clearly demonstrated that there was significant value being delivered. But when it came to defending prices, customers were asking for— and receiving —enormous price concessions.

“

Our pricing was all over the map.”

- Walker White,
President

The challenge.

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1.

BDNA wasn't getting paid fairly for value of their content.

2.

Product **pricing was perceived as too complicated** by salespeople and customers.

3.

Discretionary **discounting was out of control**: salespeople had broad rights to ignore core pricing rules near end of quarter to make their numbers, obtaining enormous discretionary discount approvals.

4.

Their **new perspective of themselves** as a content company made it difficult to focus on addressing their other, equally important challenges.

The solution.

SPP's three-stage, comprehensive monetization engagement was completed for BDNA. At the end of Stage 1: Discover, we identified additional challenges that were addressed as part of this engagement:

Customers seemed to appreciate the content BDNA's solution delivered, but not as much as they valued the cleanup and transformation of their data, making the journey to monetizing content more challenging.

Because of the complexity of packaging model, customers didn't seem to fully understand what it was they had purchased.

Customers perceived different value when counting hardware vs software vs devices.

Customers believed they were paying for capacity and/or capabilities they didn't necessarily need.

Value from ancillary services and products including professional services and data extractors was not being captured.

Perpetual licensing schemes were at odds with capturing full value from

Discretionary discounts were much higher and more uncontrolled than management realized.

"Land and expand" sales strategies often resulted in surprises for the client which ultimately limited BDNA's ability for expanded sales.

Proposal preparation and review was tedious despite use of configurators, calculators, etc. because services and products

Software Pricing Partners' engagement with BDNA delivered significant and positive results, including:



They effectively bundle and charge for their content, professional services and data extractors on a recurring subscription basis (term) instead of one-time upfront basis (perpetual) which enables them to capture full value from all of their products and services.



They eliminated egregious discretionary discounts, better protecting net prices (i.e. "revenue preservation") and substantially increasing deal velocity.



We created a licensing metric completely unique to BDNA's offerings which linked more closely to the right value creation point as perceived by their customers.



Almost all of our deals now come in within a few points of our calculated net price, which is SO much better than before... Just look at the revenue preservation! It's remarkable."

- Walker White, President

Looking for profitable growth?

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