



CONQUERING COMPLEXITY IN SUBSCRIPTION BILLING

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FIRM HIGHLIGHTS

Independent Research and Advisory Firm Focused on Disruptive Trends in Technology



TRUSTED ADVISOR

to

- Technology Buyers
- Suppliers
- Investors



UNIQUE FOCUS

on

- Business Model Transformation
- Agile Monetization
- Customer Experience (CX)
- Quote to Cash
- eCommerce
- Digital Payments, and
- ERP



SENIOR TEAM

to

- Each analyst has 25+ years experience
- Morgan Stanley, Gartner, MasterCard, ING
- Entrepreneurs, investors, analysts, board members



PRODUCTS & SERVICES

- Subscription research and advisory services
- Company ratings, Billing Q2C best practices, vendor evaluations, valuation analysis
- Monetization Leadership Councils

KEY ISSUES

- What is **billing complexity** and why does it matter?
- What are the major sources and elements of **billing complexity** ?
- Is **billing complexity** a threat or an opportunity?
- What are the practical strategies for dealing with **billing complexity**?

BILLING COMPLEXITY EVOLUTION

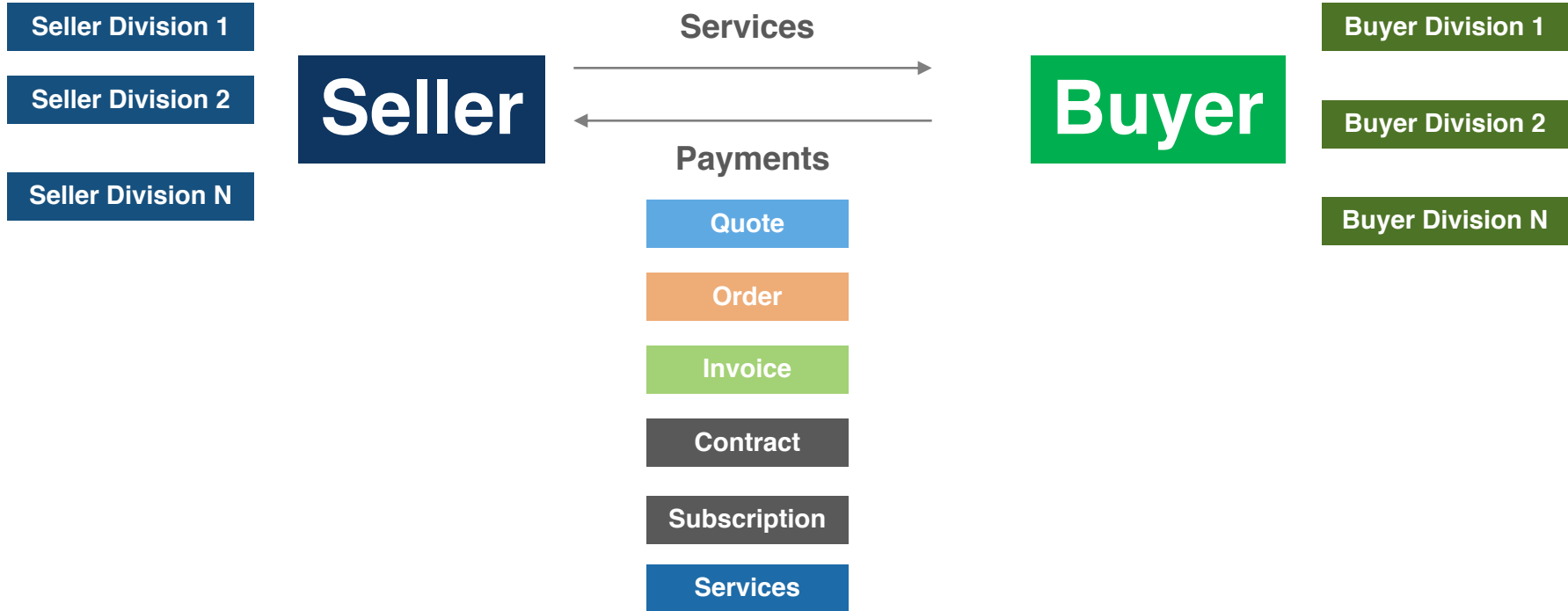
Complexity characterizes the behavior of a system whose components interact in multiple ways and follow independent rules, leading to nonlinearity, randomness, collective dynamics.

Complexity is generally used to characterize something with many parts that interact with each other in multiple ways, culminating in behavior that cannot be predicted through a simple sum of individual part behavior.

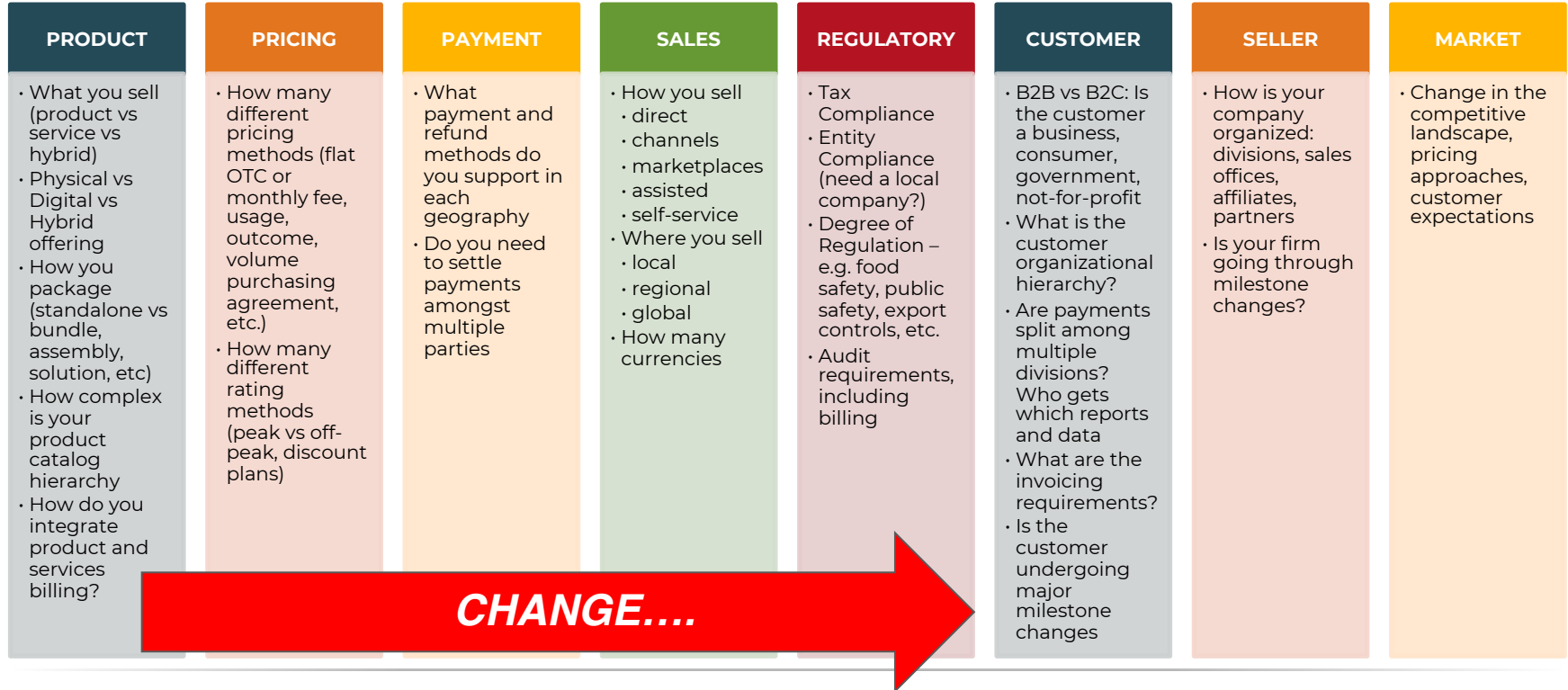


***Billing Complexity
Increases
Geometrically***

A "SIMPLE" TRANSACTION



BILLING COMPLEXITY SOURCES



CHANGE = COMPLEXITY

**Financial
Audit**

Acquisitions

New Products

**New Product
Bundles**

New Pricing

**New
Geographies +
Currencies**

**New Channel
Partners**

**Major
Organizational
Change**

THREAT OR OPPORTUNITY?

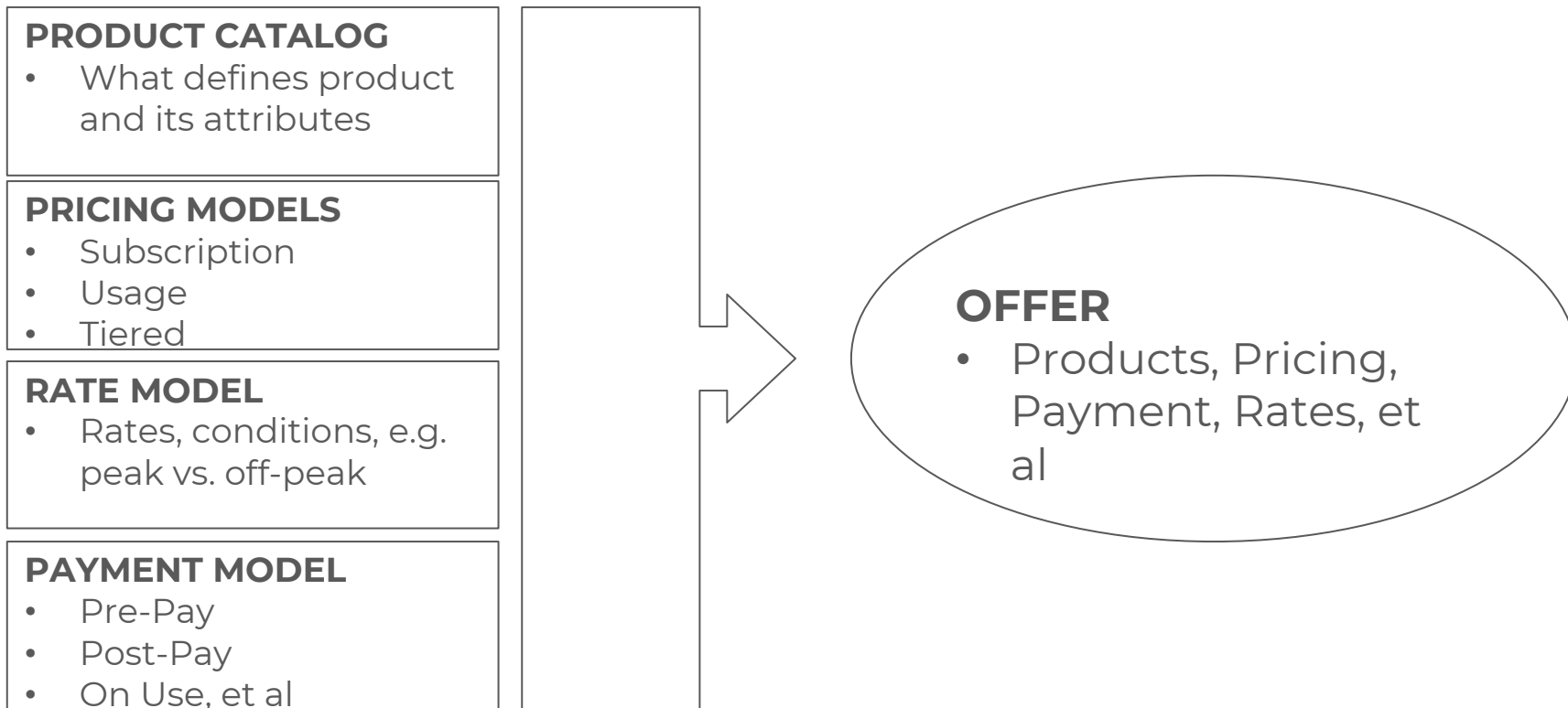
RISK

- Barrier to Scalability
- Customer Friction
- Negative Impact on Sales Productivity
- Prolongs Time to Revenue

OPPORTUNITY

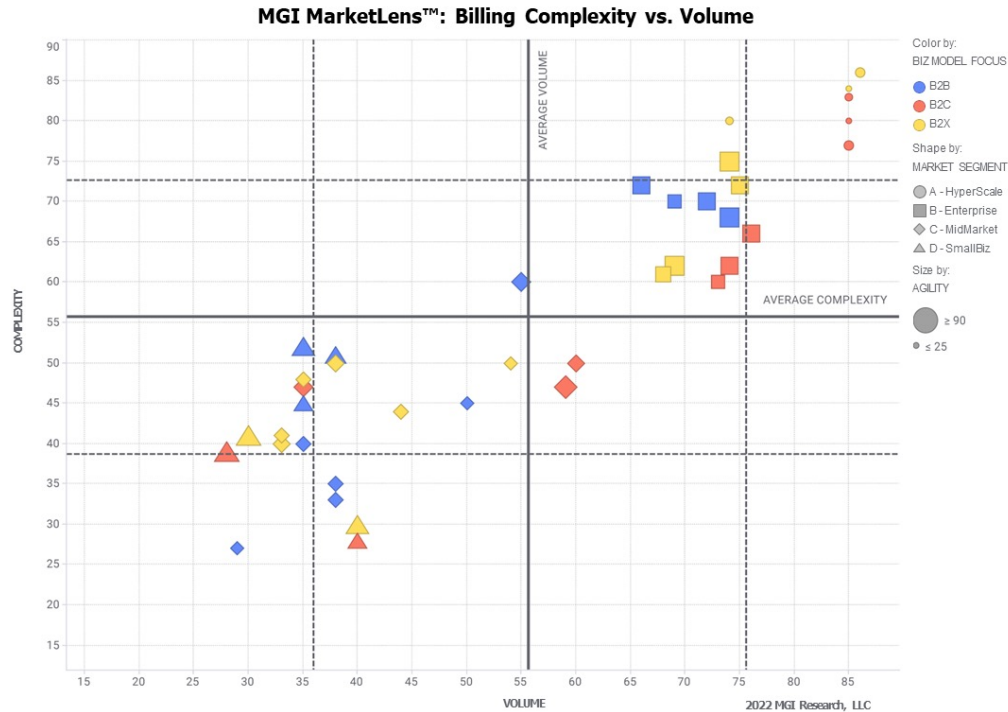
- Improve Differentiation
- Invoice a customer the way they want
- Rapidly react to market changes

BILLING COMPLEXITY SEPARATION



AGILE BILLING MarketLENS™

Complexity vs Volume



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