THINKIFIC

Learning Commerce: New Markets & New Methods

HORIZONS SUMMIT | STRATEGY SUMMARY

Single-motion revenue businesses are not built for 2026. Buyers must now come from all over the globe, buy for their team, and/or subscribe over time. This session introduced **Revenue Architecture** — a three-layer model that compounds: selling globally, selling to teams (B2B), and building recurring revenue through memberships. The connective principle across all three layers is **Frictionless Revenue:** friction at the buying moment kills more deals than price ever does.

Key Themes

One revenue motion is no longer enough. Businesses that grow efficiently in 2026 have layered their revenue: they sell to individuals, they sell to teams, they sell globally, and they create recurring relationships. Each layer compounds the others. A single- motion business leaves significant revenue on the table.

Frictionless Revenue is the connective principle. Buyers who can't get what they want at checkout don't haggle — they leave. Currency, payment method, purchasing flow, seat structure, recurring cadence — each one is a friction point that costs you real revenue when it goes unaddressed.

Global expansion starts with local checkout, not translated content. The first barrier for international buyers is not language — it is seeing a price in a currency they don't use, with no payment method they recognize. Local currency at checkout, localized pricing, and market-appropriate payment support is what turns international traffic into international revenue.

B2B buyers come in two types — and you need to support both. Some B2B buyers are ready to swipe a card for fifty seats right now (self-serve). Others want an invoice, a conversation with your team, and a procurement process (sales-led). Both are valid motions. The businesses scaling B2B most efficiently give buyers the path they prefer and let their B2B contacts manage their own seats, add more, and run their own reports — without your team in the middle.

Recurring revenue is a structural shift, not just a pricing option. Memberships move your business from one-time sales to compounding lifetime value. A membership bundles courses, community, events, and resources into one ongoing offering. The businesses with the strongest long-term revenue are the ones with recurring relationships, not one-time purchases.

Revenue Architecture

During the session, we walked through the three-motion Revenue Architecture. Each layer is independent and additive — you do not need all three to start, but each one you add compounds the others.

Sell Globally	Sell to Teams (B2B)	Recurring Revenue & Memberships
Local currency at checkout. Localized pricing. Market-appropriate payment methods. Your buyer in São Paulo, Berlin, or Singapore lands on a checkout that feels built for them — without you rebuilding your storefront for every market.	Group Orders for self-serve B2B checkout. Invoicing for sales-led deals. Seat Manager so your B2B contacts provision their own seats, add more, and run compliance reports — without your team in the middle.	Bundle courses, community, events, and resources into one ongoing membership. Monthly or annual cadences. The operating system for businesses with recurring relationships and compounding LTV.

Actionable Takeaways

1. **Audit your checkout for friction points.** Go through your own purchase flow as if you were a buyer in a different country. Can they pay in their currency? Is there a payment method they recognize? Where does the experience add unnecessary steps? Every friction point you find is revenue you are currently leaving on the table.

2. **Identify your top international markets and act on them.** Review your analytics for where your international traffic or existing learners come from. If you have meaningful traffic from one or two regions, enabling Local Currency at Checkout for those markets is typically the fastest path to new revenue from an audience already interested in your content.

3

Design your B2B motion before your first enterprise deal arrives. Decide which B2B buyer types you want to serve: self-serve (Group Orders), sales-led (Invoicing), or both. Design the onboarding experience your B2B contacts will go through when they set up their team. The businesses scaling B2B efficiently have this figured out in advance — not during their first deal.

4

Define what a membership model would look like for your business. What would you bundle? Which courses, which community access, which events, which resources? At what price point? For how long? Sketch the membership architecture before you build it. The businesses succeeding with recurring revenue designed the offer structure first — then built the product.

5

Map your Revenue Architecture and identify your next layer. You do not need all three layers to start. Pick the one that is closest to ready and build from there. The architecture compounds — each layer you add makes the others more valuable. Start with the motion that removes the most friction for the buyers you already have.

Reflection Questions

Before you move on, consider these three questions:

1. **Which revenue motion is your business missing right now?** Are you leaving B2B deals on the table because you don't have the right purchasing flow? Are international buyers hitting friction at checkout? Is your business transactional when it could be recurring?
2. **Where is friction highest in your current buying experience?** Walk through your checkout as a buyer. What is the first thing you would change to make it easier to say yes?
3. **What would your membership or B2B offer look like?** If you designed a recurring offer for your best learners, what would it include? If you sold to teams, what would the onboarding experience look like for a B2B contact setting up 50 seats?