NEGOTIATION PREP BRIEFING | ATLASSIAN CLOUD, DATA CENTER AND MARKETPLACE

Atlassian Renewal: Talking Points, Call Scripts, and Negotiation Prep

A three call playbook for sourcing teams: word for word scripts for the first, second, and third call, the mechanics behind Atlassian's side of the table, and prompts to customize every line | 27 August 2026

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READ THIS BEFORE YOU DIAL

Atlassian's pricing model is a staircase you climb automatically unless someone is watching. List prices rise nearly every year by announcement, user tier cliffs jump the bill when headcount crosses a band, Data Center is being deliberately priced upward to push the cloud migration, and the marketplace apps riding on your instances, often a third to half of total spend, are priced at the size of your parent tier whether ten people use them or ten thousand. None of this is negotiated against you; it is simply what happens to accounts nobody manages.

The counters are unusually mechanical. User hygiene drops you under tier cliffs, renewal timing ahead of announced increases locks old prices for years, the migration moment is where the real concessions live, and behind the self serve wall there is an enterprise desk that discounts at scale, whatever the folklore says. Assume the quote in front of you was priced for an unmanaged account, and run the three calls to prove yours is not one.

1. THE 2026 REALITY: FOUR SHIFTS THAT CHANGE YOUR SCRIPT

- **The list rises every year by design.** Increases are announced ahead of their effective dates, which makes timing the cleanest saving in the portfolio: renewals and multi year terms signed before an effective date lock the old price. Track the announcement calendar and never let a renewal drift past one.
- **Tier cliffs and user hygiene set the unit price.** You pay by band, not by user, so the distance to your next cliff is a number worth knowing precisely. Inactive account cleanup routinely drops an estate a full band, and the reduction lands before the quote, where it costs nothing to take.
- **The marketplace is the hidden half.** Third party apps are licensed at the parent product's tier size, so every band you climb reprices every app you own. Rationalize the portfolio against actual usage, replace what premium editions now include natively, and remember the app vendors are separate companies who negotiate separately.
- **The migration is the deal moment.** Data Center pricing is on a deliberate upward trajectory, and Atlassian pays for the journey it wants: dual licensing during migration, credits, and loyalty pricing all exist for buyers who ask before committing. If you are staying, the play is a multi year term signed ahead of the next increase; if you are moving, nothing gets announced until everything is extracted.

2. BEFORE CALL 1: WHAT YOU ASSEMBLE

- **Their calendar, not yours.** Atlassian's fiscal year ends 30 June; quarters end 30 September, 31 December, 31 March, 30 June. June is the deep close, and the price increase announcement calendar is the second clock; know both dates before you plan anything.
- **The user audit and the band map.** Licensed versus active users per product, and the exact distance to the next tier cliff up and down. This is the unit price conversation, and it is finished before anyone quotes.
- **The app portfolio audit.** Every marketplace app, its cost at your tier, its actual usage, and what the premium editions now cover natively. The rationalization list usually funds the rest of the negotiation by itself.
- **The edition and platform model.** Premium versus Enterprise per product, with the AI fold in delta priced, and the Data Center versus cloud economics modeled honestly over three years, including the announced trajectory.
- **Partner quotes, plural.** Atlassian transacts direct and through solution partners, and partner pricing varies. Two quotes keep everyone honest, and the enterprise desk engages when the account is worth engaging.
- **One voice.** Route everything commercial through sourcing. Engineering's attachment to these tools is total and loudly expressed, and it is the single most expensive fact in the account; every side conversation reprices your deal.

CALL 1: THE FRAMING CALL

T MINUS 9 TO 6 MONTHS

Goal: control the process, extract the pricing calendar and the renewal basis in writing, and put your audits on record. You are not negotiating on this call; you are setting the rules the negotiation will follow.

> **OPEN WITH THIS**
>
> *"Thanks for making time. We are starting early because we run this renewal as a formal sourcing event, alongside a user activity audit and a marketplace app review across the estate. All commercial communication routes through me, including anything through partners.* **[platform owner]** *owns the tools, not commercials. Today I need three things: a like for like quote at our current editions and current net prices, every announced or planned list increase that touches our renewal window, and your timeline from quote to signature."*

Ask these five questions, in this order

1. "Will the renewal be quoted like for like at our current editions, tiers, and net prices? I need that in writing before anything else."
2. "Which list increases are announced or planned that affect us, with effective dates, and what multi year terms lock current pricing?"
3. "What repackaging applies to us: AI fold ins, edition changes, anything that moves our per user cost, line by line?"
4. "If we evaluate migration, what dual licensing, credits, and loyalty pricing are available, in writing, before we decide anything?"
5. "When does your fiscal quarter close relative to our renewal date of **[date]**?"

> **INSIDER NOTE**
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> Question two is the cheapest money in this playbook: signing ahead of an announced increase is a discount nobody has to approve. Migration concessions are priced by commitment status: the undecided get the menu, the announced get congratulations. The audits announced in the opening sentence do the rest: an account that measures users and apps is visibly not the unmanaged account the pricing model feeds on.

Deflect these, word for word

- They say pricing is standard and non negotiable: "The list is standard. Terms, timing, tiers, and the enterprise desk are not. Let us talk about those."
- They ask about budget: "We build the budget after we see your like for like quote, not before."
- They ask about cloud migration intent: "It is under evaluation. The concessions available will be visible in the evaluation."
- They ask about seat growth: "Any growth is part of the negotiation, not context for it."

> **CLOSE WITH THIS**
>
> *"Action items: the like for like quote, the increase calendar with effective dates, and the migration concession menu, in writing, within three weeks. Our next commercial call is* **[date]**. *Anything sent to anyone else in this company comes back to me unanswered."*

CALL 2: THE DECONSTRUCTION CALL

AFTER THE FIRST QUOTE, T MINUS 4 TO 3 MONTHS

Goal: take the quote apart product by product, execute the hygiene reduction and the app rationalization, and get the account in front of whoever discounts. Never react to numbers in the meeting where you receive them: acknowledge, schedule this call, respond on your clock.

> **OPEN WITH THIS**
>
> *"We have reviewed the quote. Before we discuss it, the baseline: our current estate costs* **[X]** *per year including marketplace apps, and our audits support* **[Y]**. *Your quote is* **[Z]**. *Walk me through every product and every band, one at a time."*

The six moves of Call 2

- **Unbundle everything.** "Each product, each edition, and the marketplace total each get their own line. A single blended number is a decline."

- **Drop the band before the rate.** "The user audit removes **[n]** inactive accounts, which lands us in the **[lower]** tier. The next quote reflects that band, and the apps reprice down with it."
- **Strike the fold in.** "Where AI or repackaging moved our per user cost, we renew at our current net with the delta as its own declinable line. We do not pay a renaming."
- **Rationalize the marketplace.** "These apps come out: **[list]**, replaced by native features or retired. The remainder we negotiate with their vendors directly, and their tier pricing follows our new band."
- **Play the timing or the migration, not neither.** Staying: "We will sign **[multi year]** before the **[date]** increase at current list; that is the deal on the table." Moving: "Dual licensing through migration, credits of **[amount]**, and loyalty pricing on the destination, in writing, before any commitment is announced."
- **Summon the desk.** "For the next call, bring whoever owns enterprise pricing for this account. I do not run final rounds through a portal, and I do not run them with people who cannot approve."

> **CLOSE WITH THIS, AND ONLY THIS**
>
> *"No counteroffer today. If the renewal lands at **[target]** on our bands and our app list, we can then discuss term and anything new. You now know the order of operations."*

HOW THE OTHER SIDE OF THE CALL IS PAID, AND WHY IT IS YOUR LEVERAGE

Atlassian built its business on self serve pricing that nobody negotiates, and the folklore has outlived the fact: at enterprise scale there is a sales organization with quota, discount authority, and a June year end, and it engages with accounts that behave like accounts rather than credit cards. Migration to cloud is the corporate mission, which is why the richest concessions in the portfolio, dual licensing, credits, loyalty pricing, attach to the journey and are priced by your commitment status.

The partners in the middle earn margin on the transaction and rarely fight the vendor on your behalf, so parallel partner quotes and a direct line to the enterprise desk are both worth establishing early. And remember what funds your whole negotiation: the marketplace. App vendors are independent companies with their own discount authority and fear of churn, and a review that visibly retires titles disciplines every price attached to your tiers.

Know what is cheap for Atlassian to give: migration credits, dual licensing windows, sandbox and training, multi year price locks at current list. Know what is expensive: cuts to the cloud list itself. Trade cheap things you want for expensive things you need, and let the timing, June and the increase calendar, do what discounts will not.

CALL 3: THE CLOSE CALL

TIMED TO JUNE OR THE INCREASE CALENDAR

Goal: convert leverage into signed paper. Everything lands in the order and its terms; the desk honors paper only.

> **OPEN WITH THIS**
>
> *"We are prepared to sign inside your quarter if the remaining items land. Here is the complete list. Nothing gets added by either side after today, including by us."*

The final asks checklist, read it out loud

1. Per product pricing at our audited bands and current net, like for like, line by line in the order.
2. Multi year term locked at pre increase list, or the migration package in writing: dual licensing window, credits, loyalty pricing on the destination.
3. Renewal uplift capped at **[0 to 3]** percent beyond the locked term, in the order.
4. Successor protection: if editions are repackaged or AI is refolded during the term, we keep function at our price.
5. The app rationalization reflected: retired titles removed, remaining apps repriced at the new band.
6. Price hold for added users at the same effective rates, including across one band boundary, attached as a schedule.
7. Everything co terminated to one date; any mid term add on inherits this pricing and this end date.
8. A short extension pre agreed in writing as fallback, timed so no announced increase lands inside it.

> **TWO TRADING LINES THAT WORK**
>
> *"A referenceable migration story is worth real money in your account plan. What is that worth at the desk?" And when it stalls: "The cleanup executes either way. The question is whether this renewal lands in your June or after your next increase, unsigned."*

3. THE TIMELINE, END TO END

WHEN	WHO	WHAT HAPPENS
T minus 12 to 9 months	**You**	User audit and band map built, app portfolio audited against usage and native features, edition and platform economics modeled, increase calendar tracked, partner quotes gathered, single voice announced.
T minus 9 to 6	**Call 1**	Framing call. Like for like quote demanded, increase calendar extracted with effective dates, migration concession menu requested in writing, audits announced and logged.
T minus 6 to 4	**Atlassian**	Quote arrives at list, on current bands, apps untouched, repackaging framed as standard. Acknowledge, do not react, and hold it against the audits.
T minus 4 to 3	**Call 2**	Deconstruction. Products unbundled, band dropped through hygiene, fold ins struck, marketplace rationalized, timing or migration played, desk summoned.
T minus 3 to 2	**You**	Conditional counter in writing on your bands and app list. Inactive accounts visibly deactivated and retired apps visibly gone; evidence argues better than emphasis.
Final 6 weeks	**Call 3**	Close aligned to June or the last window before an announced increase, whichever is nearer. Complete final list on the table, nothing new accepted from either side.
Signature	**Both**	Every concession in the order. Bands, locks, successor protection, app repricing, and the migration package verified line by line before anyone signs.

4. CUSTOMIZE THE SCRIPT TO YOUR SITUATION

The scripts above are deliberately generic. Adjust them with the rows below, and replace every **[bracketed item]** with your numbers before the call, never during it.

IF THIS IS YOU	CHANGE THIS IN THE SCRIPT
Staying on Data Center	Be honest about the trajectory: the pricing is designed to move you, and it will keep rising. The play is the longest multi year term available, signed before the next announced increase, with the exit economics to cloud priced in writing for the year you finally choose it.
Migrating to cloud	This is the one moment Atlassian pays you. Extract dual licensing for the full migration window, credits sized to the real project, and loyalty pricing on the destination editions, all in writing, before any internal announcement leaks your commitment.
Marketplace spend rivals the license spend	Run the app audit ruthlessly: retire the unused, replace what premium editions now include, and negotiate the survivors with their vendors directly. App vendors discount, fear churn, and are never in the room when Atlassian quotes you; put them in one of their own.
Approaching a user tier cliff	The cliff is a negotiation date. Clean inactive accounts first, and if growth will cross the band anyway, trade the crossing: a price hold across the boundary, or the next band at blended rates, agreed before the users arrive.
Being pitched JSM as the ITSM platform	Price it against the mid market ITSM field, not against the incumbent's renewal. It is credible and cheap at the right scope; just keep the agent counts honest and the scope from quietly becoming the enterprise platform decision nobody made.
M&A or divestiture in flight	Negotiate transfer, split, and band recount mechanics now, while you have a renewal to trade. Tier based pricing inside a changing organization is where surprise bills live.

5. QUICK REFERENCE: THE ONE PAGE YOU BRING TO EVERY CALL

PRINCIPLE	THE LINE OR THE RULE
Like for like first	"Quote our current editions at current net before anything else." Fold ins and repackagings are separate, declinable lines.
Never react live	Numbers received in a meeting get acknowledged, never answered. Respond on your clock, in writing, days later.
The calendar is the discount	Signing ahead of an announced increase locks old list for the term. Track the effective dates like renewal dates.
Bands, not users	Hygiene drops bands, and bands reprice everything including the apps. Know the distance to your cliffs precisely.
The marketplace is half the bill	Apps price at your parent tier. Audit, retire, replace with native features, and negotiate survivors with their own vendors.
The migration pays once	Dual licensing, credits, and loyalty pricing exist for the undecided. Extract everything before anything is announced.
Their calendar	The fiscal year ends 30 June. The enterprise desk exists, discounts at scale, and closes hardest in June.
Paper only	The order and its terms. Portal defaults, partner emails, and roadmap talk are conversation, not contract.

FIVE SENTENCES THAT REPRICE THE DEAL AGAINST YOU

- "The teams cannot work without Jira, so we will pay whatever it is." True everywhere, fatal to say; you just described the account the pricing model was built for.
- "We have already decided to migrate to cloud." You just traded the entire concession menu for a congratulations. Decisions are announced after extraction, never before.
- "Atlassian does not negotiate, so we did not ask." The folklore is a decade old. The desk exists, and it heard from someone else this quarter.
- "The apps are small line items; we do not track them." A third of your spend just renewed itself at your new band without a single question asked.
- "We will sort the renewal out after the price change lands." You just paid the increase that a signature dated one week earlier would have skipped for years.

6. WHAT GOOD LOOKS LIKE AT SIGNATURE

Judge the outcome against these markers, not against the discount percentage in the final slide. A well run Atlassian renewal lands on audited bands at current net, the fold ins struck or separately priced, a multi year term locked ahead of the increases or the migration package extracted in full, successor protection in place, and the marketplace rationalized with survivors repriced and renegotiated with their own vendors. Growth crosses band boundaries on pre agreed terms, and everything co terminates with June in mind.

And it delivers the position that compounds: an estate measured every cycle, loyalty routed through sourcing, and a vendor that learned this account signs early, informed, and never pays an increase it saw coming. On a staircase that climbs by default, the buyer who watches the calendar stays on the same step.

USING THIS DOCUMENT

Fill every **[bracketed item]** before the call. Rehearse the openers out loud once; scripted lines only work when they sound like yours. Keep the quick reference table in front of you on every call, and keep this briefing off any screen you share. If the conversation leaves the script, return to the baseline: "Let us come back to the like for like first." Nothing in an Atlassian renewal is ever lost by slowing it down, and almost everything is lost by speeding it up.

100 percent buyer side. Zero vendor affiliations. No reseller agreements. No referral fees.