MRNA INC.

Twelve Questions to Answer Before You Change Your Pricing

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Most pricing and packaging decisions in B2B security and infrastructure are made with less evidence than the people making them realize. That is not a criticism. The data is scattered across finance, sales, and product, and nobody owns the whole picture.

This is a short self-check. Go through the twelve questions and mark each one honestly:

- **E** if you can answer it with evidence you could show someone
- **O** if you have an informed opinion but not evidence
- **N** if you do not know

There is no score to send anywhere. The count is the point.

What you charge for

1. Can you state, in one sentence, the unit your price scales with, and show that your customers agree it tracks the value they receive?

2. The last time you raised prices, what was the measured effect on churn and downgrades?

3. Do you know what share of your customers sit at the top of their current tier, and what happens to them next?

What it costs you to serve

4. Does your AI capability make your users faster, or does it do work that previously required more people? If it is the second, does your price still scale with seats?

5. Who pays for the inference: you carry it, the customer carries it, or you meter it through? Was that decided, or is it just what happened?

6. Can a customer trigger an unbounded amount of expensive AI work on a flat price? If so, what did your worst customer cost you last month?

7. Which AI feature consumes most of your model spend, and is it the one your customers believe they are paying for?

What is changing underneath you

8. Which competitor’s pricing change is most likely to force your hand in the next two quarters?

9. Which of your current customers would struggle to justify their renewal if procurement looked closely at usage?

The decision itself

10. Who signs off on a pricing change, and were they in the room for the last three discussions about it?

11. What is on the calendar in the next two quarters that this decision has to be ready for? For that meeting: who is in the room, and what gets decided there?

12. If you change nothing for two quarters, what does that cost? Give a number you would be willing to defend to your CFO. Looking back at your answers: how many came from data, and how many came from the most confident person in the room?

Most teams find they can mark three or four with an E. That is normal, and it is not itself a problem. The gap between an O and an E is where pricing decisions quietly go wrong, because an opinion held confidently for long enough starts to feel like evidence.

Questions 5 to 7 are where most teams find their first N. That is not a failure of attention. The cost data sits with engineering and the price data sits with finance, and nothing routinely puts the two in the same table.

Question 11 is the one worth going back to. A decision with no date behind it tends to stay a discussion.