

When Choosing Feels Harder Than Leaving

How we turned decision anxiety into decision confidence — and lifted Pro conversions by 35%.

**4.0% →
5.4%**

CONVERSION RATE

+35%

**PRO UPGRADE
UPLIFT**

+7%

**REG-TO-PLAN
CONVERSION**



**DOWNGRADE
REGRET**

Senior Product Designer

Growth Squad

PM · Engineering · Data

Registration

Upgrade

Plan Selection

A/B Testing

01

SECTION ONE

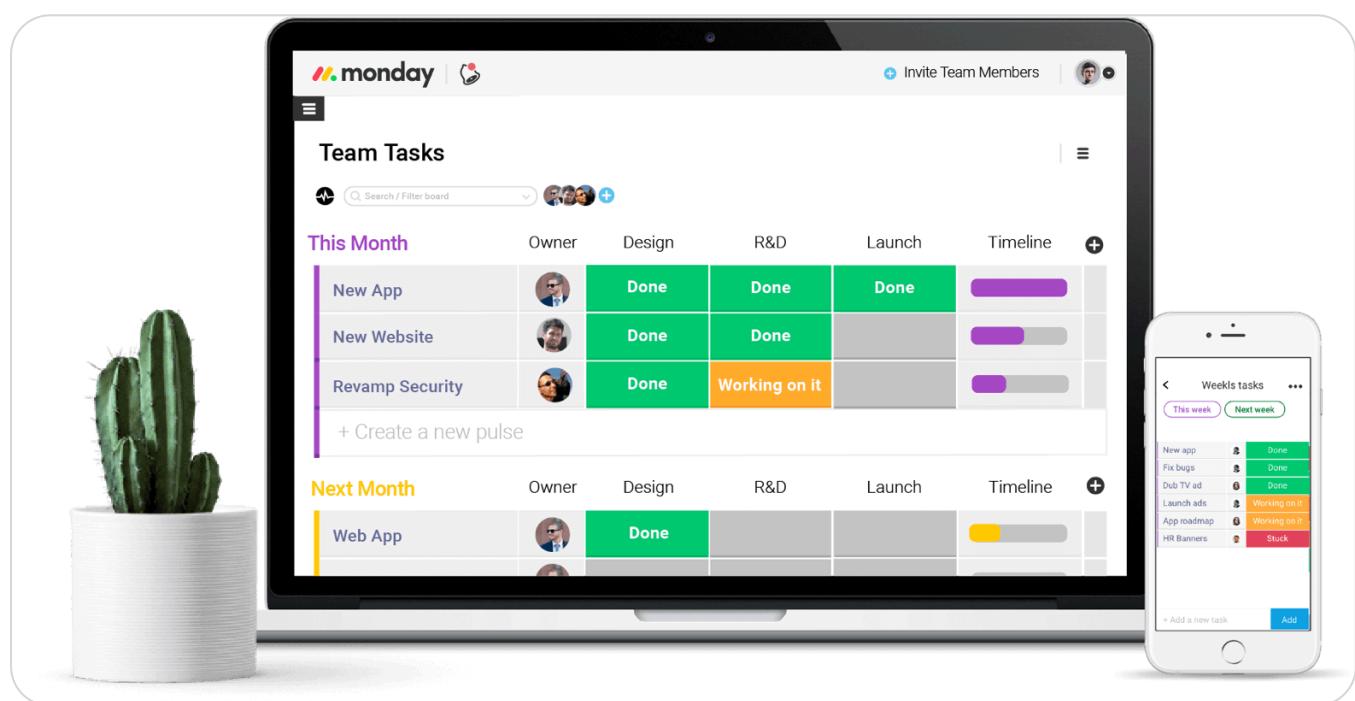
The Breaking Moment

Millions of users completed the monday.com trial. They created boards, invited teammates, set up automations. Engagement was strong. Usage was high.

Then the trial ended. And something unexpected happened.

Conversion dropped sharply at plan selection — not at the paywall, not at checkout. At the moment of choosing which plan to commit to.

- ⚠ Sharp drop-off at plan selection screen
- ⚠ Repeated hesitation between Standard and Pro
- ⚠ Users leaving instead of choosing the "wrong" plan
- ⚠ High engagement during trial, low confidence at upgrade



02

SECTION TWO

The Real Friction

The pricing table was clear. The plans were defined. Features were listed. Yet users hesitated. And then left.

The first assumption was pricing sensitivity. But the data told a different story. Users who abandoned were not comparing prices — they were comparing plans. Repeatedly. Without deciding.

USERS WEREN'T ASKING

"Is this worth the money?"

THEY WERE ASKING

- » Which plan fits how we actually work?
- » Am I locking us into the wrong choice?
- » What if we outgrow this next month?

This wasn't pricing sensitivity.

It was decision anxiety.



03

Core Insight

Abandonment wasn't rejection.

It was avoidance.

When the perceived cost of a wrong decision felt higher than the value of continuing, users left. They didn't reject the product. They rejected the risk of choosing incorrectly. The upgrade moment had become a high-stakes decision with no safety net.



Fear of lock-in

Too many options

No personal signal



SECTION FOUR

04

Three Hypotheses

We didn't start with solutions. We started with three testable beliefs about why users were leaving — each pointing to a different lever of confidence.



H1

Personalized recommendation

If users see a plan recommendation based on their own activity, they feel more confident selecting a plan.

RATIONALE

Anchors decision in personal data. Reduces cognitive load. Shifts product from seller to advisor.

RISK

If the recommendation feels generic, it backfires — eroding trust instead of building it.



H2

Usage-mapped comparison

If users can visually compare how their usage maps to each plan, they better understand value differences.

RATIONALE

Replaces abstract feature lists with a concrete mirror of their own behavior.

RISK

Over-complexity could add friction instead of removing it.



H3

Outcome framing

If recommended plans highlight outcomes — not just features — users perceive higher value and convert faster.

RATIONALE

Features describe capability. Outcomes describe relevance. Users buy relevance.

RISK

Outcome language without evidence can feel like marketing. It needs grounding.



05

SECTION FIVE

The Solution

Each hypothesis translated into a design intervention. Together, they reshaped the plan selection experience from a comparison task into a guided decision.

H1 → Solution

Personalized recommendation banner

Instead of asking users to self-diagnose, we analyzed their trial usage and surfaced a recommendation: "Recommended for you — based on your activity." The product became an advisor, not a seller.

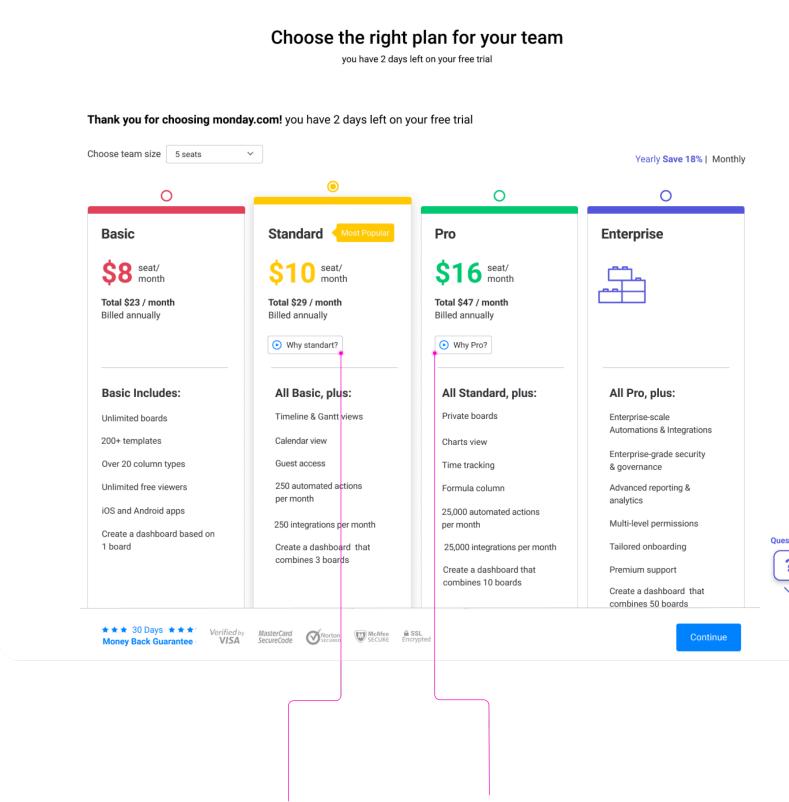
The screenshot shows a modal window titled "Choose the right plan for your team" with a sub-note "you have 2 days left on your free trial". At the top, there's a "Thank you for choosing monday.com! you have 2 days left on your free trial" message. A dropdown menu shows "Choose team size" set to "5 seats". To the right, a "Yearly Save 18% | Monthly" button is visible. Below the plans, there's a note: "The difference between Standard (\$10) and Pro (\$16) is mostly expressed through feature lists and scale numbers (250 vs 25,000 automations, 3 vs 10 boards dashboard, etc.) but not through real usage." The modal contains four plan cards: Basic, Standard (highlighted with a yellow bar and labeled "Most Popular"), Pro, and Enterprise. Each card lists features and total cost (annually). A "Continue" button is at the bottom right, and a "Questions" button with a question mark icon is on the right side of the modal.

| Plan | Cost | Includes |
|------------|--|---|
| Basic | \$8 seat/month Total \$23 / month Billed annually | Unlimited boards 200+ templates Over 20 column types Unlimited free viewers iOS and Android apps Create a dashboard based on 1 board |
| Standard | \$10 seat/month Total \$29 / month Billed annually | All Basic, plus: Timeline & Gantt views Calendar view Guest access 250 automated actions per month 250 integrations per month Create a dashboard that combines 3 boards |
| Pro | \$16 seat/month Total \$47 / month Billed annually | All Standard, plus: Private boards Charts view Time tracking Formula column 25,000 automated actions per month 25,000 integrations per month Create a dashboard that combines 10 boards |
| Enterprise | | All Pro, plus: Enterprise-scale Automations & Integrations Enterprise-grade security & governance Advanced reporting & analytics Multi-level permissions Tailored onboarding Premium support Create a dashboard that combines 50 boards |

H2 → Solution

Usage breakdown and alignment indicators

Users could see how their actual usage — Boards, Views, Dashboards, Workload — mapped to each plan. Color-coded indicators highlighted gaps, making under-selection and over-selection visible before committing.



H3 → Solution Outcome-driven plan framing

Feature lists became outcome statements. Instead of enumerating capabilities, each plan communicated what the team would be able to achieve.

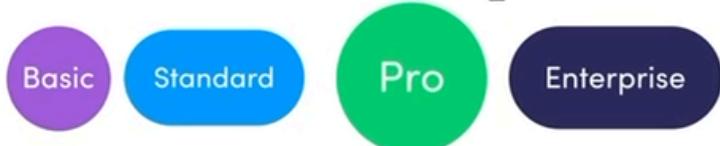
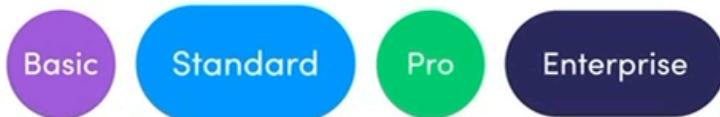
BEFORE

- Timeline view
- 250 automations/month
- Calendar integration

AFTER

- ✓ Team visibility across projects
- ✓ Capacity planning for your workflow
- ✓ Workflow scalability as you grow

Upgrade felt like continuation — not escalation.



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We didn't ship all three hypotheses at once. We started with a controlled A/B test for the Pro recommendation — the highest-leverage intervention — to validate the core premise: does evidence-based messaging outperform authority-based messaging?

VARIANT A

Recommendation + Feature explanation + "Why" banner

Mental model: "Trust us — Pro is better for you."

- Authority-driven
- Generic recommendation
- Feature-focused

VARIANT B

WINNER

Recommendation + Usage proof + Recommendation

Mental model: "Here's evidence — Pro fits how you work."

- ✓ Evidence-driven
- ✓ Personalized signals
- ✓ Usage-grounded

Based on your activity during the trial.



We recommend the **Pro plan** for your work

Standard plan

- ✓ Mainly use board views
- ✓ Don't need dashboards or workload tracking
- ✗ Only 3 dashboards included
- ✗ No access to workload tracking

[Continue with Standard](#)

Recommended for you

Pro plan

- ✓ You used Dashboards and Workload views
- ✓ These features unlock team visibility and capacity planning
- ✓ Unlimited dashboards
- ✓ Workload tracking & planning

[Continue with Pro](#)



Why this matters

You're already working across multiple views. Pro brings everything together with unlimited dashboards and workload planning — helping you track progress faster and run work more efficiently.

[See all plans](#)

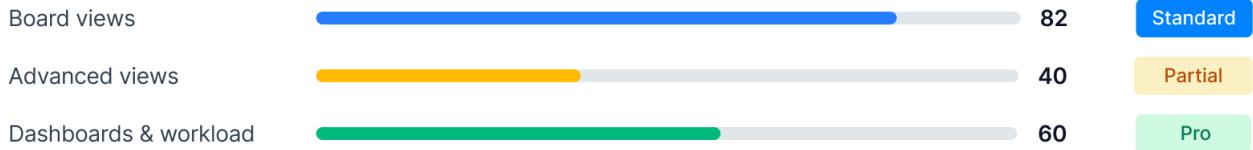
[Continue with Pro](#)

Based on your activity during the trial.



We recommend the **Pro plan** for your work

Your usage at a glance



[View all activity](#)

Standard plan

- ✓ Mainly use board views
- ✓ Don't need dashboards or workload tracking

[Continue with Standard](#)

[Why standard?](#)

Recommended for you

Pro plan

- ✓ You used Dashboards and Workload views
- ✓ These features unlock team visibility and capacity planning
- ✓ Unlimited dashboards
- ✓ Workload tracking & planning

[Continue with Pro](#)

[Why Pro?](#)

Variant B didn't sell harder. It showed more. And that was enough.



07

SECTION SEVEN

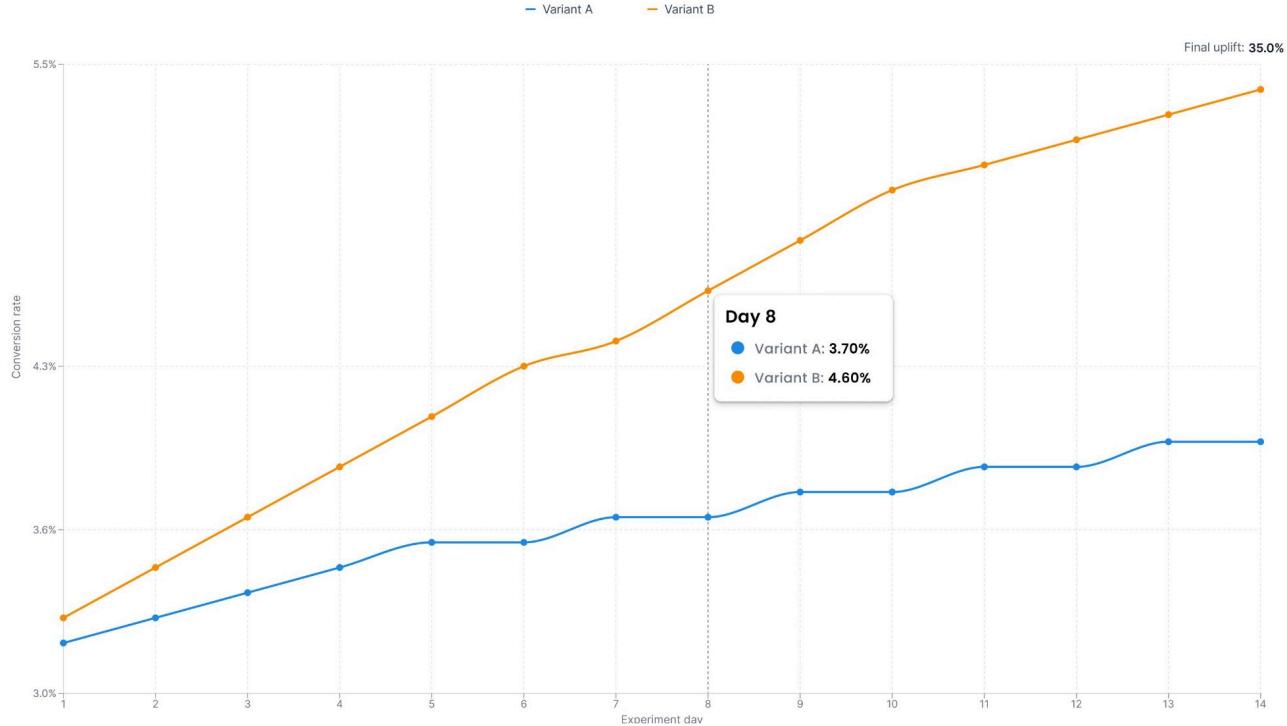
Results

The usage-driven experience increased Pro conversion from 4.0% to 5.4%, delivering a 35% relative uplift. But the metrics only told part of the story. The behavioral shift was more significant

than the numbers alone suggested.

Variant A vs Variant B - daily cumulative conversion rate

A/B Test Conversion Trend



4.0 → 5.4%

CONVERSION RATE

+35%

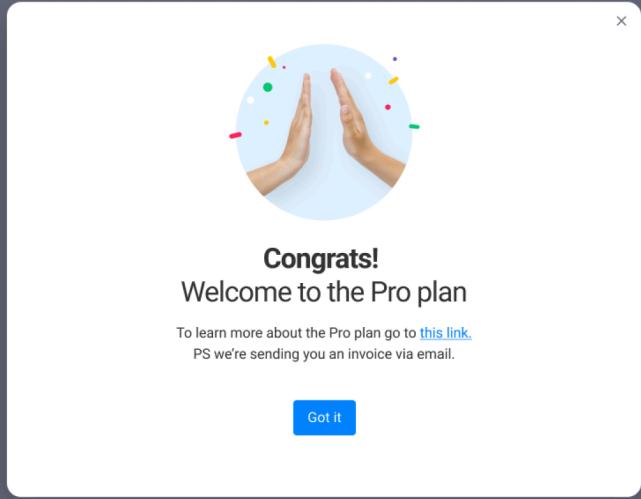
PRO UPGRADE UPLIFT

+7%

REG-TO-PLAN CONVERSION



DOWNGRADE REGRET



INTERPRETATION

- Users didn't just convert more — they converted with more certainty.
- Stronger cumulative daily conversion trend indicated sustained, not spike-driven improvement.
- Reduced downgrade rates pointed to higher long-term plan alignment.
- The recommendation system didn't push a more expensive plan. It helped users see which plan already matched their behavior.



The upgrade moment shifted from a high-pressure comparison to a guided, evidence-backed decision. But the change extended beyond plan selection.

We extended the same principle to contextual feature promotion. Instead of gating features behind friction, we surfaced premium capabilities at the moment they became relevant:



Timeline



Shows capacity planning



Automation



Shows workflow scale



Advanced views



Shows operational clarity

Locked features stopped feeling like restrictions. They started feeling like opportunities waiting for the right moment.

09

Key Takeaways

- ⌚ Decision anxiety is a conversion problem. Removing it is a design problem.
- ◎ Evidence outperforms authority. Users trust their own data more than your recommendation.
- ◎ Outcomes sell. Features describe. The best monetization UX communicates relevance, not capability.
- 🛡️ Monetization that builds trust converts better than monetization that builds urgency.
- ↗️ Contextual promotion turns gated features into organic upgrade triggers.
- ↗️ Good monetization UX doesn't push users to pay. It removes the fear of saying yes.

The moment of commitment became safer.

And when choosing feels safe — growth follows.

The gap between interest and commitment

is never about price. It's about confidence.
