Make Great deals with Your Tech vendor?

Quick guide to make deals that drive faster/wider adoption and offer long-term value.

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In Finland, Tech Sales is considered sleazy and suspicious...

... until You meet the Finnish Tech Buyers.

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Aim is to help Buyers upgrade from Bargaining-to-Partnership.

Because that's where the real value is

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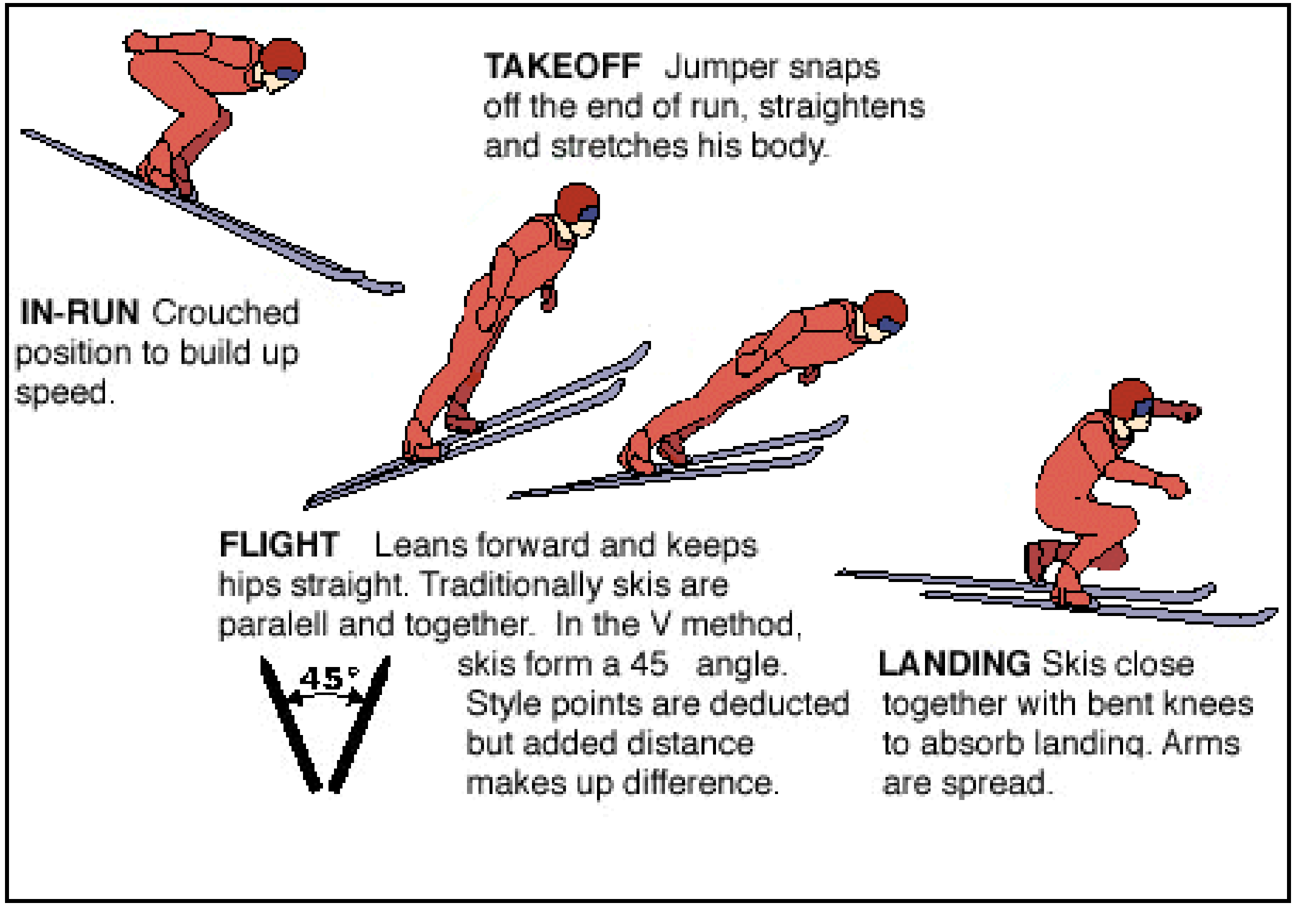

What is the most important part of the jump?

It’s all of them

There’s no perfect landing without a perfect in-run

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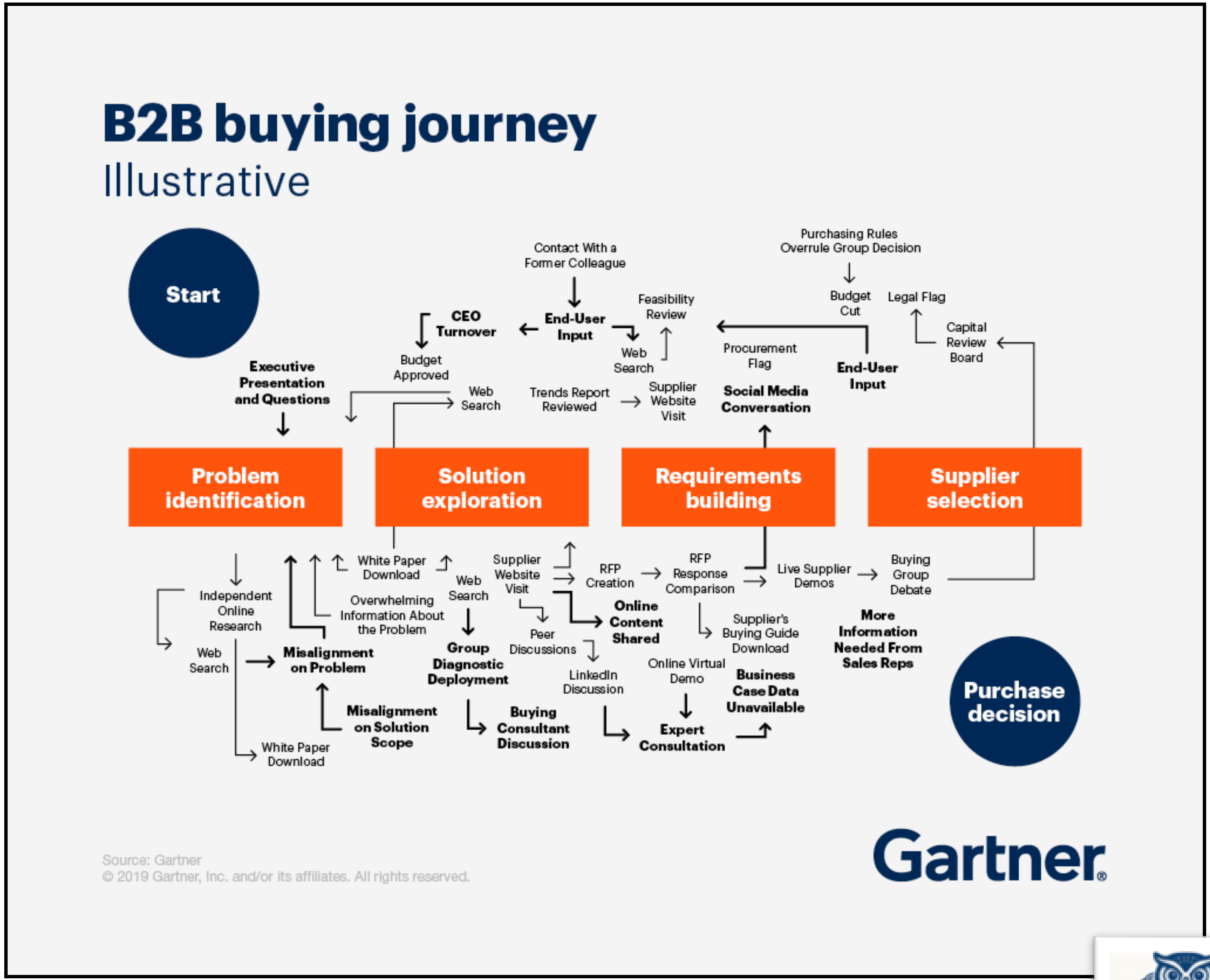
The Journey that Builds the Deal

The Offer is just the last 1%

Your deal is built in the first 99%



no.

DATADOG
BROADCOM
splunk
Moogsoft
New Relic.
APPDYNAMICS
dynatr
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Step 1 # Your **Observability Strategy** determines which solution is right for You, **NOT OTHERWAY AROUND!**

Description: Teams build their own observability stack using a variety of open-source tools. Best suited for organizations with strong in-house expertise and high requirements for customization.

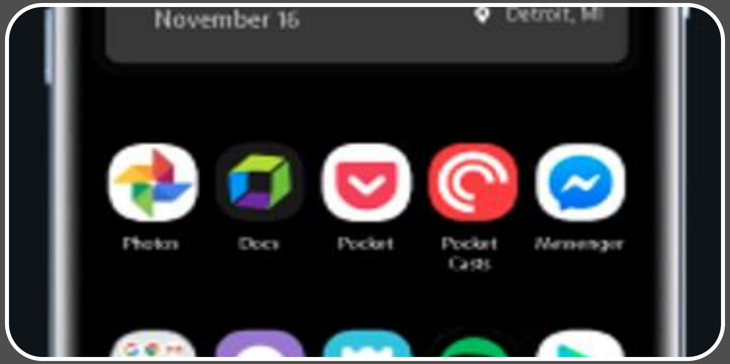
Pros: Full flexibility and customization. Freedom to select the best tool for each specific need. No commercial licensing costs for the core components.

Cons: High operational overhead. Significant integration and maintenance effort. Requires deep expertise to scale and operate reliably

Description: Teams use several specialized monitoring and APM tools from different vendors. Best suited when teams need quick onboarding with reliable support without major upfront engineering effort.

Pros: Easy to start, rapid deployment. Commercial support available. Good feature depth within each domain

Cons: Gaps in data correlation between tools. Multiple agents, dashboards, and licenses to manage. Higher cumulative cost over time.



Description: Adoption of a unified observability platform that offers integrated capabilities out-of-the-box with room for team-specific configuration. Best suited for organizations seeking enterprise-scale consistency and automation.

Pros: End-to-end integration and consistent data model. Simplified governance and automation potential. Low operational overhead. Single pane of glass across environments.

Cons: Risk of vendor concentration / dependen
Less customization than DIY.

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Step 2 # Understand Your Vendor Business Model and Sales Strategy

Ecosystem-Led Growth:

Growth driven by bundling multiple products and services, leveraging partners and MSPs

What this means for Buyers?

- Aggressive discounts if bought as a bundle
- Significant partner ecosystem influence

- ➢ Vendor Lock-In is part of Business model
- ➢ Harder to compare individual components
- ➢ Negotiations happen at the platform / enterprise agreement level

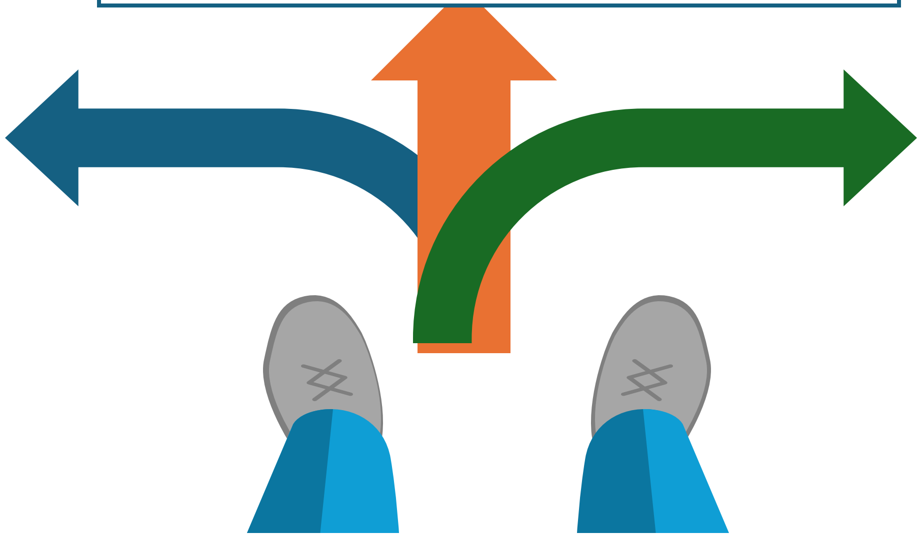
Product-Led Growth:

Growth driven by the product itself — users can sign up, onboard, and expand usage with minimal sales involvement.

What this means for Buyers?

- Easy to get started
- Lead with low 1st year annual commit with consumption-based pricing

- ➢ Costs can grow unpredictably
- ➢ Less negotiation flexibility
- ➢ Expansion often happens before procurement notices



Sales-Led Growth:

Growth driven by high-touch sales teams focused on relationships, custom solutions, and long-term enterprise adoption.

What this means for Buyers?

- More negotiation flexibility
- Contract structure can be tailored
- Multi-year / consolidation deals unlock value

- ➢ Deals depend heavily on timing, forecasting and approvals
- ➢ You're negotiation with whole Sales Org, not with Vendor AE

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Steps 1-2

What these have to do with Negotiations??

.. Everything.

If you don't define strategy upfront, someone else does.

And this will lead **ALWAYS** the most expensive and least flexible version of the deal.

.. But it felt super easy to buy, didn't it??

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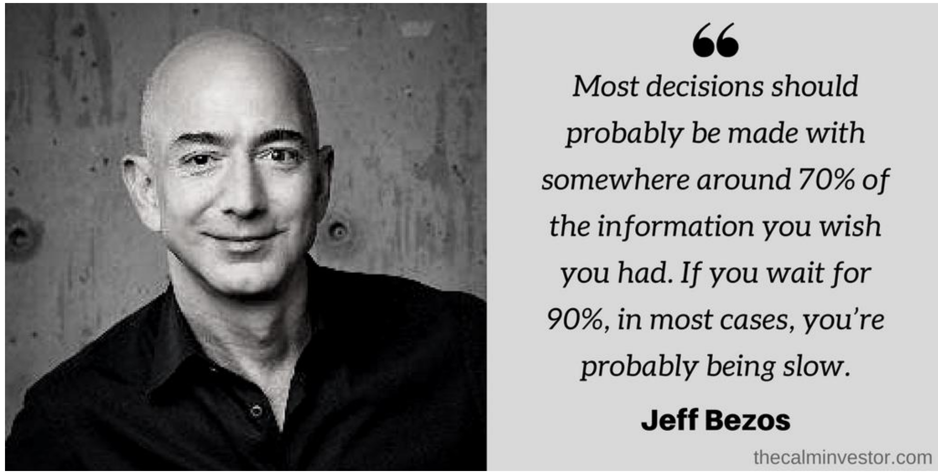
In US business culture, Decisions = Progress



In Finland, Decisions = Danger

"Suattaapi olla..
Suaattaapi olla olematta..
Ehkä."

"It might be.. It might not be.. Perhaps."

This mismatch is often the root-case for frustration both sides.

If You don't recognize it, dealmaking can become slow and painful or can collapse the negotiation.

How American Tech Companies work?

1 –Culture

- **ARR Growth is the religion - Predictability is the rule**
  - You will get rewarded consistency more than perfection
- **They expect structure BEFORE they expect a Price**
  - Scope -> Architecture -> multi-year -> then Price
- **They expect You to say what you want – clearly**
  - Clarity & Direction = Seriousness. Silence = Risk.
- **They expect Partnership, not Procurement**
  - Collaboration -> Flexibility, effort
  - Distance -> Lowest effort proposal.
- **They Expect You to use the AE as Your internal lobbyist**
  - This is NORMAL in US business culture, not manipulation

2 – The Machine – How Decisions are Made

- CRO

↑

- VP / SVP Sales

↑

- Regional VP

↑

- Regional Director

↑

- Manager

↑

- **Account Executive**

A – Account Executive is gateway to *everything*

- You can’t go to marketing
- You can’t go to product
- You can’t go to finance
- You can’t go to security
- You can’t go to legal

B – The Vendor’s internal machine is built to say NO

- Finance says no
- Legal says no
- Product says no

- ***The only function paid to say “Yes” is your AE.***
- ***Their Job is to fight the machine FOR you.***

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The Key Mistakes during the PoC –> RFP -> Neqotiations

Don’t Spend 6-12 months on same ‘Trial’ with totally different type of vendors

(Trial = Features, PoC = Concept and Outcomes)

- Focus on Outcomes (I.E MTTR, Automation)

Don’t Use PoC to Avoid Decision

- Use PoC to Accelerate and drive decisions

“Can we reduce noise by 60%?"

”Can we reduce MTTR to below 5min?”

- **100-row excel requirement lists**
  - Avoid it: Focus on 5-7 enterprise outcomes instead, no checkboxes
- **Not telling vendor their real position**
  - Tell who’s preferred and who is the challenger.
- **Easy-to-make deals Today..**
  - … Are bad contracts of tomorrow

- **Negotiating price before shaping the deal**
  - Avoid it: Scope -> Architecture -> Multi-year -> then pricing
- **Escalate pass Your Account Executive**
  - Escalate WITH Your Account Executive instead
- **You don’t state target ACV/TCV etc**
  - You never get what You don’t ask
- **Negotiate from high to low**
  - Do the opposite (What if we give more..?)

Few additional thoughts…

“Match ambition to Vendor – 20k Euro deals won’t deliver enterprise outcomes.”

- If your transaction size is small, choose lightweight tool that fits the scale and a partner who commits to that size of business.
- Spending 20k to Enterprise solution lands you a deal that is not scalable to enterprise level

”Structure your deal for Growth – not for getting it done”

- Avoid 1 year deal with Standard Terms
- 3-5 years deal with Volume Discounts

“Make the Sales work for You.. Use Vendor Sales to open doors to Vendor Executives”

- Don't negotiate against the vendor licensing / business logic.
- Align Your incentives with the Vendor sales and make him negotiate against his company
- **Don’t Negotiate from high to low against U.S Tech company. Do the opposite!**

“If you don’t measure value, you always lose money’. You need to measure adoption and business outcomes.

- At 80% consumption – “We paid for shelfware!”
- At 120% consumption – “We’re paying unpredictable overages”!
- At 99% consumption – “We’re not able to grow!”

“You can’t renegotiate renewal without making a new deal, or You renew”

- Buyers believe that every renewal is a chance to reset the deal – in enterprise SaaS it’s not.
- Rate-cards and uplift you’ve negotiated are structured to increase your annual commit
- Your Vendor AE is incentivized for Growth

“Multi-year + growth beats annual → 1-year renewals with uplift = wasted money”

- Renewing 1-year with uplift means you’re paying more every year for exact same value
- Evaluate every sizable agreement 12m before termination.
- Either terminate or prepare for +3-year renewal with +25% growth to secure stability, bigger discount and higher ROI
- Growth + commitment = adoption success. Stagnant renewals = shelfware and wasted spend

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