



The 100-page subscription pricing book

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AXHOLMEN

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AXHOLMEN



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Pricing gets way too little attention ...

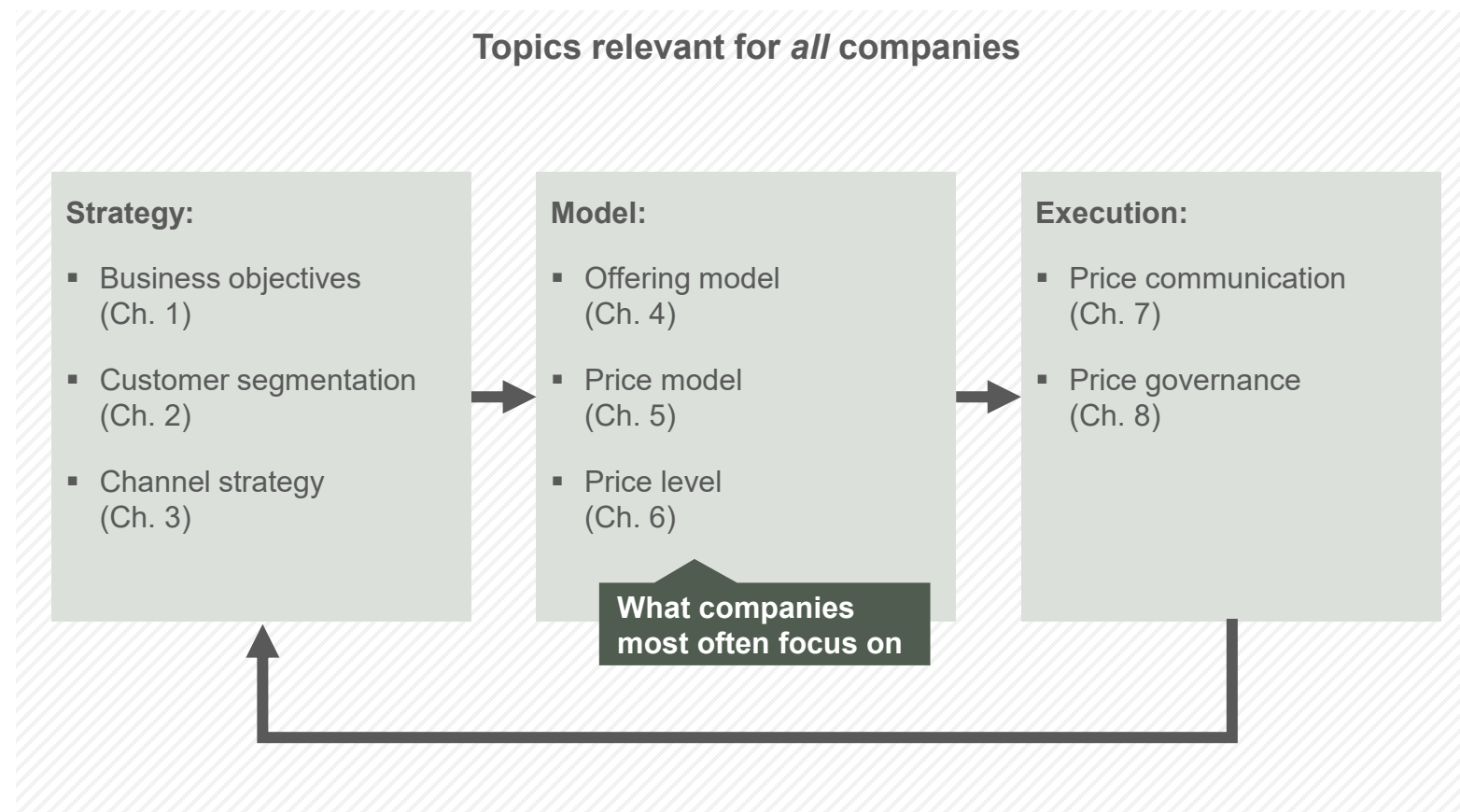
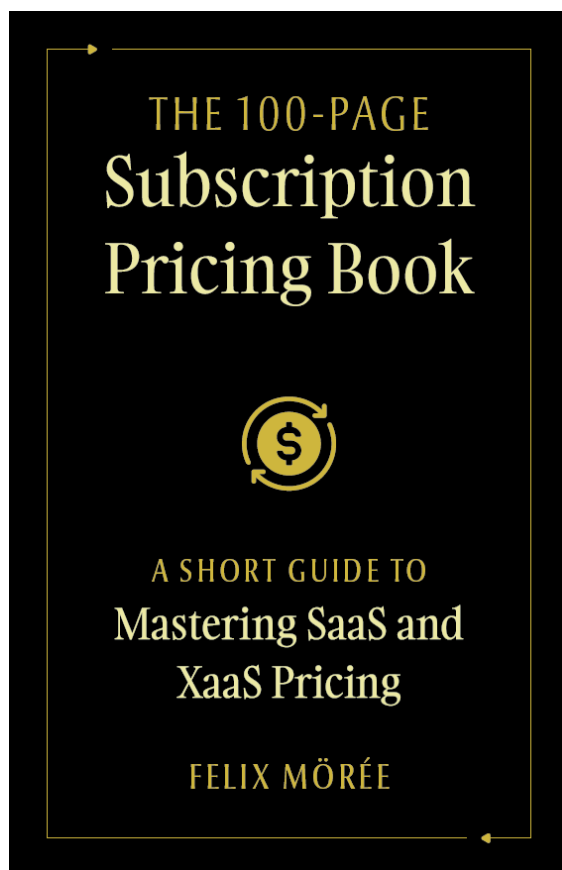


11,5
hours

Average time spent by a SaaS executive **on pricing** over the lifetime of their business

Source: SaaS Mag; Businesses included in the survey: 5 to 100 MUSD

Table of content: An A-Z guide for packaging and pricing

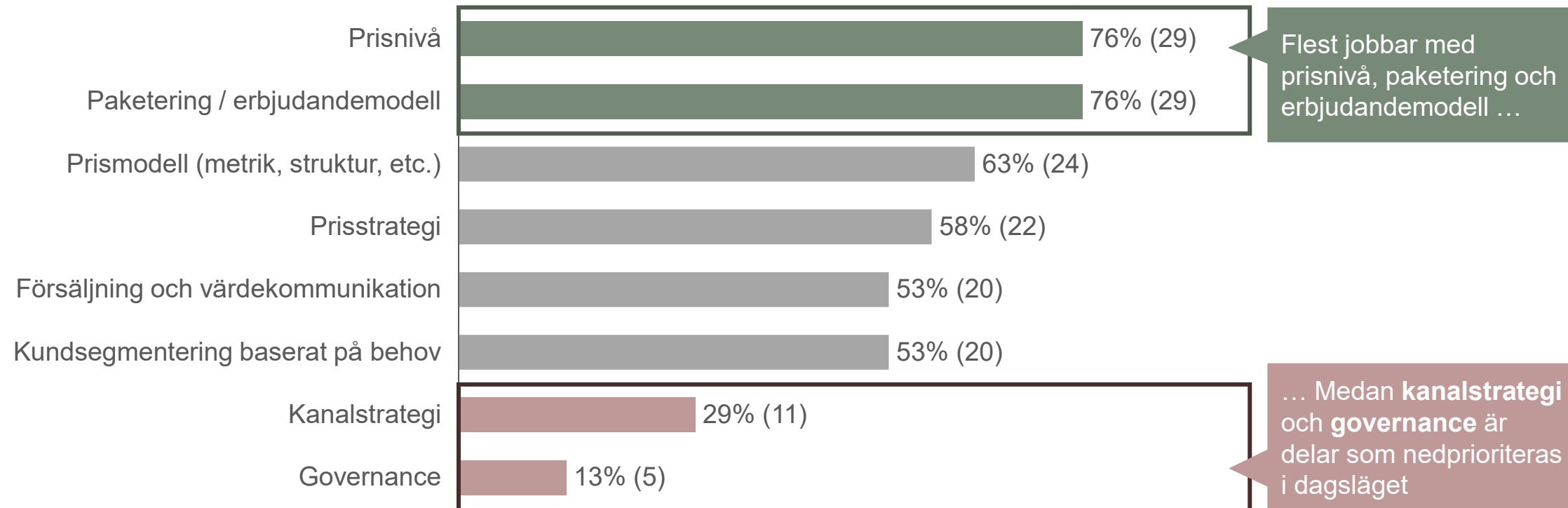


Source: The 100-page subscription pricing book (Mörée, 2026)

Insikter från event: Utrymme att jobba mer aktivt med alla delar av paketering och prissättning, speciellt mer med kanalstrategi och governance

Vilka delar av prissättningen jobbar ni med? (Andel svarande i % och antal respondenter)

(Totalt 38 svarande SaaS-bolag)

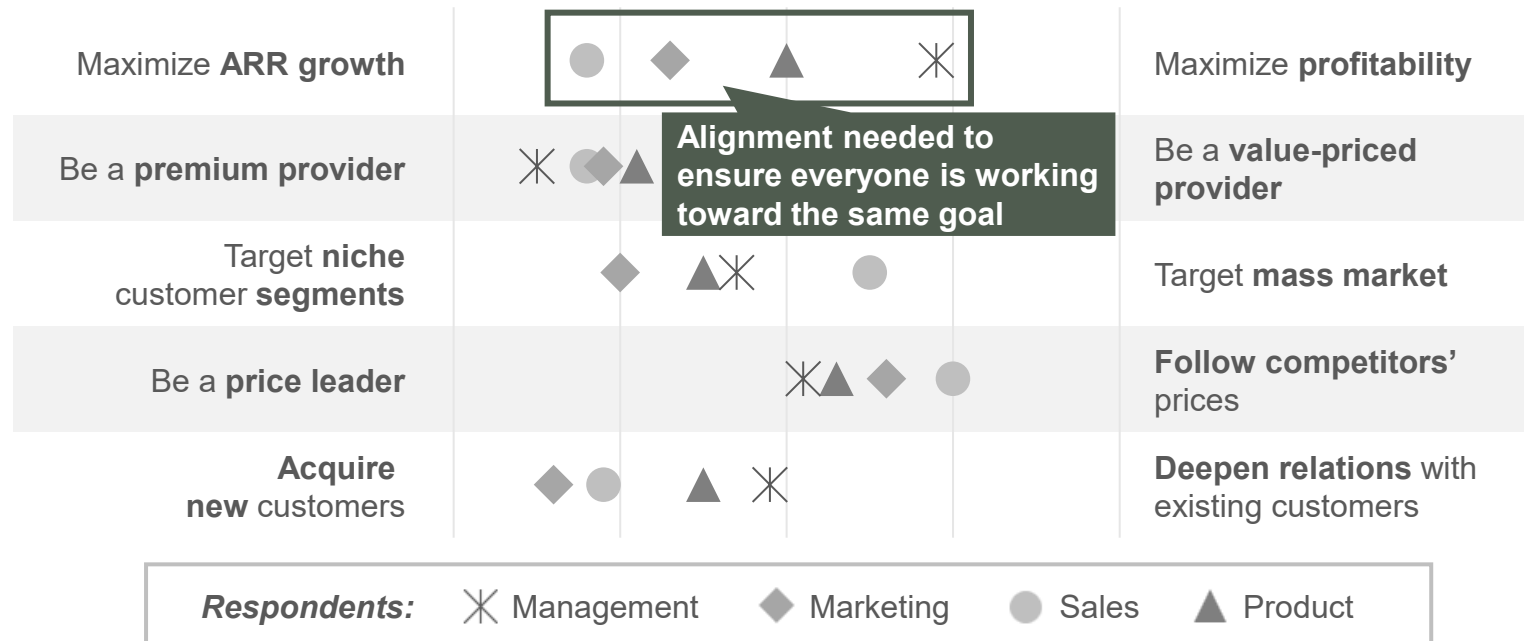


Källa: Bok-release, 17 februari 2026

Set a strategy for your pricing, especially, determine where to be on key trade-offs and get everyone aligned on it

Outcome from internal exercise regarding goal trade-offs for a company

All the way to the left means 100% focus on the left statement, and all the way to the right means 100% of the focus should be on the right statement.



Source: The 100-page subscription pricing book (Mörée, 2026)

Companies oftentimes have a limited understanding of variations in customer needs, which limits companies' ability to fully monetize the value delivered

Move from the assumption that customers have the same needs ...

... To an understanding of the variation in needs

Needs / Purchasing criteria	All customers
Price level	20
Product performance	20
Deployment time	13
Available add-ons	12
Customer support	14
Data security	12
User-friendliness	9

Importance of needs in %

Needs / Purchasing criteria	Customer segments		
	"Want a basic product" (35% ¹)	"Want the best product" (40% ¹)	"Want quick impl." (25% ¹)
Price level	31	12	16
Product performance	20	23	16
Deployment time	11	9	21
Available add-ons	6	18	11
Customer support	12	16	13
Data security	12	12	13
User-friendliness	8	10	10

1) Segment size in % of customers
Source: Axholmen

Insikter från event: Olika strategier för att paketera AI används idag, majoriteten av deltagarna behöver (eller har redan bytt) prismodell på grund av AI

Hur paketerar ni in (eventuell) AI? (Antal respondenter)

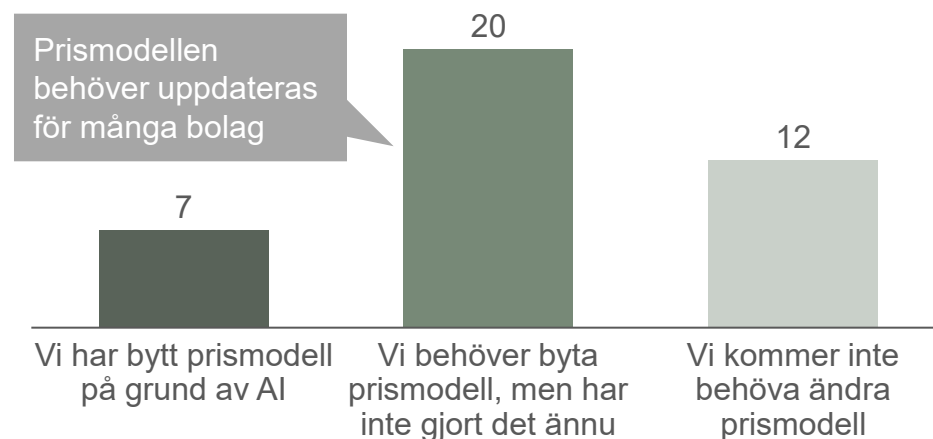
(Totalt 39 svarande SaaS-bolag)



AI kan paketeras på flera sätt, se dock till att paketeringen informeras om ifall den ses som en "must have", "nice to have" eller "add-on"

Hur påverkar AI er prismodell? (Antal respondenter)

(Totalt 37 svarande SaaS-bolag)

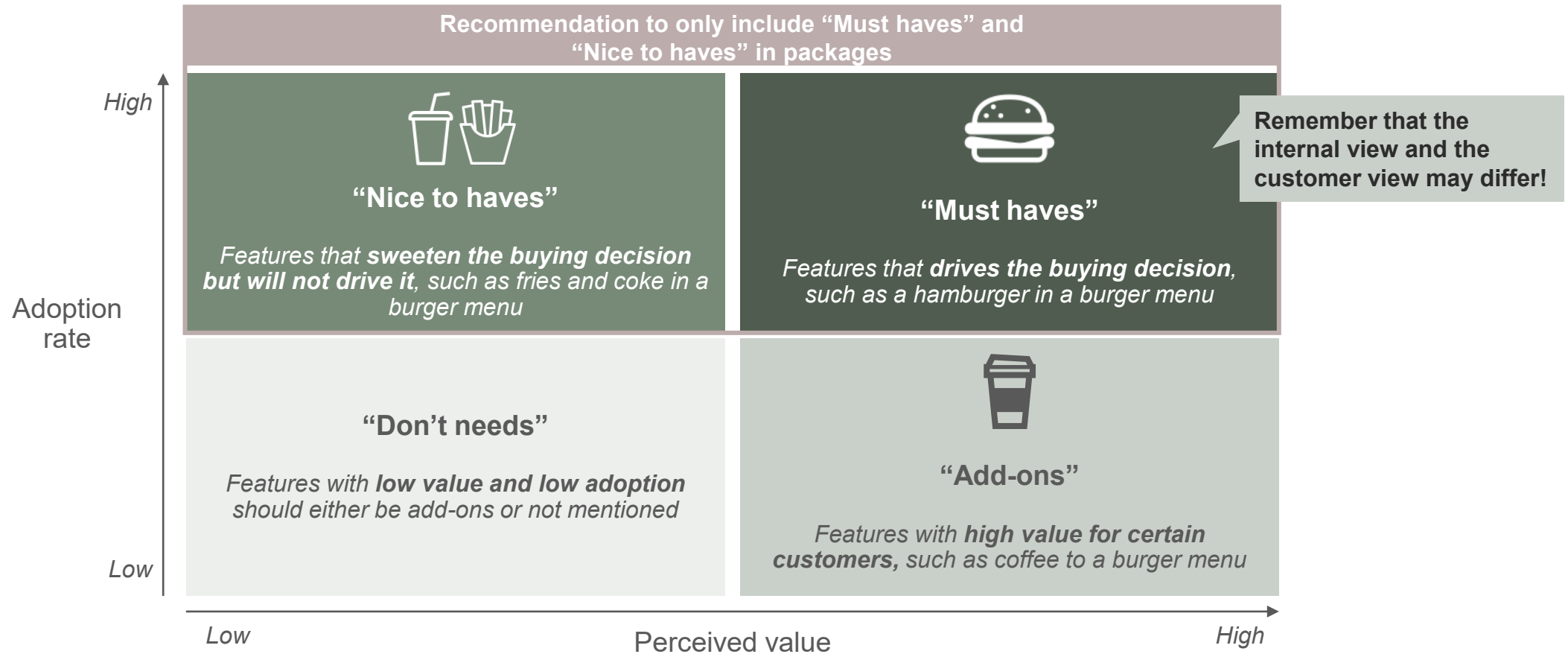


Vid uppdatering av prismodellen, se till att utvärdera alternativa modeller baserat på värde till ert företag (fångar värde, skalar med kostnader, etc.) och till era kunder (ses som rättvis, förutsägbar, etc.)

Källa: Bok-release, 17 februari 2026

Design packages based on customers' perceived value of each feature

Categorize all features based on adoption and perceived value:



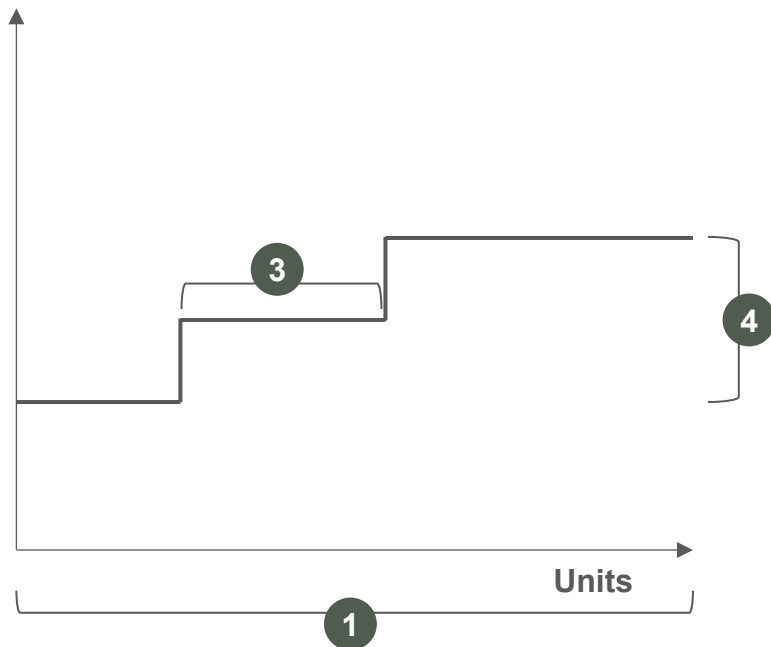
Source: The 100-page subscription pricing book (Mörée, 2026)

There are four components of a price model

The four components of a price model

Total price

2 License-based (paid upfront)



1 **Metric**
What unit(s) to charge for? E.g., per user or per usage?

2 **Modality**
When to charge? E.g., upfront or in arrear?

3 **Granularity**
How many units do you charge for? E.g., per unit or for a range of units?

4 **Structure**
How does the price scale with number of units? E.g., fully fixed, linear, or regressive prices? Any minimum and / or maximum?

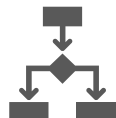
Source: The 100-page subscription pricing book (Mörée, 2026)

Select a price metric aligned with value, but that you can still objectively measure

Price metric categories

Aligned to **cost**
Easy to measure
Internally focused

Aligned to **value**
Hard to measure
Externally focused



Input-based metrics
 Resources or inputs required for the service

Process-based metrics
 Activity or usage of the service

Outcome-based metrics
 Outcomes or results delivered to the customer

Examples:

- Number of users
- API calls
- Storage capacity

Examples:

- Number of invoices
- Workflow automations
- Number of survey responses

Examples:

- Revenue generated
- Cost savings achieved
- Leads converted

Assess metrics based on:

Benefits to the customers:

- Acceptability and fairness
- Predictability
- Flexibility

Benefits to your own company:

- Customer adoption
- Value capture
- Ease of implementation
- Tracks with cost

Source: The 100-page subscription pricing book (Mörée, 2026)

Use multiple sources to derive prices, but don't forget your strategy!

Summary of pricing research for the "Good" package

Insight from:	10,000 invoices / year	100,000 invoices / year	...
	Price per invoice / year (USD):	Price per invoice / year (USD):	...
A Economic value	0 1.8–2.7 3	0 1.5–2.3 3	...
B Van Westendorp (Customer interview)	0 1.8–2.2 3	0 0.5–0.8 3	...
C Benchmarking (Competitor analysis)	0 1.7–2.3 3	0 0.5–0.9 3	...
D Van Westendorp (Internal exercise)	0 1.9–2.3 3	0 0.7–0.9 3	...
Considering strategy	0 1.9–2.0 3	0 0.6–0.7 3	...

Methods to consider:

- Calculated **economic value** of the product (improvements / savings)
- Cost of **switching** solutions
- **Competitors'** / alternatives' pricing
- **Cost** data
- **Usage** data (i.e., how customers use the product)
- Historically realized **sales prices**
- Customer **interviews / surveys**
- **Exercises with sales** representatives
- Our **pricing strategy**

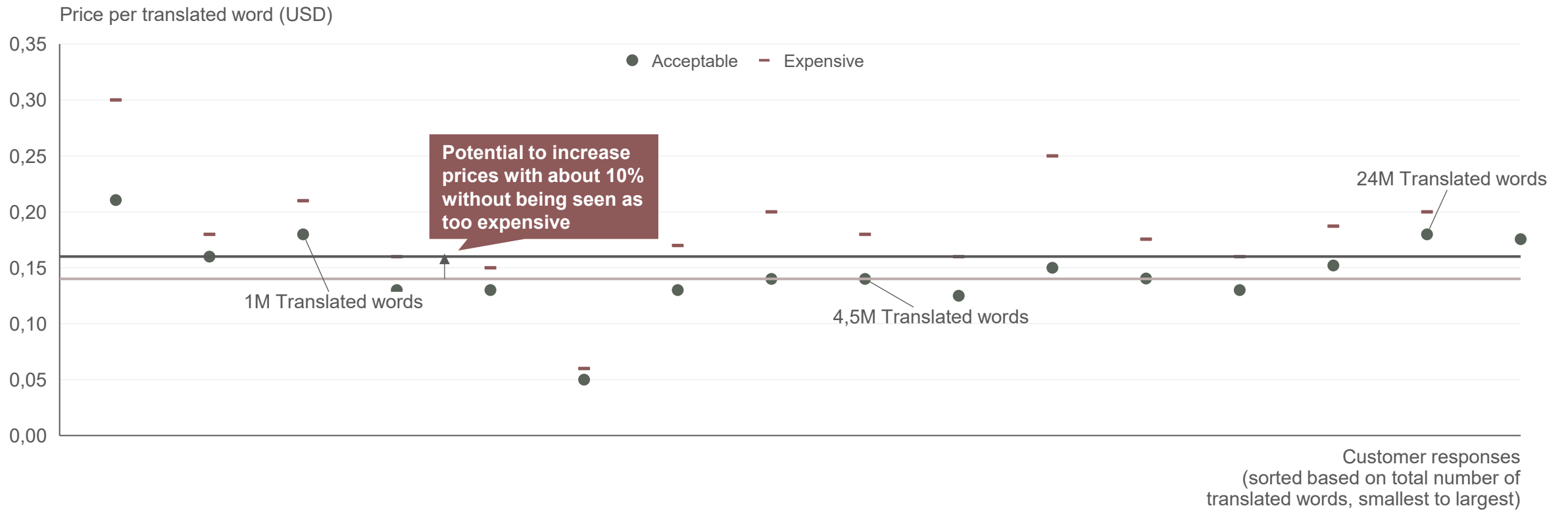
Source: The 100-page subscription pricing book (Mörée, 2026)

The van Westendorp method oftentimes gives almost surprisingly consistent results

Question asked: What do you think is an **acceptable** resp. **expensive** price, for a word translated by a human from **English to Spanish (US)**?

Customer view

Respondents, ordered by total translated words (smallest to largest)



Source: Axholmen

Differentiate prices to reflect customer willingness-to-pay, discount guidelines help you structure your discounts

Example of discount guidelines for an AP automation company

Base discount (Allowed for all deals)	Base discount			
	10%			
Volume discount (Based on customer ARR)	<10 kUSD	10-20 kUSD	20-50 kUSD	>50 kUSD
	0%	4%	8%	12%
Industry discount (Based on the industry)	Retail	Service	Manufacturing	
	0%	4%	0%	
Market discount (Based on the market)	US	Europe	Rest of the world	
	0%	4%	0%	
Complexity discount (Based on AP complexity)	High	Medium	Low	
	-3%	0%	3%	
Maximum discount (Sum of all factors)	19%			

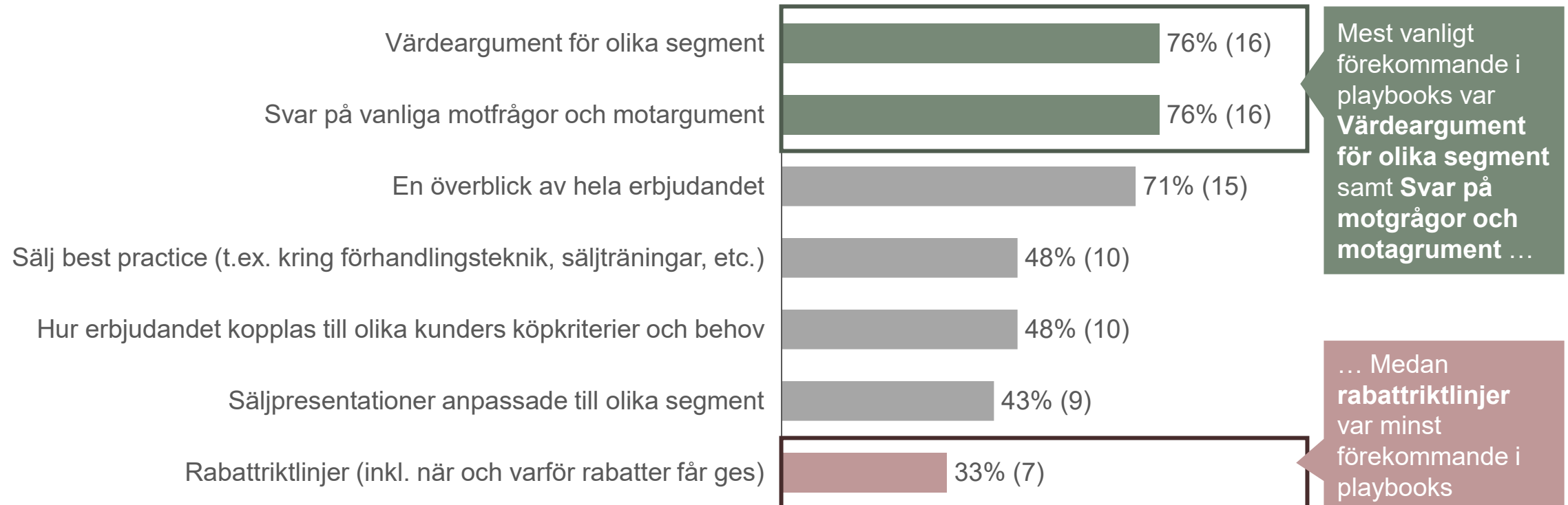
Highlighted boxes indicate relevant criteria in this example

Source: The 100-page subscription pricing book (Mörée, 2026)

Insikter från event: Företags “Sales playbook” kan överlag kompletteras med mer innehåll, framför allt behövs rabattriktlinjer och säljpresentationer

Vad har ni i er playbook? (Andel svarande i % och antal respondenter)

(Totalt 21 svarande SaaS-bolag)



Källa: Bok-release, 17 februari 2026

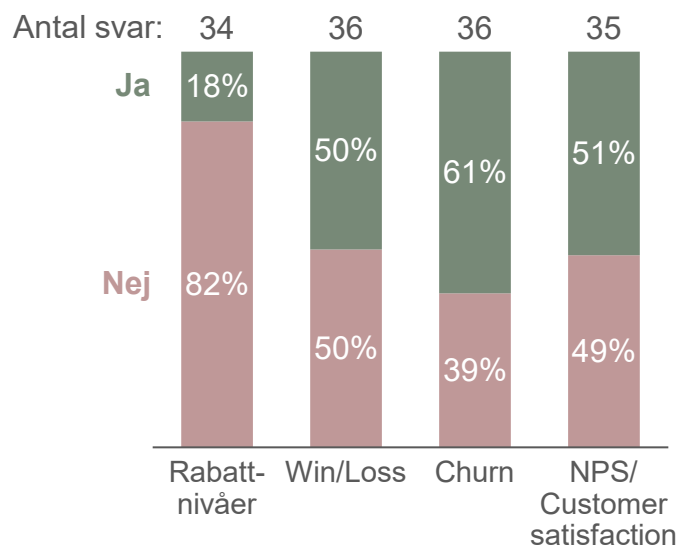
Improve sales efficiency by collecting sales tools and arguments in a “sales playbook”



Source: Axholmen

Insikter från event: Utrymme att mer systematisk följa upp kommersiell prestation, framför allt rabattnivåer, samt ha en ansvarig för prissättning för att koordinera arbetet

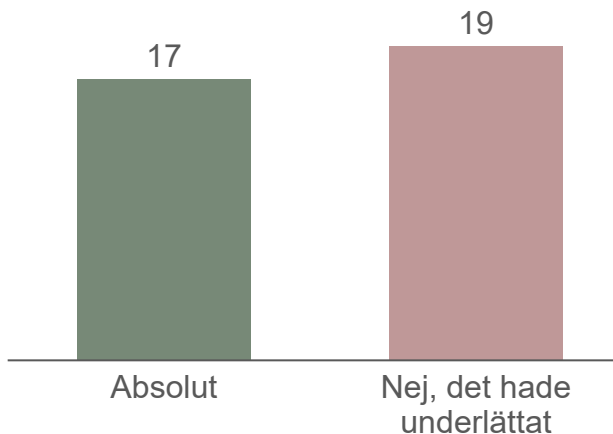
Vi samlar in och följer systematiskt upp ...



Ökade insikter om kundbehov och betalningsvilja kan fås av att följa upp denna data

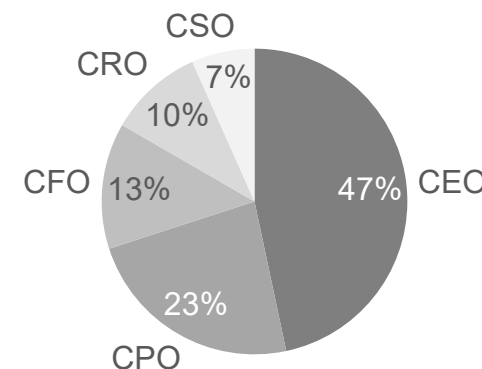
Ansvarig för prissättning

Vi har en ansvarig för prissättning? (Totalt 36 svarande SaaS-bolag)



En ansvarig för prissättning ökar sannolikheten att paketering och prissättning är något som utvecklas över tid

Den ansvarige rapporterar till (eller är): (Totalt 30 svarande SaaS-bolag)



Alla setups kan fungera, men det finns för- och nackdelar med dem – se till att valet av setup är genomtänkt

Källa: Bok-release, 17 februari 2026

Follow up on pricing data and appoint a head of pricing to coordinate the pricing work

Besides key KPIs, track discount and win/loss and churn reasons

Measure and tune

In order to continuously develop the packaging and pricing, it is important to select and monitor KPIs that provide insights on the pricing performance. The most common set of KPIs are listed below. Note that most of these are KPIs for the general business performance and not only for pricing, but the impact of pricing on these KPIs is important to understand and monitor in order to inform pricing decisions. Main KPIs are:

- **Annual Recurring Revenue (ARR):** Tracks predictable, recurring revenue from subscriptions. Effective packaging and pricing directly impact ARR by either increasing the value of subscriptions or reducing churn.
- **Average Revenue Per Account (ARPA):** Shows the average annual revenue generated per customer. Increasing ARPA can be achieved through higher-tier pricing, upselling, or adding premium features that customers value.
- **Churn Rate:** Measures the percentage of customers that stop using your product or service. It can indicate that pricing for price adjustments are too high.
- **Net Revenue Retention (NRR):** Measures the percentage of revenue retained from existing customers after accounting for upgrades, downgrades, and cancellations. It indicates whether you are encouraging customers to pay more over time.
- **Win/Conversion Rate:** Measures the percentage of prospects that become paying customers. Clear pricing and value propositions are key to increasing this rate.
- **Customer Acquisition Cost (CAC):** Measures the cost of acquiring a new customer. It indicates whether your willingness-to-pay suggests alignment with customer value.
- **Customer Lifetime Value (CLV):** Measures the total revenue a customer is expected to generate over their relationship with your business. A longer customer retention period increases CLV.

Other data that is valuable to track to improve pricing performance are:

- **Discounting levels (including non-price discounts, such as deviations from standard terms and conditions):** Which customers received more discounts or deviating terms and conditions, and why? If there was a condition for the discount, is that condition still valid?
- **Win / loss reasons:** As a complement to the win/conversion rate: Where do you win / lose? Against who? And why?
- **Churn reasons:** As a complement to the churn rate: Which customers churn? Do they churn to a competitor? Which one? And why?
- **NPS / customer satisfaction:** How satisfied are the customers? Who are the most and least satisfied customers? Why?

All of the KPIs should ideally be possible to analyze in different cuts, such as industry or tenure. Based on experience, few companies follow up all of the above, which limits the available information on pricing performance and thereby makes it difficult to perform systematic analyses. Therefore, start sampling and monitoring the data as early as possible, and use it to refine your packaging and pricing.

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Appoint a head of pricing, responsible for developing and coordinating pricing

Reporting To	Pros	Cons
CEO	Direct alignment with overall business strategy, faster decision-making.	May lack focus on detailed pricing tactics; CEO might have limited pricing expertise.
Sales	Strong focus on revenue growth and sales alignment, ensures pricing drives revenue.	Risk of pricing becoming too sales-driven, neglecting product or market factors.
Marketing	Alignment with market positioning and customer segmentation strategies.	Potential disconnect between pricing and revenue goals, less focus on financials.
Product	Direct connection with product strategy, ensuring pricing reflects product value.	Risk of overlooking revenue or customer acquisition goals in favor of product features.
Finance	Strong focus on profitability and cost structures, ensuring pricing is financially sound.	Risk of being overly focused on margins, potentially ignoring market competitiveness or customer value.

Source: The 100-page subscription pricing book (Mörée, 2026)

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