



Presentation

by Peter Barta

Value and Pricing in the Intangible Economy

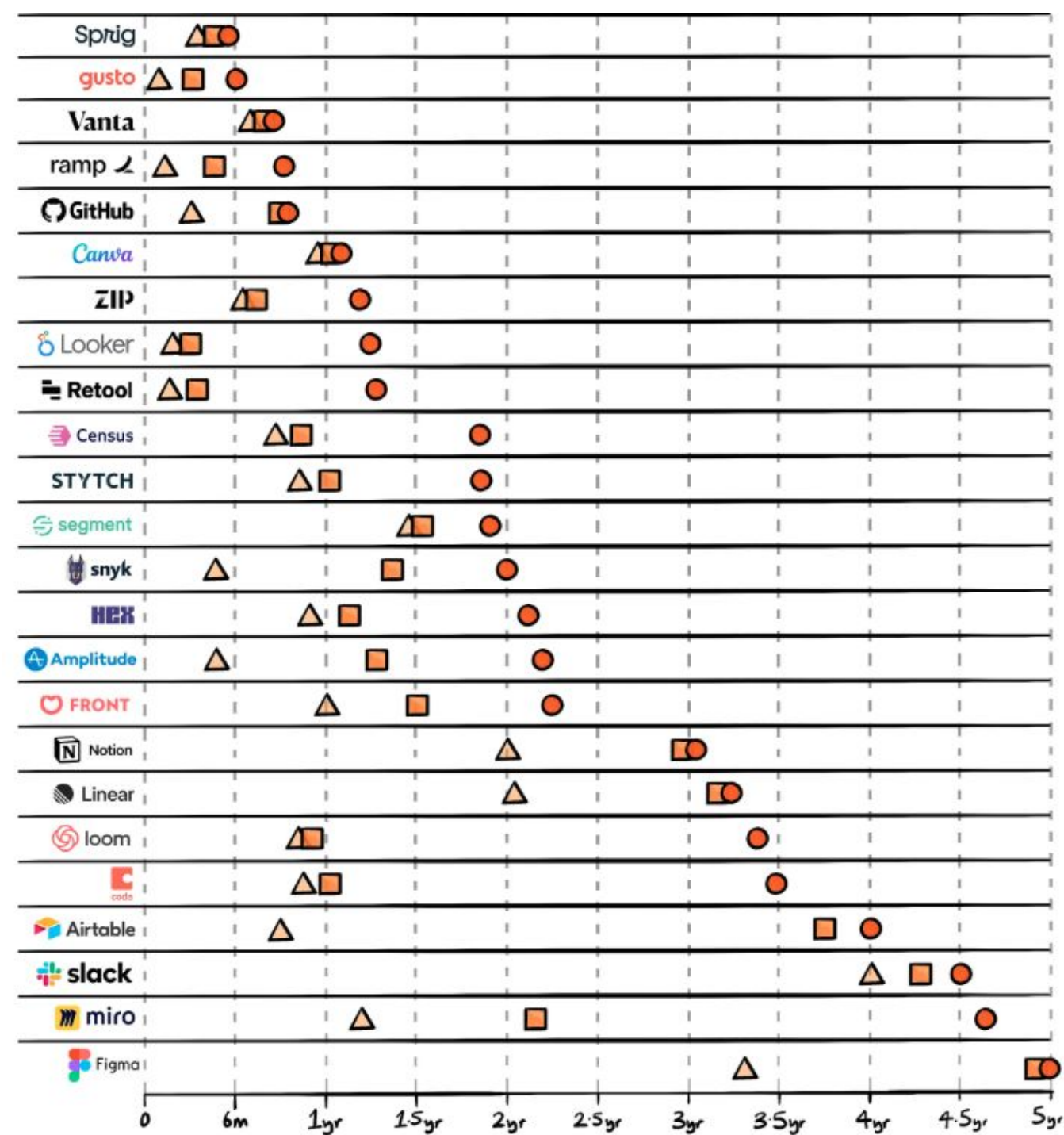
B2B Commercial Excellence for Buyers

Agenda

- Introduction
- Understanding Value Creation and Value Capture
- Strategic Value Realisation (SVR)¹ with Outcome-Based Procurement
- Commercial Excellence Beyond Price
- Strategic Early Market Engagement
- Operationalising Cost Modelling
- Aligning AI Cost Drivers and Pricing Mechanisms
- Implementing Performance-Based Contracting
- Internal Stakeholder Alignment and Governance
- Mitigating Risks of Value Leakage & Coopetition
- Fostering Long-Term Partnerships
- Transitioning from Vendor Management to Value Orchestration

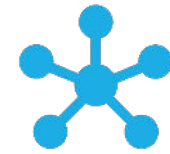
1. © Barta Global Services,
2014–2025.

From Idea to Product Market Fit (PMF)¹



1. [‘A guide for finding product-market fit in B2B’](#), Lenny’s Newsletter, 2023.

Introduction



Intangible Assets in B2B Tech

Data, intellectual property,
and algorithms

Relationships and digital
ecosystems



Strategic Value Realisation (SVR) Hyper-Cycles

Rapid
Time critical

Understanding Value Creation & Capture



Four-Stage Value Cycle

- Innovation
- Value creation
- Competition
- Value capture



Network and Ecosystem Effects

- Amplify value
- Increase value
- Create sustainable markets



Early Movers

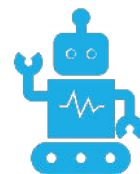
- Dominate markets
- Dictate terms

Navigating SVR with Outcome-Based Procurement



**Link Supplier Payments
to Key Results**

Not supplier inputs
or outputs



AI Cost Drivers

Compute, talent,
data, infrastructure,
compliance



Collaborative

OKR Definition
Essential
for success



**Contract
Structures**

Pay for performance
Immutability
Governance

Commercial Excellence Beyond Price



**Adaptive Roadmaps
and Living
Requirements**

Contracts evolve

Scope and price
dynamically linked



**Foster Ecosystem
Competition**

Preferential access



**Mitigate Value
Leakage**

Data

IP



**Link Payments
to KPIs**

Reward for
performance

Control escalation



**Secure Audit
Rights**

Trust but verify

Strategic Market Engagement



Engage Suppliers Early

Clarify needs and approaches
Test innovation claims



Use Dialogue-Supporting Frameworks

Competitive dialogue
Innovation partnerships



Embed Collaborative Elements

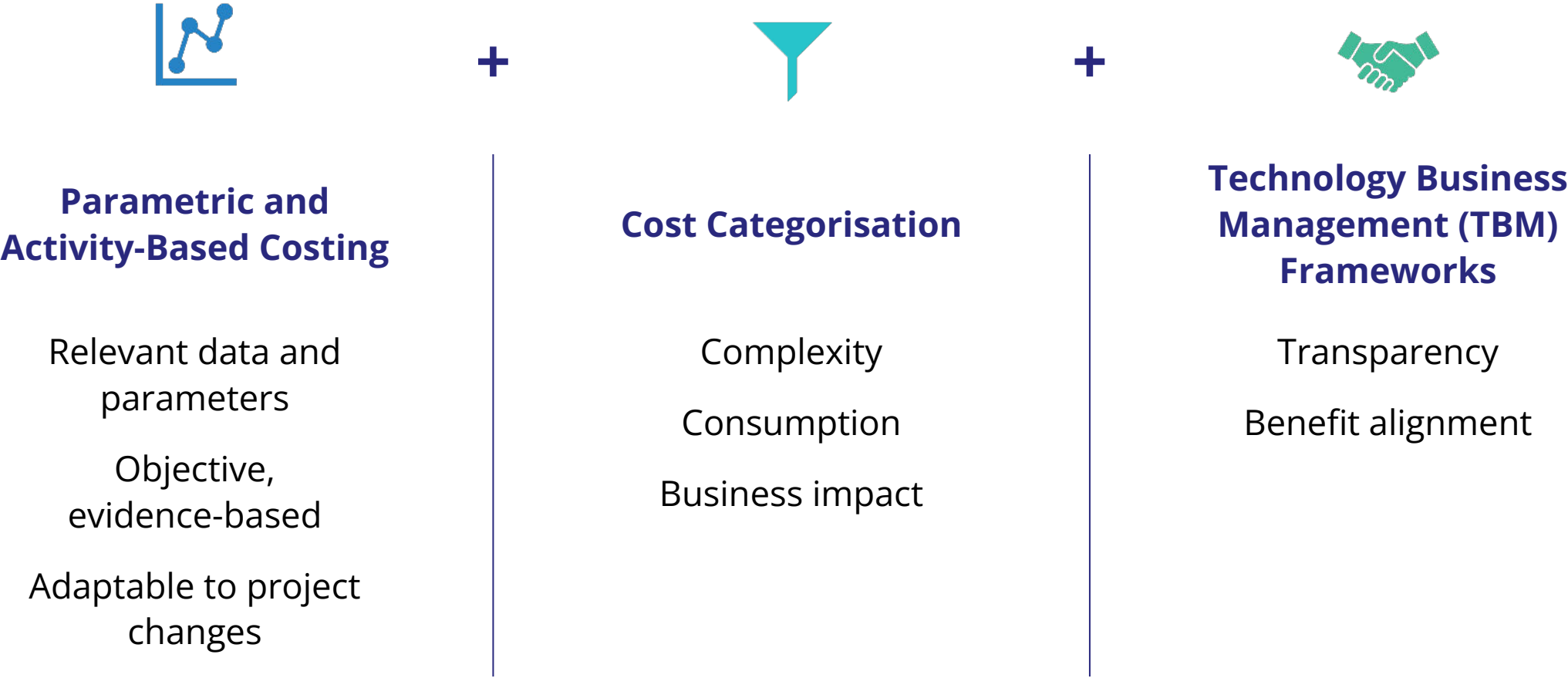
Workshops and pilots
Outcome-based specifications



Focus on Solution Fit and Innovation

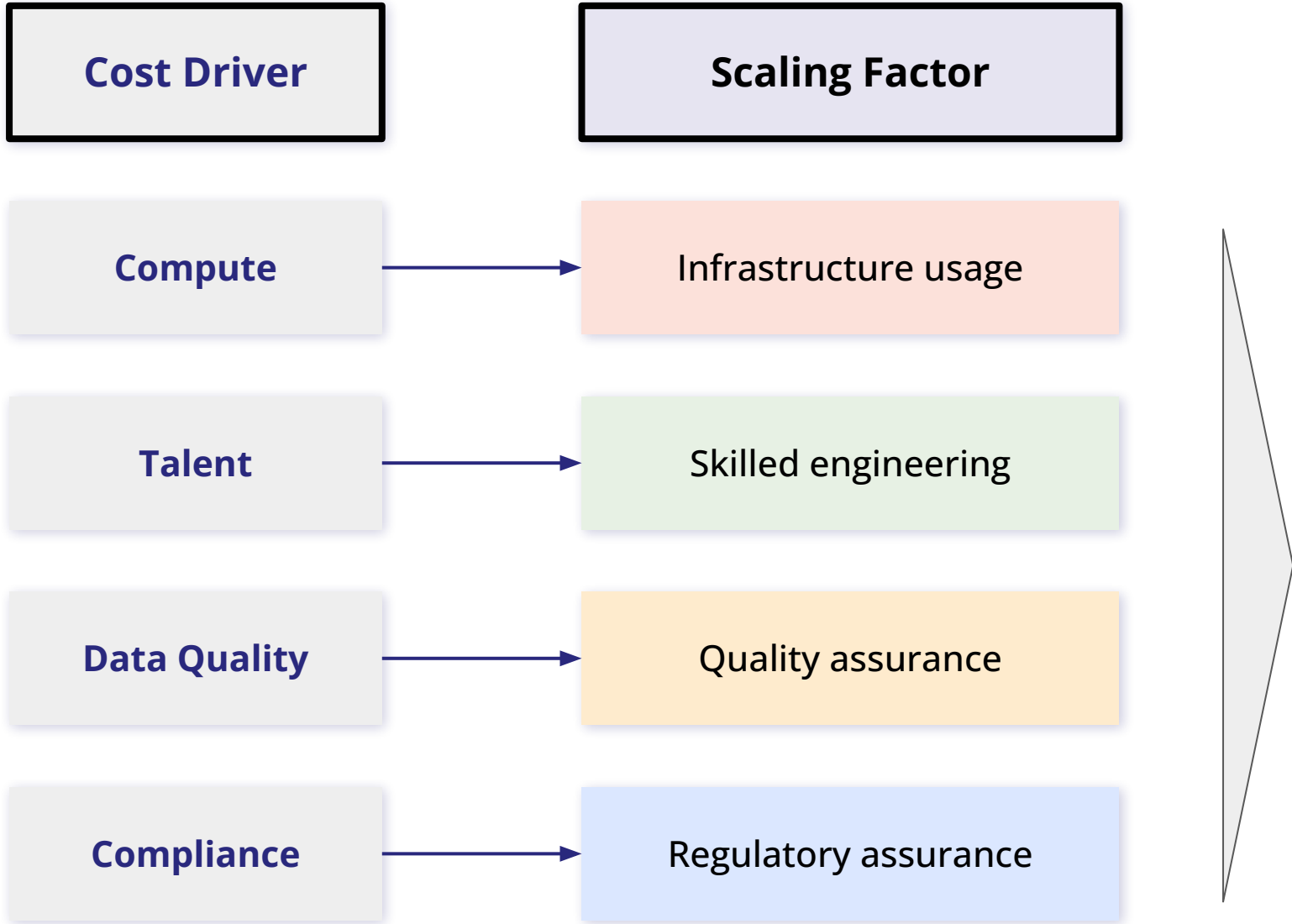
Best SVR solution

Operationalising Cost Modelling



Aligning AI Cost Drivers and Pricing Mechanisms

AI Cost Drivers and Scaling Factors



Commercial Considerations

- Reflect unique cost behaviours
- Predictable, controllable

Performance-Based Pricing

- Aligns costs with measurable business outcomes
- Shares risk and incentivises innovation
- Collaborative KPI objective

Implementing Performance-Based Contracting



**Payment
Triggers**

Clear
Specific



**Measure
Performance**

Baseline
Rigorous



**Automated
Settlement**

Approvals
Audits



**Use
Explainable AI**

Value attribution



**Continuous
Procurement
Engagement**

Internal Stakeholder Alignment and Governance



Collaborative Engagement

- Business
- IT
- Procurement
- Legal
- Finance
- HR



Executive Sponsorship

Critical success factor



Real-Time KPI Dashboards

Transparent
Contract governance



Shared Accountabilities

Promote success
Eliminate mediocrity

Mitigate Value Leakage & Control Coopetition



Anticipate and Mitigate Data/IP Leakage Risks

Innovation
Value creation
Competition
Value capture



Establish Coopetition Firewalls

Amplify value
Increase value
Create sustainable markets



Control Ecosystem Dependencies

Dominate markets
Dictate terms

Fostering Long-Term Partnerships



Regular Contract Reviews

Metrics
Role
Pricing



Pay for Performance

Tiered incentives
Reward overperformance



Pilot-to-Production Clauses

Control
Scale innovations
Predictable



Continuous Communication

Transparency
Open dialogue

Transitioning to Mutual Value Capture



**Move Beyond
Transactional Vendor
Oversight**

Metrics
Role
Pricing



**Use Co-Investment
Models and Innovation
Platforms**

Foster commitments



**Embed Real-Time KPI
Monitoring Into
Contract Governance**

Governance
Mutuality



**Embed Ecosystem
Participation
Mechanisms**

Benefits sharing
Interests' alignment

Wrap-Up

Today's Key Themes

- Adapting procurement
- Outcome-based contracts and pricing
- Collaboration and coopetition
- Transparency

Encourage Application of SVR Frameworks

- Early engagement
- Modern cost governance



Q & A

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*Submit an inquiry or schedule
a whiteboard session*





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<https://ibrs.com.au> info@ibrs.com.au 02 4758 9111 PO Box 519, Hazelbrook NSW 2779, Australia

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