

SAMEER GULATI

**A rising highflyer setting
benchmarks using next-gen enterprise
billing systems**

ORDWAY



SAMEER GULATI
CEO and Founder, Ordway

Business models have significantly changed over the past few years, with a notable shift towards recurring revenue models. This trend has led to the widespread adoption of subscription-based “Product-as-a-Service” offerings. However, while this has stirred up market competition, it has also created challenges for finance organizations. Sameer Gulati, the Founder and CEO of Ordway and an expert in developing enterprise billing systems, has introduced an innovative system to disrupt the traditional recurring billing and subscription model, offering a new level of flexibility for both businesses and consumers.

There is a distinct difference between CEOs who lead a business and those who lead a business while inspiring change and ensuring elite performance. The latter leads the business of today while actively building the business of the future. In our entrancing feature, “*Elite CEOs of the Year 2024*,” we will delve into how Sameer is driving innovation and empowering customers to move beyond the constraints of existing models.

AN IDEA TO REVOLUTIONIZE

Sameer had his humble beginning in the financial space with several of the top CFO-Tech companies. He had spent years helping them build financial platforms now generating billions in revenue. While companies quickly embraced those platforms because of their agility, Sameer recognized that there were many challenges scaling these applications due to the inflexible design of the products.

With a clear understanding, he founded Ordway in 2018 and laid the foundation for a necessary breakthrough. “*Our initial thesis was to create software that could be assembled like Lego pieces, while avoiding the rigidity of legacy systems, and could be readily customized to meet the needs of various clients*,” says Sameer. In a short span, the company has scaled a rapid growth ranking itself #237 in the Inc. 5000 list. Despite that, Sameer still takes pleasure in engaging with customers and working with them throughout the development process.



“Aim big, but start with smaller achievements first. It’s important to get the basics right before you decide to boil the ocean. This is true for hiring as well as for customer success.”



A NECESSARY BREAKTHROUGH

Ordway is not just another fintech firm in a dynamic market. Instead, it’s built for techno-centric firms, primarily venture-backed early-stage organizations. Its clients are from various innovative sectors like SaaS, cloud, AI, fintech, marketplaces, and 3D printing. Sameer explains that these are the startups poised to challenge the status quo. These companies aren’t just building innovative products but also distinct business models that can help rework the commercial aspects of their business, like pricing models, contract structures, and billing systems.

Ordway strives to be a critical partner in their growth, helping them solve impossible financial problems. This throws light on Sameer’s passion for helping emerging companies be free from the constraints of rigid, incumbent financial systems. He loves being in the “Solutioning” workshops with customers. These workshops allow customers to stop worrying about complex contract structures and pricing models while Sameer helps them understand how Ordway’s incredible platform can automate their business.

BEYOND TRADITIONAL FINANCE

The SaaS and cloud industry is undeniably one of the most transformative sectors in modern business. One example of the innovation is the evolution in the pricing models. While traditional subscription pricing was fixed and based on the number

of users, it now is based on consumption factors such as the volume of API calls, the scale of analyzed log data, and the successful resolution of chatbot queries.

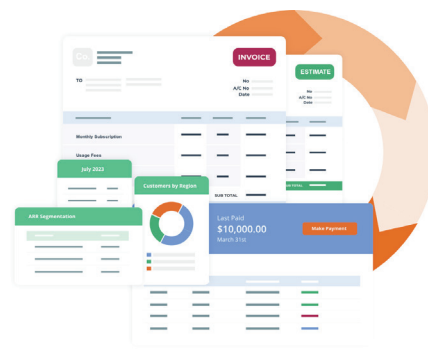
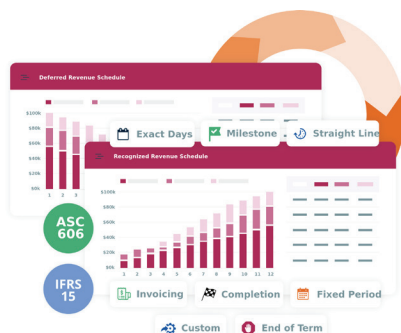
Modern billing processes often require customers to analyze telemetry data from cloud applications and process it through a rating engine to determine accurate billing amounts for each account. Ordway specializes in tailoring solutions to address these challenges. Its offerings encompass billing, accounting, reporting, and CRM & accounting integrations. The solutions go above and beyond traditional systems. For instance, Ordway enables sales teams to customize product bundles, set prices, and generate quotes for customer review. Its solution seamlessly manages recurring billing and collection throughout the customer's payment lifecycle.

The company also help its customers to adopt GAAP principles for revenue accounting. Sameer elaborates, *"We can measure revenue metrics throughout a subscription or at specific milestones, such as invoicing, product shipment, or customer product usage."* This enables them to produce comprehensive reports on key performance indicators and revenue metrics that investors rely on to evaluate the value of tech companies and track their progress.

RIISING LIKE A PHOENIX

Ordway has had tremendous growth over the past five years. But, it's part of a disruptive and volatile industry with more risk than other markets. As such, the company has seen its share of market changes over the past six years.

In the aftermath of COVID, a shortage of VC investment and rising interest rates sidelined many of our SaaS customers. "They had to exit, shut down, or drastically change their business model to turn a profit overnight," Sameer explains.



Ordway swiftly adjusted its business model to adapt to the changing landscape, resulting in enhanced cash flows, gross margins, and customer acquisition costs, all while sustaining robust growth. This transformation reflects Sameer's adept leadership in navigating challenges and fostering growth through a data-driven approach and collaboration with talented individuals. Their collective efforts have empowered the company to make informed decisions and emerge stronger despite adversities.

SUPPORTED BY A ROBUST TEAM

"Great companies are built by great teams. I believe in 'Hire right' and 'Empower people to make great decisions'" - Sameer Gulati

With over twenty years of experience in management roles at top technology companies, Sameer understands that a company's most valuable asset is its people. He knows that innovative ideas come from people, so it's essential to bring in the right talent and support their growth. This understanding has helped him build a culture on collaboration, support, and guidance. The company prioritizes both soft and hard skills and welcomes professionals at any skill level.

The leaders constantly encourage employees to realize potential while ensuring their mindset aligns with the company's guiding principles. "Employees need to enjoy what they are doing; the best results come from happy teams." says Sameer. They call their team - Ordmates, and it is not limited to a place. Ordway has team members across continents like Latin America, Eastern Europe, India, and so on. The senior leadership places an emphasis on employees' mental well-being as well.

IMPACTFUL MILESTONES TO BE PROUD OF

Sameer's exceptional leadership and his ability to effectively oversee all aspects of

a business underscore a significant shift in the role of modern CEOs. No longer viewed as traditional figures, modern CEOs are expected to demonstrate genuine humanity and integrity, inspiring purpose and direction while unleashing the collective energy of the enterprise to drive maximum impact. Sameer's commitment to these values has propelled Ordway steadily towards its mission of increasing the global population of unicorns.

The company has helped numerous businesses in achieving the coveted \$1 billion milestone, as well as guided others on the cusp of joining the prestigious unicorn list. "Many of these unicorns are spearheading revolutionary technologies," asserts Sameer. Furthermore, the company has helped several businesses transition from fixed-fee subscription models to more lucrative variable usage-based pricing structures. Additionally, they have empowered numerous enterprises to implement online sales strategies, enabling customers to make purchases independently, thereby revolutionizing their sales approach.

AN EVENTFUL FUTURE LIES AHEAD

Ordway's influence on unicorns and enterprises not only underpinned its growth, but also helped it build a loyal customer base. These customers are always seeking innovation and pushing boundaries. Most of Ordway's leads come from satisfied clients spreading the word.

But Sameer knows the full potential of Ordway is yet to be explored. He is committed to ensuring the company's steady growth, efficiency, and profitability through strategic investments in innovations. He emphasizes, *"We anticipate this trend to persist as we prioritize meeting customer needs and developing initiatives that benefit our existing customer base while attracting new customers."*

A NOTE FROM THE CEO

"Aim big, but start with smaller achievements first. It's important to get the basics right before you decide to boil the ocean. This is true for hiring as well as for customer success."