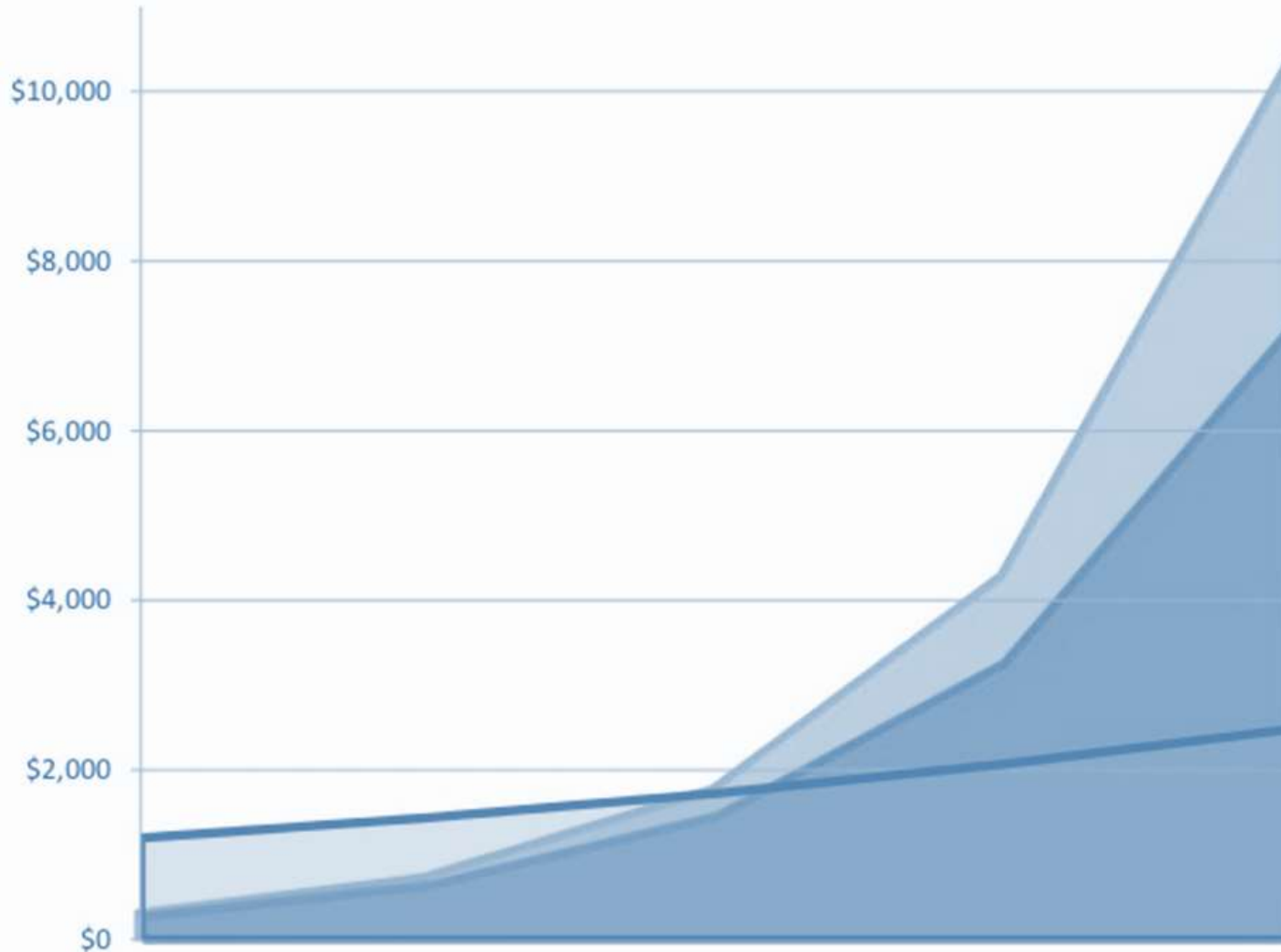


Subscription Economy

A hand holding a white smartphone. The screen shows a video player interface with a keyboard and a person in the background. The phone is held in the center of the frame, and the background is a blurred crowd of people.

Information age transforms
the way we do business

O sucesso da sua empresa depende da Economia da Recorrência



“Upside Subscription Business”

- 20% Customer Growth
- 10% Customer Up-sell

“Subscription Business”

- 20% Customer Growth

“Transactional Business”

- 20% Customer Growth

O QUE É ECONOMIA DA RECORRÊNCIA ?



BE BOLD.

A MIGHTY RAZOR WILL COME TO YOUR AID

THE HUMBLE TWIN



\$1/mo
+S&H

SELECT

THE 4X

aka "The Lover's Blade"



\$6/mo
S&H INCL

SELECT

THE EXECUTIVE



\$9/mo
S&H INCL

SELECT

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Atlassian Cloud Free 7-day trial

Your Atlassian Cloud Trial

 **JIRA** Software

25 users

\$150



Next

\$150/mo

PRICE (USD)
AFTER FREE TRIAL

Featured Products

 **HipChat** Chat and share

Free

Add It

HipChat is a hosted private chat service for your company and team. Share ideas and files in persistent group chat rooms, video chats, and more. Get a free month of HipChat Plus with your Atlassian Cloud trial. [More »](#)

Planos

Pagamento:

Mensal

Anual

Com o plano anual, você ganha 15% de desconto.



Até 50 produtos

R\$ 59,99/mês

Contrate



Até 300 produtos

R\$ 99,99/mês

Contrate



Produtos ilimitados

R\$ 159,99/mês

Contrate

Visitas e page views ilimitados

Sem limites de vendas

5 e-mails personalizados

Visitas e page views ilimitados

Sem limites de vendas

10 e-mails personalizados

Visitas e page views ilimitados

Sem limites de vendas

15 e-mails personalizados

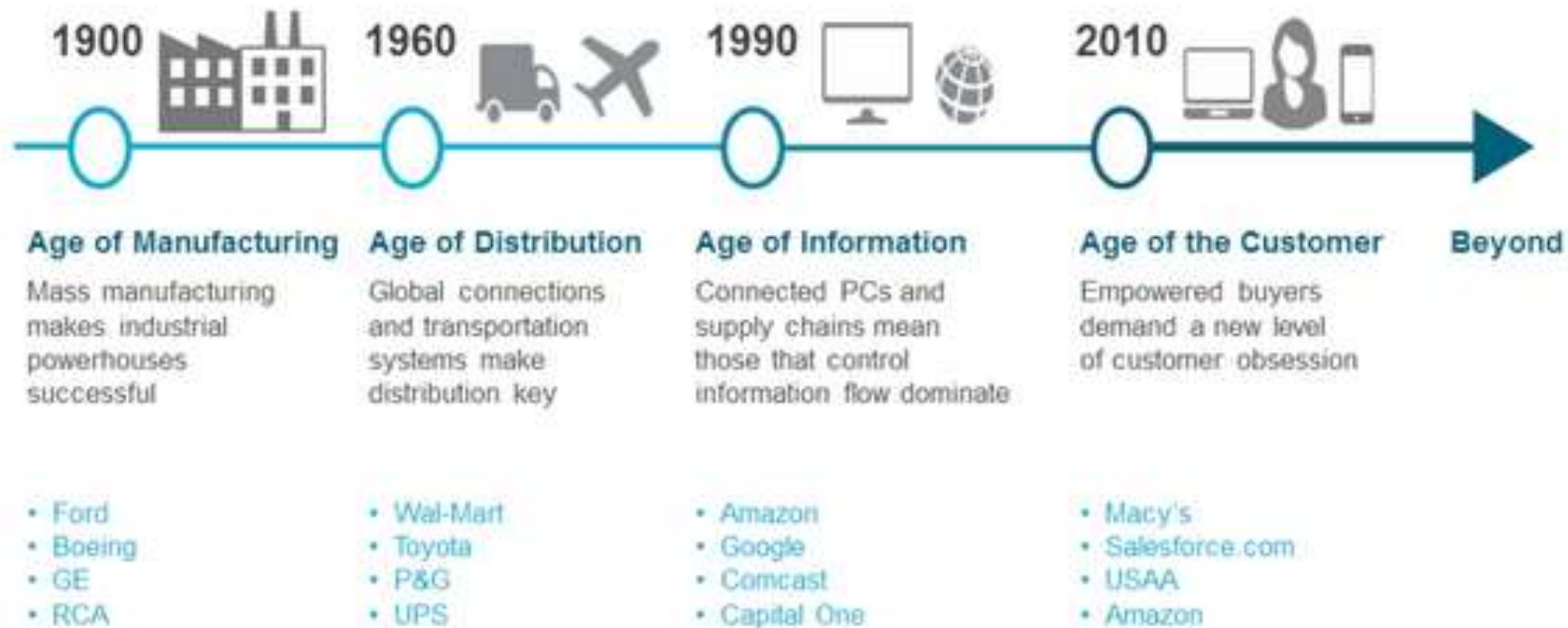
Ganhe E-mail Marketing (2.000 envios) por 1 mês para divulgar sua loja²



Central de Vendas e Suporte

Onde estamos

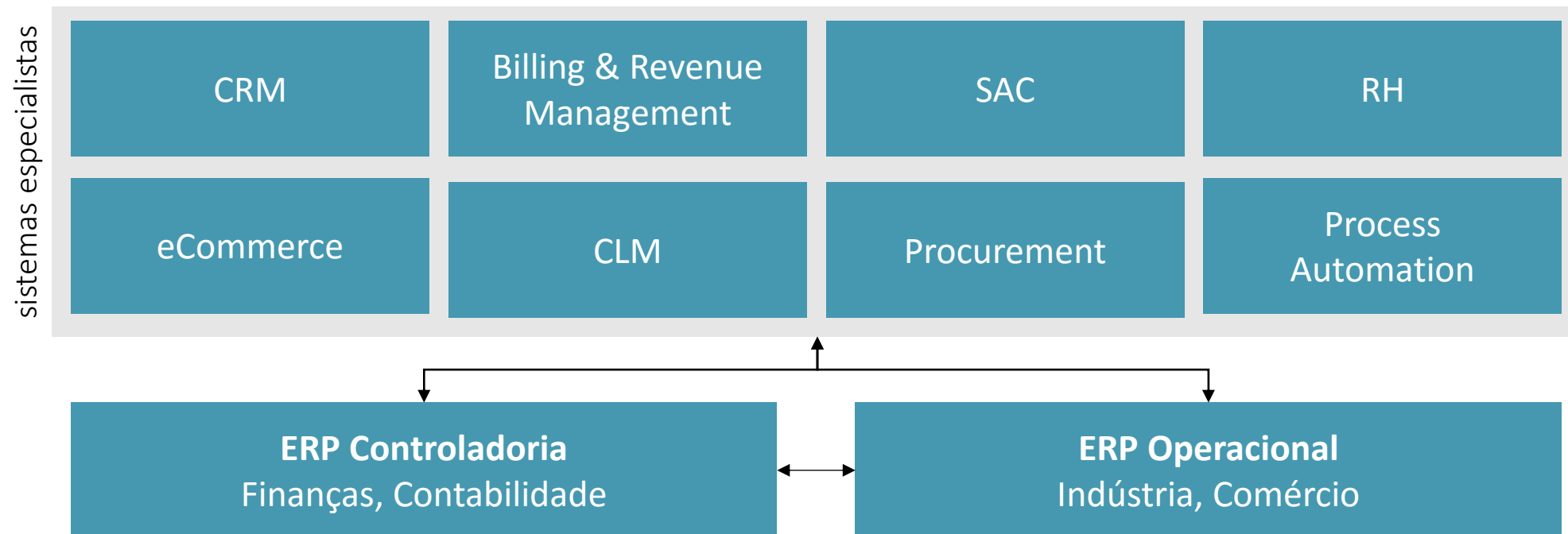
We have entered the “age of the customer”



CUSTOMER LIFECYCLE MANAGEMENT



Novo ecossistema de ERPs pós modernos



- By 2017, 70 percent of organizations adopting hybrid ERP will fail to improve cost-benefit outcomes unless their cloud applications provide differentiating functionality.
- By 2018, at least 30 percent of service-centric companies will move the majority of their ERP applications to the cloud.

“ By 2018, organizations that have successfully renovated their core ERP will achieve a 75 percent improvement in IT response agility and cost-to-value outcomes. ”

—Gartner: 2015 Strategic Road Map for Postmodern ERP, Alexander Drobik, Nigel Rayner, 25 February 2015

10 elements of a world class Revenue Management Machine





1ª. Pesquisa de maturidade da Economia da Recorrência no Brasil

Acesse: www.EconomiadaRecorrencia.com.br

Microsoft loves subscriptions.

Moving a corporate customer from "transactional" purchases of Office -- the once-traditional practice of purchasing one-time, perpetual licenses that let workers use the suite as long as their firms want -- to Office 365 **rent-not-buy subscriptions results in almost a doubling of revenue for Microsoft.**

"Over the lifetime, the increased reach, the increased frequency in this example, as well as some yield, adding some incremental services, results in a **1.8 times lifetime value** of that user in the transition," said CFO Amy Hood in a meeting with Wall Street last week.

Transactional customers buy Office once every five to seven years, said Hood. But by convincing businesses to subscribe to Office 365, specifically the E3 plan, Microsoft can realize an 80% increase in revenue over the years-long relationship. Office 365 E3 includes the core Office application suite, as well as cloud-based Exchange, SharePoint and Skype for Business, shifting those services from on-premises systems to Microsoft's servers.

In other words, for every \$100 Microsoft earned the old way, it reaps \$180 under the newer subscription regime over the long haul.

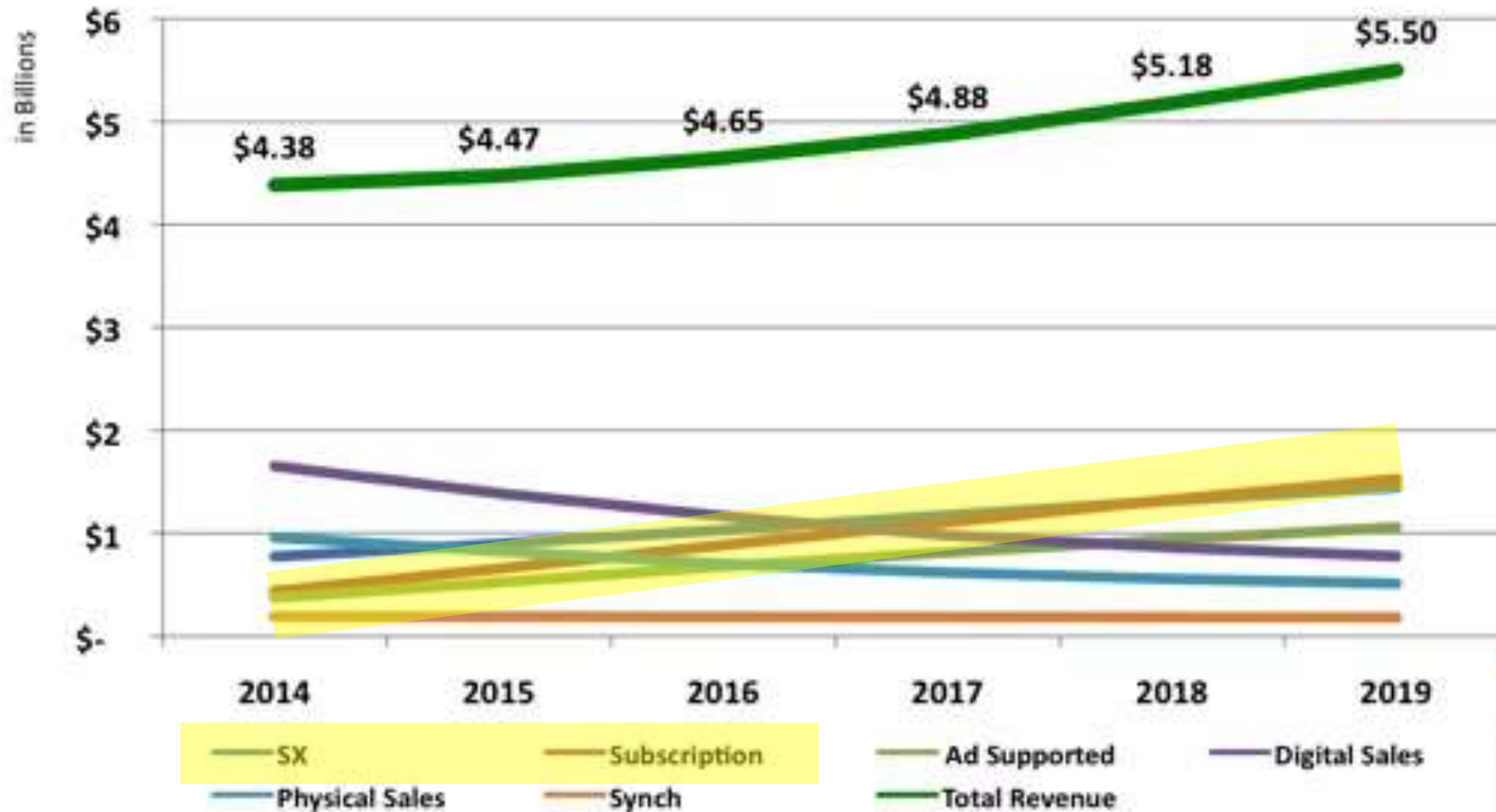
Spotify

The Digital Music Revolution

How the U.S. music industry has changed in the past 15 years

He

U.S. Gross Music Industry 5-Year Revenue Projections



94.79 -1.58 (-1.64%)

Apr 22 - Close

NASDAQ real-time data - Disclaimer
Currency in USD

Range	93.76 - 96.24	Div/yield	-
52 week	71.27 - 98.00	EPS	1.58
Open	96.17	Shares	500.21M
Vol / Avg.	3.80M/3.58M	Beta	1.32
Mkt cap	46.64B	Inst. own	89%
P/E	60.05		

G+1 203

Dow Jones	18,003.75	0.12%
Nasdaq	4,906.23	-0.80%
Technology		-1.51%
ADBE	94.79	-1.64%

Compare: Dow Jones Nasdaq MSFT SAP ADSK TYPE AAPL ORCL IBM

Zoom: [1d](#) [5d](#) [1m](#) [3m](#) [6m](#) [YTD](#) [1y](#) [5y](#) [10y](#) [All](#)

Mar 01, 2013 - Dec 20, 2013 +20.71 (53.72%)



company should halt trading. But despite an 8% decline of overall revenue (but with a near doubling of subscription revenue) Adobe stock soared 55% in 2013.

Novo modelo de negócio destrói gigante

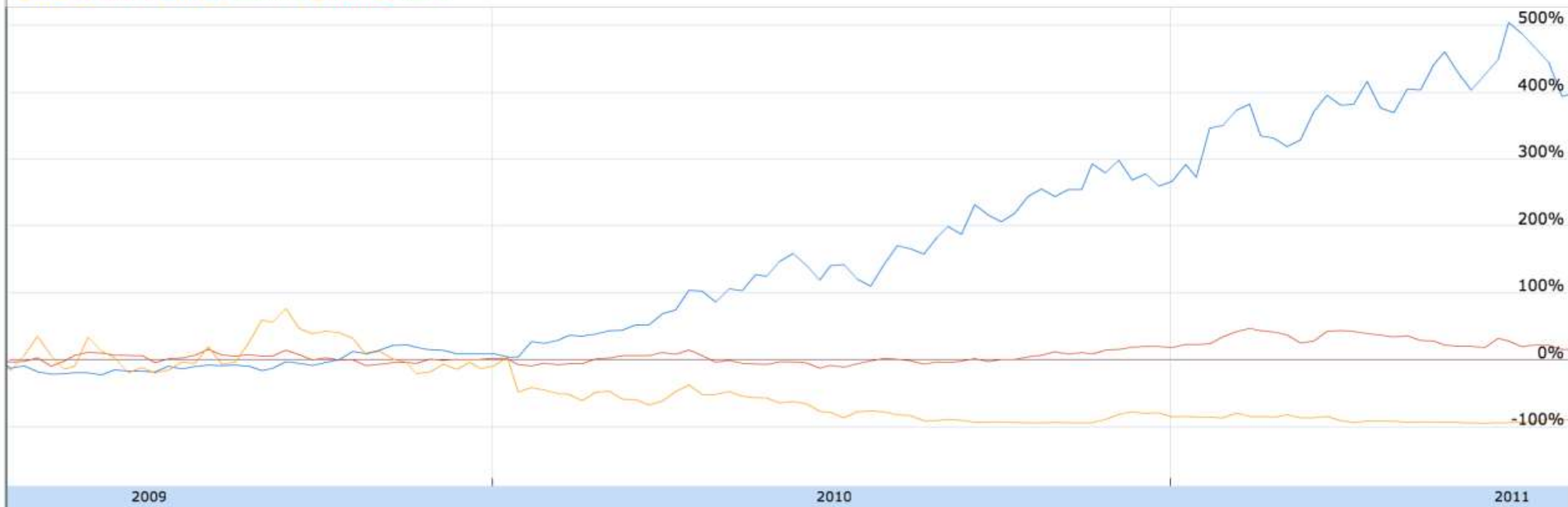
Blockbuster negou oferta de compra

Compare: Dow Jones Nasdaq BLIAQ OUTF AMZN YOD QKFXF P FOXA

Zoom: [1d](#) [5d](#) [1m](#) [3m](#) [6m](#) [YTD](#) [1y](#) [5y](#) [10y](#) [All](#)

Apr 24, 2009 - Aug 05, 2011

● BLIAQ -89.87% ● NFLX +393.41% ● NDAQ +15.09%





Fato Relevante CVM

Out-2014

28.19 -0.17 (-0.60%)

Apr 22 - Close

BVMF data delayed by 15 mins - Disclaimer

Currency in BRL

Range	27.96 - 28.58	Div/yield	0.41/2.38
52 week	25.94 - 40.15	EPS	1.19
Open	28.05	Shares	163.44M
Vol / Avg	563,600.00/735,240.00	Beta	-
Mkt cap	4.73B	Inst. own	-
P/E	23.64		

G+1 1

TOTVS S.A.
Companhia Aberta
CNPJ/MF nº 53.113.791/0001-22
NIRE 35.300.153.171

FATO RELEVANTE

IBOVESPA	52,907.88	0.00%
TOTS3	28.19	-0.60%

Compare: IBOVESPA BEMA3 ITEC3 POSI3 IDNT3 SNSL3 CAIA3B DTCY3 LINX3

Zoom: [1d](#) [5d](#) [1m](#) [3m](#) [6m](#) [YTD](#) [1y](#) [5y](#) [10y](#) [All](#)

Sep 26, 2014 - Oct 05, 2015 -6.89 (-17.99%)



positivamente e de forma mais relevante o crescimento sustentável, a previsibilidade dos resultados e a escalabilidade operacional do modelo de negócios da TOTVS.

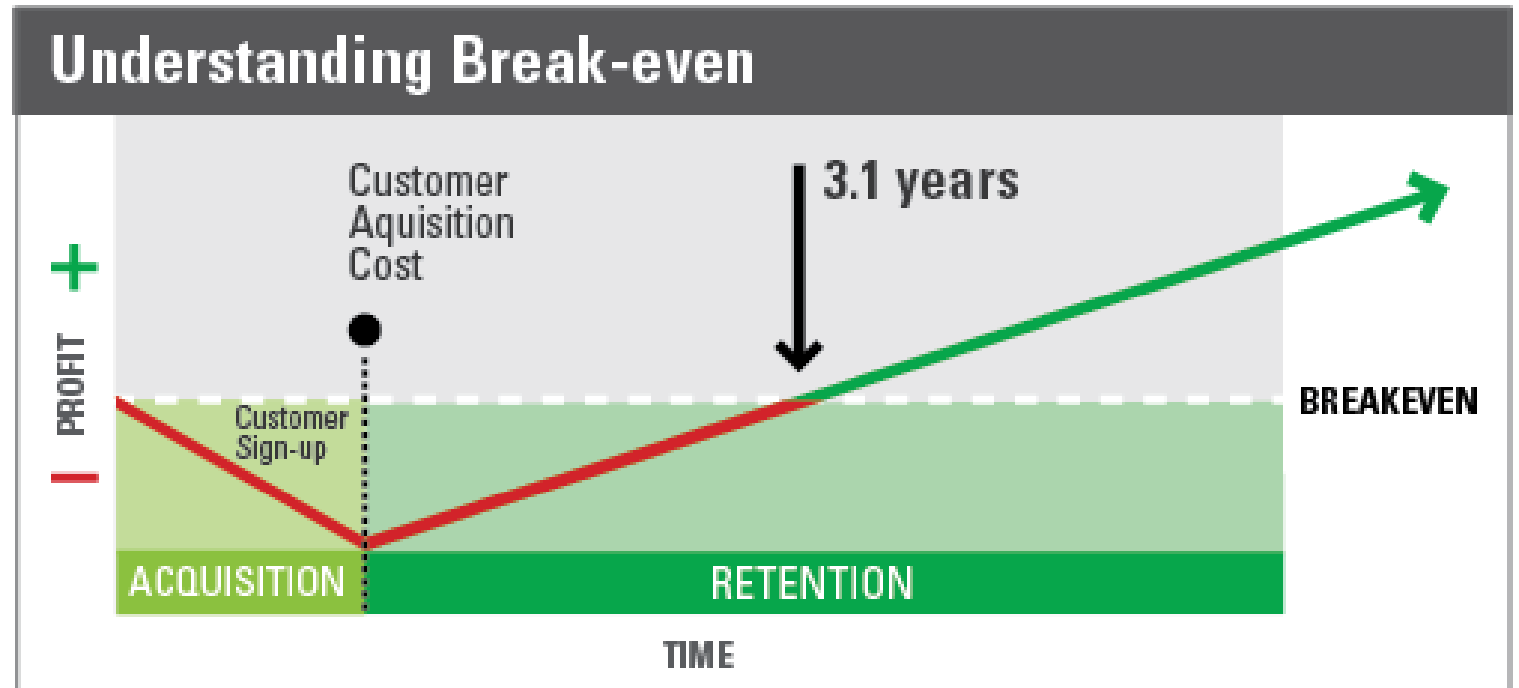
A Companhia destaca que a retirada destas projeções não exclui de sua agenda a constante busca por crescimento, ganhos de eficiência operacional e expansão de margem EBITDA.



The dark side of the force

Forças contrárias

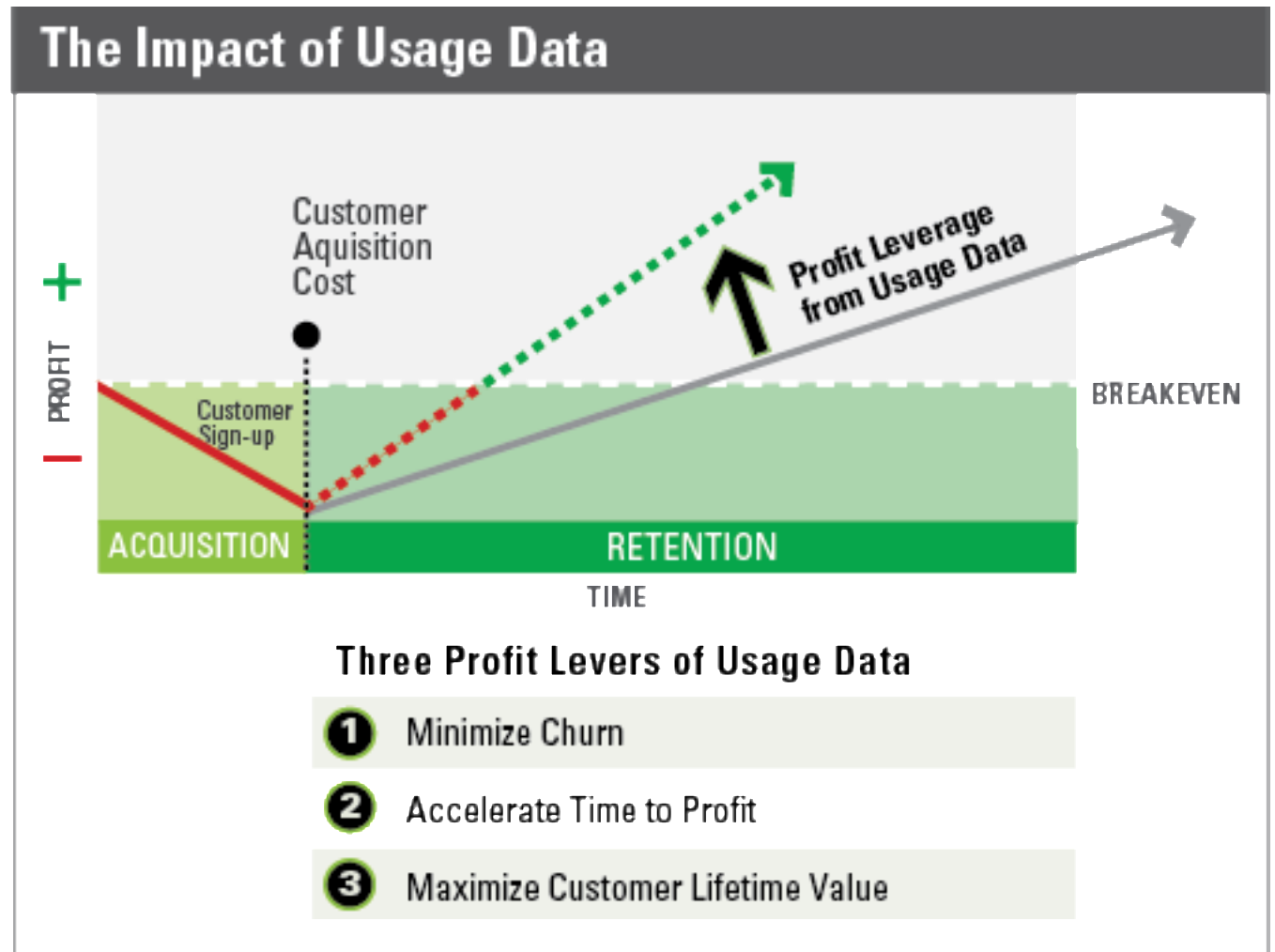
- **CONVENCER O CFO E O BOARD**
- Caixa da cia é afetado diretamente.
- Receita da cia é drasticamente reduzida durante um período (diferimento).



source: Scout Analytics 10.2012 • scoutanalytics.com/research

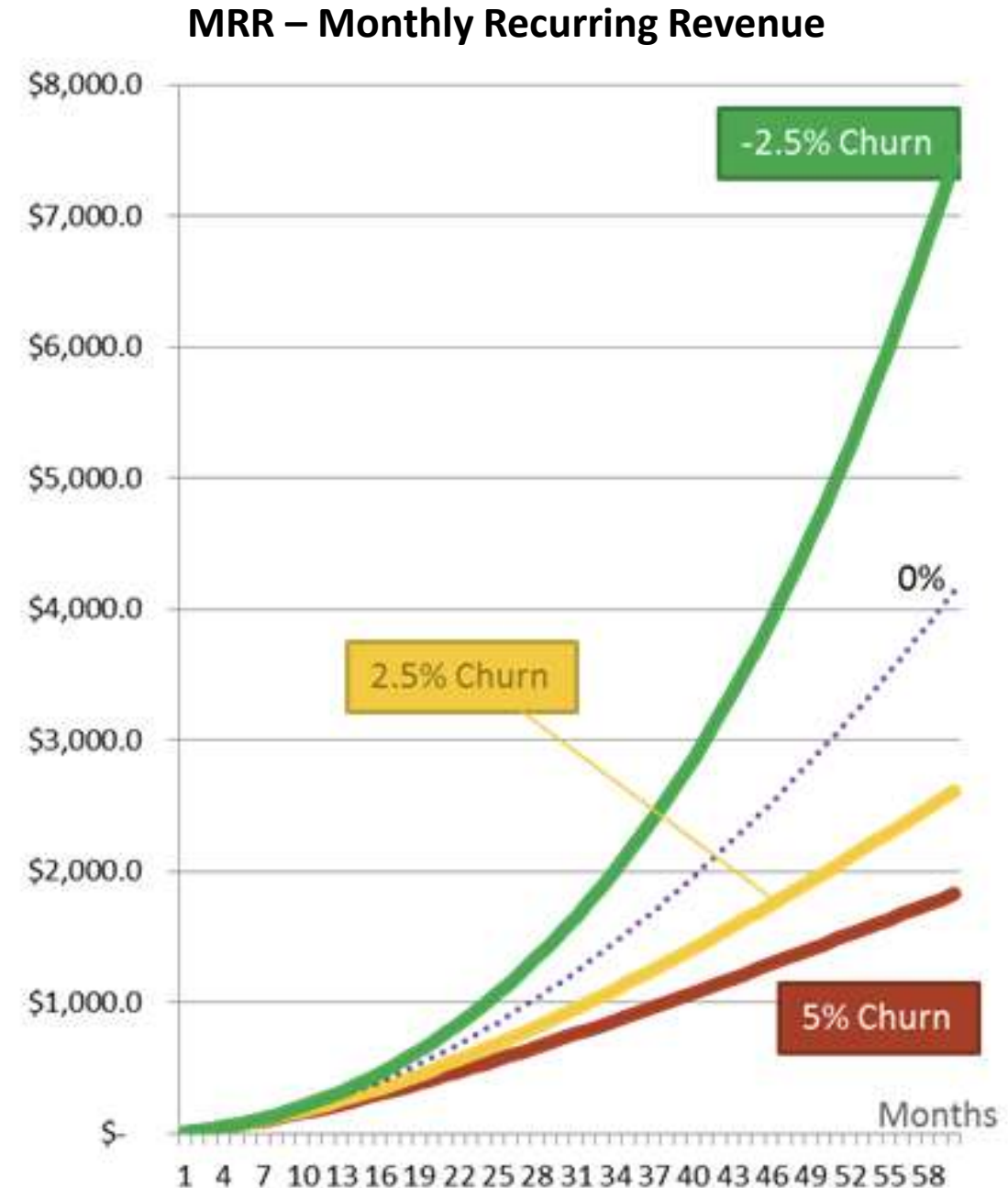
Forças contrárias

- **ADAPTAÇÃO DO MODELO COMERCIAL**
 - Precificação
 - Remuneração da equipe de vendas
 - Necessidade de redução do CAC (Custo de aquisição de clientes)
 - Cobrança por consumo?
-
- **ADAPTAÇÃO DO PRODUTO AO MODELO COMERCIAL E DE COBRANÇA**



Forças contrárias

- **MOVIMENTO DE PODERES**
- Área comercial passa a ser responsável APENAS por novas vendas.
- **Customer Success** cuida de retenção e upsell (farming), e tem um papel fundamental na **RETENÇÃO** (Maior LTV) de clientes.
- Com descentralização dos sistemas especialistas, cada diretoria opta pelo sistema especialistas e com isso passam a ter mais força que o CIO (força = Budget)



LTV



Forças contrárias

- **ADAPTAÇÃO DE SISTEMAS DE CONTROLE**
 - Sistemas atuais tem foco em "transações" e "produtos"
 - Foco deve ser no cliente e na gestão do ciclo de vida do relacionamento comercial
- **INDICADORES FINANCEIROS**
 - Durante esse período, o valor da empresa (Market cap ou Valuation) da empresa é afetado (ações caem)
 - Indicadores como Faturamento passam a ser secundários, o importante é contabilizar New MRR (TCV ou ACV) e Churn (Net Revenue Churn).

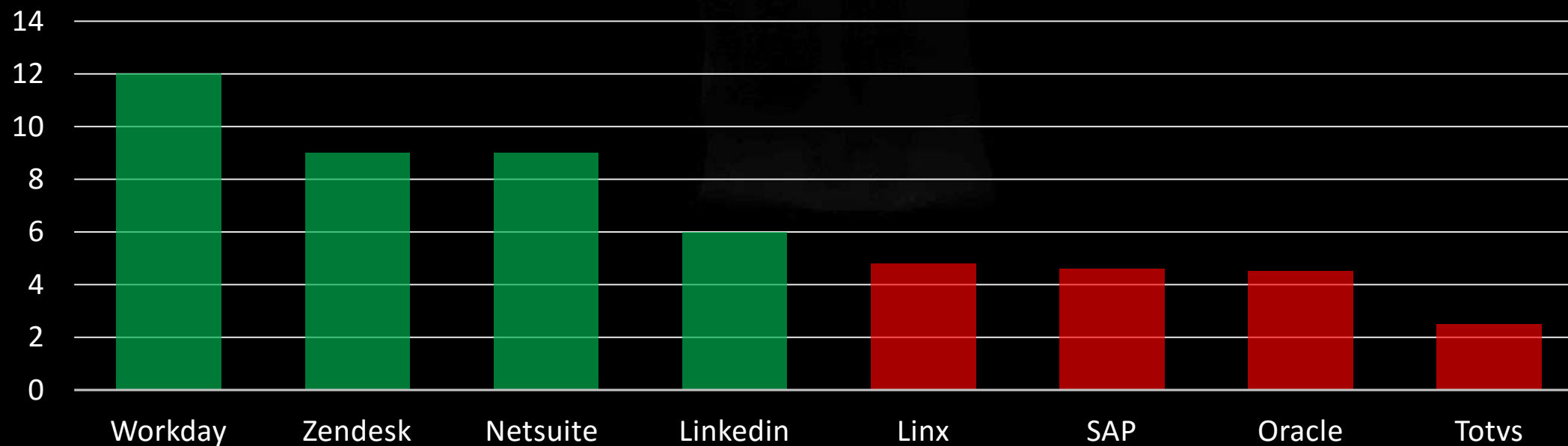
CAC

NO PAIN.

NO GAIN.



Valuation x Múltiplo da Receita





Smartbill RBM

Relationship Business Management

bill smart, collect easy

OBRIGADO!

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011-98592-8000