RICARDO CELLERI

STARTUP STRATEGY & OPERATIONS ADVISOR

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I help founders make high-stakes decisions about pricing, product economics, growth, and operations. I work hands-on to turn incomplete data and competing views into a clear answer and tactical path forward the team can follow.

I am most useful when a major decision lacks objective data, product/business economics are unclear, or a strategic initiative is off track and needs an owner.

Areas of Support:

1. **Product Pricing Strategy.** Focused analyses to design a pricing strategy for what a customer pays for and how to include:
   a. Designing pricing strategy: Selecting the right pricing approach based on buyer/user value to include subscription, per-seat, usage, platform, outcome/value-based, or product + services. Developing test to identify buyers' willingness to pay and pricing sensitivity.
   b. Building pricing economics: Work with product, engineering, architecture, cloud, cyber, support, vendors, and finance to separate fixed and variable costs. Model cost-to-serve, gross margin, break-even, price floors, and scenario sensitivities.
   c. Price Testing: Benchmark competitors and buyer budgets, design willingness-to-pay tests, stress-test price, volume, and discount trade-offs, and translate the strategy into a price book, calculator, guardrails, and sales guidance

   Typical outputs: Pricing and packaging recommendation, unit-economics model, sales and approval rules, launch or repricing plan.
2. **Financial & Commercial diligence:** Evaluate an acquisition target, investment opportunity, or underperforming product or business line. Assess where revenue comes from, customer concentration, cost structure, margins, cash requirements, assess and quantify potential acquisition synergies, technical dependencies, integration effort, and key risks.
   Typical outputs: Company diligence, TSA analysis, risk register, Investment or board memo
3. **Cost-to-build & Unit Economics:** Translate the roadmap or product idea into a cost model that includes build, run, support, cloud, and cyber costs; assess total cost of ownership, break-even, scalability, and build/buy/partner choices.
   Typical outputs: 3-5 year P&L, cost model, investment recommendation
4. **Product Validation & Experimentation:** help teams identify and test highest-risk assumptions behind a product or feature through user/buyer research and focused tests to decide what to build now, build later, change, or stop.
   Typical outputs: MVP/feature roadmap, go/no-go or pivot recommendation
5. **Partnerships, vendors & contracts evaluations:** Structure platform and channel partnerships; evaluate vendors; review or negotiate statements of work, contracts, scope, rates, fees, and commercial terms with consultancies and platforms such as Salesforce, ServiceNow, and Appian.
   Typical outputs: Negotiated rates, focused or expanded scopes, contractual cost savings

Engagement formats

- Two-to-six-week projects built around a defined decision and deliverable
- Short-term support for pricing, diligence, fundraising, or partnership negotiations
- Temporary ownership of a high-priority initiative that cuts across teams