



GROWTH SERIES



FROM DISCOUNTS TO VALUE

Pricing for Profit, Not Survival

WELCOME!



Ian Hunt
Chief Customer Officer
RAKEZ

WELCOME!



Mark Hamill
CEO
ARCET Global



THIS EVENT IS ABOUT
YOU!

WHERE TO FIND OUR NEXT EVENTS?



On the Compass website!

compass.rakez.com

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UPCOMING EVENTS

GROWTH SERIES
Jan 21 2026

WHY MOST SMES UNDERPRICE - AND HOW TO FIX IT

January 21, 2026 9:30 am - 11:30 am
Compass Coworking Centre

EVENT DETAILS >

Feb 13 2026

CELEBRATE VALENTINE'S DAY AT COMPASS! ❤️

February 13, 2026 11:00 am - 12:00 pm
Compass Coworking Centre

EVENT DETAILS >

Mar 06 2026

INTERNATIONAL WOMEN'S DAY AT COMPASS!

March 6, 2026 10:00 am - 12:00 pm
Compass Coworking Centre

EVENT DETAILS >

Mar 20 2026

MOTHERS AT THE HEART OF LEADERSHIP

March 20, 2026 10:30 am - 11:30 am
Compass Coworking Centre

EVENT DETAILS >

Apr 15 2026

CELEBRATE WORLD ART DAY AT COMPASS! 🎨
CREATIVITY IN BUSINESS

April 15, 2026 9:30 am - 12:30 pm
Compass Coworking Centre

EVENT DETAILS >

May 21 2026

Celebrate World Tea Day at Compass!
CELEBRATE INTERNATIONAL WORLD TEA DAY AT COMPASS!

May 21, 2026 2:00 pm - 3:30 pm
Compass Coworking Centre

EVENT DETAILS >

NEXT EVENTS



11 FEBRUARY 2026

Event 2: Understanding Your Numbers (Without Being a Finance Expert)

11 MARCH 2026

Event 3: Sales Presentations & Pitching That Win Business

AGENDA



- 10:10 From Price Competition to Value Leadership by Codin Caragea, Founder & CEO, Experience Edge
- 10:30 Interactive Panel Discussion with
Sindhu Sreenath, Managing Director EMEA – QuestionPro
Peter Dennehy, Growth & Commercial Strategy Director – Galadari Family Office (UAE)
Suvo Sundar Chatterjee, RAKEZ’s very own Director of Business Excellence, Strategy & Planning
- 11:00 Networking
- 11:30 End of Programme

SPEAKER



Codin Caragea
Founder & CEO, Experience Edge



RAKEZ KEYNOTE • 25 MINUTES

From Price Competition to Value Leadership

CX & Value Governance for SME Scaling in the RAKEZ Ecosystem

Codin Caragea, Founder & CEO Experience Edge

38,000+

Companies in RAKEZ

43%

Growth H1 2025

8,500+

New in H1 2025

“Don’t find customers
for your products. find
products for your
customers.”

-Seth Godin-



The Experience Edge Ecosystem Pillars

An Integrated Approach to Transformation

CX Advisory

Customer Experience Strategy & Journey Design

- ✓ Customer Journey Mapping & Optimization
- ✓ Voice of Customer (VoC) Platforms & Programs
- ✓ CX, Digital & Product Maturity Assessments

Process Excellence

Lean Six Sigma & Operational Transformation

- ✓ End-to-End Process Redesign & Simplification
- ✓ Performance & Variability Reduction
- ✓ Operational Transformation & Execution Enablement

Design Thinking, Digital & IT

Innovation, AI, Digital Solutions & IT Implementation

- ✓ AI Conversational Chatbots
- ✓ Design Thinking Workshops, Sprints & Rapid Prototyping
- ✓ Digital Transformation, Software Development, Staff Augmentation

Training Academy

Certified Training & Professional Development

- ✓ CX & Product Innovation Training & Certification
- ✓ BPM, Lean Six Sigma Certifications
- ✓ Certified IT Training Programs

All pillars work together seamlessly — delivering compounded value, not isolated improvements

Live Poll: Your biggest challenge after setting up the business ?



1. Turning setup into revenue
2. Hiring/retaining the right talent
3. Regulations & ongoing compliance
4. Positioning & differentiation

Why Most SMEs Compete on Price

...and why they lose

The Hard Truth

- ✗ Price is NOT a strategy — it is an outcome
- ✗ Discounts hide weak value propositions
- ✗ Pricing power comes from clarity, not cost-cutting

SMEs Reality in the Region



Strong Ideas, Weak Execution

Vision without operational delivery systems



Sales Promises ≠ Reality

Marketing disconnect from operations



CX Left to Chance

No intentional experience design



Price-Based Competition

Racing to the bottom instead of value

What Pricing Really Is

The formula for sustainable margins

$$\text{PRICING} = \text{VALUE} \times \text{CONSISTENCY} \times \text{TRUST}$$



Value

Defines willingness to pay



Consistency

Proves the promise every time



Trust

Built through reliable experiences



Customers pay for **CERTAINTY**, not features



Self-transcendence



Provides hope



Self-actualization



Motivation



Heirloom

Affiliation/
belonging

Reduces anxiety



Rewards me



Nostalgia

Design/
aesthetics

Badge value



Wellness



Therapeutic value

Fun/
entertainment

Attractiveness



Provides access



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

What Value Really Is

How Manufacturers Use It

- Beyond Price:** Move beyond basic cost/performance (traditional manufacturing selling points) to compete on deeper, more subjective values.
- Innovation Playbook:** Use the framework to identify gaps and create new offerings
- Build Loyalty:** Delivering more elements (especially beyond the functional) significantly increases customer loyalty and advocacy (Net Promoter Score).
- B2B Application:** In B2B, this means appealing to the rational buyer and the person making the decision, telling a story that includes emotional and individual benefits, not just technical specs.

Where Value Propositions Fail

The governance gap that kills pricing power

X No Ownership

Value proposition drifts without accountability

X No Standards

Inconsistent delivery erodes trust


X No Measurement

Can't improve what you don't track

⚡ Value must be governed like FINANCE or RISK — with ownership, standards, and measurement



Why Customers Pay More

The 4 drivers of premium pricing





Ease

Frictionless interactions





Speed

Faster outcomes




Confidence

Certainty in quality



Reduced Effort

Less work for them



"Price is not what you charge — it's what customers believe you're worth"

Reduce customer effort → Increase willingness to pay

Why Discounting Hurts Your Business

The hidden cost of price cuts

⚠️ Discounting destroys profit faster than it increases sales



Trains customers to expect lower prices

→ Future full-price sales become harder



Destroys profit faster than it increases sales

→ 10% discount needs 50% more sales to break even



Attracts price-only, low-loyalty customers

→ High churn, high support costs



Commoditizes your brand

→ No differentiation, no pricing power

💡 Value drives decisions, not price — customers pay more for trust, reliability, speed, and peace of mind

You Sell More Than a Product

What justifies higher pricing

What They See: The Product



Commodity

Price competition

What You Deliver: The Value

✓ **Experience**

How customers feel doing business with you

✓ **Expertise**

Knowledge and problem-solving capability

✓ **Support**

Ongoing help and responsiveness

✓ **Accountability**

Ownership of outcomes, not just delivery

These intangibles justify premium pricing — they can't be commoditized

Positioning Stops Price Wars

Specialists can charge more

✗ GENERALIST PATH

- Look like everyone else
- Compete on price
- Interchangeable with competitors
- Race to the bottom

💰 **Low margins**

✓ SPECIALIST PATH

- Known for something specific
- Compete on value
- Irreplaceable expertise
- Premium positioning

💎 **Premium pricing**

 **Be FAMOUS for something — not available for everything**

Don't Discount — Offer Options

Reduce scope, not quality

Price the **RESULT**, not the effort — clients care about outcomes

GOOD



Essential service, clear scope

✓ Keep your price — change what's included

BETTER



Enhanced features, faster delivery

✓ Big results justify higher fees

BEST



Premium experience, full support

✓ Value > hours worked

💡 Give choices — empower customers to pick their investment level

Prove Your Value

Build trust through evidence



Case Studies

Document client transformations

"How we helped X achieve Y in Z months"



Results & ROI

Quantify the impact


"30% cost reduction, 2x retention"



Testimonials

Let clients speak for you

"They delivered beyond expectations..."

 **Focus on LONG-TERM CLIENTS, not short-term customers — retention beats acquisition**

How Global Banks Built SME Ecosystems

From service providers to growth platforms



Day to Day

Trade

Loans

Global Markets

BusinessClass

Sustainability



Login

Ways to Bank at DBS

Spend time building your business, not on banking.

Most Popular



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IDEAL Connect

Improve operational efficiencies and lower costs

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DBS RAPID

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DBS MAX Portal

A complete merchant portal to grow your business

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DBS IDEAL Connect for SWIFT

Run your business efficiently with SWIFT connectivity

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A Guide for Your Business-related Payments — Government, Utilities, Telco and more

[Learn More](#)



Corporate Wealth Management

The art of maximum returns and managed risk for business.

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Bank Safely and Protect Your Business

Get the latest scam alerts and tips to protect your business

[Learn More](#)

May I help you?



DBS Bank

Singapore/Asia

Beyond Banking Partner

- Infor Nexus trade financing
- Ant International cross-border payments
- SME BusinessClass resources
- Fintech accelerator partnerships

THE SHIFT:

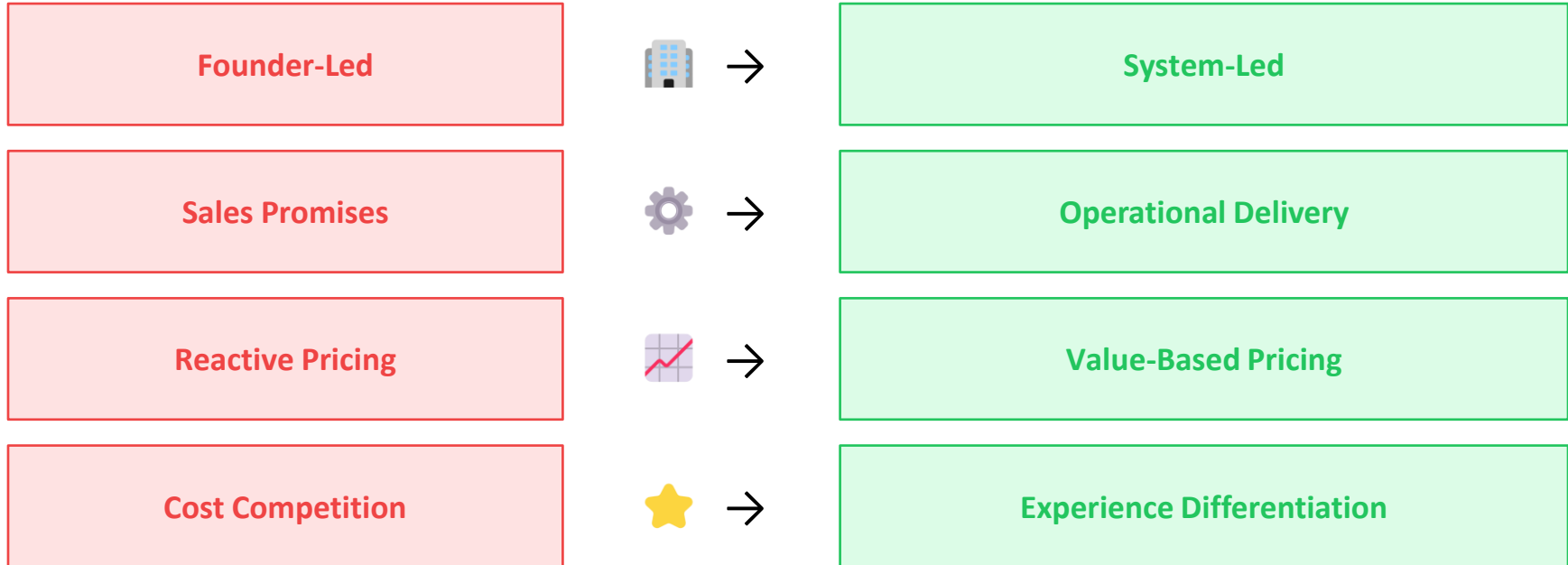
From lender → Trusted business advisor



RAKEZ OPPORTUNITY: Evolve from Free Zone → Economic Platform for SME Growth

The Maturity Leap

From startup hustle to scalable success



This leap determines who scales and who stays stuck

From Promise to Outcome - The 90-Day Action Plan

What SMEs should do starting tomorrow – the 4 steps value delivering framework

1

Clarify Value Proposition

Define what makes you unique, irreplaceable

2

Design the Experience

Map the moments that matter for your ideal customer profiles (ICP)

3

Assign Ownership

Governance like finance or risk
Operations designed to deliver the promise

4

Measure One Outcome

Track what proves value delivery

Day 1

Day 30

Day 60

Day 90

 Start with ONE outcome. Prove value. Then scale.

Key Takeaways

Remember these 7 principles

- 1 Discounting destroys profit — shift from price cuts to value creation
- 2 You sell more than products: experience, expertise, support, accountability
- 3 Positioning stops price wars — specialists charge more than generalists
- 4 Don't discount — offer Good/Better/Best options instead
- 5 Prove your value through case studies, ROI, and testimonials
- 6 Focus on long-term clients, not short-term customers
- 7 Be famous for 1-2 experiences — don't try to win everywhere

Build value first. Pricing will follow.



Pricing is the Reward for Value Consistently Delivered

Let's continue the conversation



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Thank you RAKEZ for hosting this session

PANEL



Sindhu Sreenath
Managing Director EMEA,
QuestionPro



Suvo Sundar Chatterjee
Director of Business Excellence,
Strategy & Planning, RAKEZ



Peter Dennehy
Growth & Commercial Strategy
Director, Galadari Family Office (UAE)

SURVEY



GROWTH SERIES



THANK YOU!

Stay Connected, Stay Involved!

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