TAYLOR WELLS | CASE STUDY

Pricing a SaaS Product for the AI Era

Moving beyond per seat pricing

Beyond seats

a new AI pricing model built on what customers said they valued

The short version: A B2B SaaS company moving to AI used customer research to replace per seat pricing with a model built on the value of the work, and a careful plan to move existing customers across.

CLIENT	B2B SaaS company moving its product to an AI platform
PROBLEM	Per seat pricing that AI would shrink, special deals for big accounts, extra fees customers disliked
WHAT WE DID	Interviewed and surveyed customers, benchmarked the main competitor, designed a new pricing model and a capped plan to move existing customers
RESULT	A new pricing model and migration plan built on customer evidence

What was the business trying to achieve?

Price a new AI platform so it captured the extra value, without losing existing customers.

What was happening in the market?

AI is breaking per seat software pricing. When software does more of the work, customers need fewer users, so seat revenue falls even as value rises. AI also costs real money to run on every transaction.

What was going wrong?

Seats no longer matched value.

Big accounts sat on special deals well away from list price.

Extra fees stacked on top of the subscription, and customers pushed back.

The hardest, highest risk work was undercharged.

Why couldn't the team just fix it?

The biggest customers carried the business, so any change had to keep them steady. Sales and account teams also had to move from selling users to selling results.

What did Taylor Wells do?

Interviewed and surveyed customers, benchmarked the main competitor, then designed a model with clear tiers by type of work, fair usage allowances, set rates for extra usage and a premium for high risk work, plus a capped plan to move existing customers across over time.

What were the results?

- A pricing model and migration plan built on customer evidence
- Customers rejected pure pay per use pricing, which shaped the design
- Customers showed they would pay more once the AI value was clear
- Undercharged, high value work identified

What can other businesses learn?

When AI cuts the number of users, per seat pricing cuts your revenue. Price the work, not the seats, and ask customers before you copy a competitor.

Facing a similar pricing problem?

Book a 30 minute case study walkthrough with Joanna Wells. We will show how the work was done and talk through what it could mean for your business.

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Taylor Wells is a Sydney pricing strategy consultancy working across Australia, New Zealand, Europe and the USA. We specialise in B2B manufacturers, distributors and suppliers, and also work with consumer and retail, SaaS, professional services and online businesses. Client details are kept confidential.