Often the real rival is a spreadsheet.

The 7M Model so far ran against market leaders: Figma against Adobe, AI challengers against seat-based software. Many challengers never fight a market leader at all. Many lost deals never reach a competitor.

40–60%

of deals end in no decision.

56%

of those: the buyer didn't prefer the status quo. They feared getting it wrong.

Matt Dixon and Ted McKenna, analysis of 2.5 million recorded sales conversations (The JOLT Effect).

WHERE THE LOST DEAL ACTUALLY WENT

- ~~The vendor on your competitor slide~~
- → An Excel tracker and the person who maintains it
- → A team doing the work by hand
- → Nowhere at all

Nobody beat you.
Nobody bought anything.

Name the incumbent. Then fight it.

The incumbent is whatever your buyer does today instead of buying you. Sometimes that's the market leader. Often it never made it onto a competitor slide.

EARNS FROM IT

Market leader

Bills per seat. Defends every renewal.

EARNS FROM IT

Outsourcer

Bills per FTE. Your software removes its billable effort.

EARNS NOTHING EXTRA

Platform feature

Already paid for inside the CRM, S2P or ERP.

EARNS NOTHING

Spreadsheet

Free, flexible, and owned by one person.

EARNS NOTHING

No decision

A tolerated cost, spread across every budget holder.

THE SEQUENCE, RUN IN ORDER

NEW	M1	M2	M3	M4	M5	M6	M7
Before M1	Fortress	Dependency	Fragility	Motivation	Economics	Fork	Customer

The 7M Model now starts *one step before M1.*

THE 7M MODEL · THE GATE

Three questions before the first move.

Two about who blocks the change, one about who drives it. Answer them for the roles that recur across one target segment, with your last few deals as the evidence.

Q1

WHO BLOCKS

Does the incumbent earn money from what you replace?

A seat-based vendor does. A spreadsheet doesn't.

Q2

WHO BLOCKS

Is there a role at your buyers that loses control, status or credibility if it changes?

Whoever owns the spreadsheet might, unless they hate maintaining it.

Q3

WHO DRIVES

Is there a role at your buyers that gains enough, and has the authority, to drive the change?

A CFO who wants the spreadsheet gone after a missed renewal.

Q3 MATTERS WHATEVER THE FIRST TWO SAY

SOMEONE BLOCKS

Find who can overrule them

The role with the gain and the authority above the blocker.

NOBODY BLOCKS

Find who will drive it

Free and familiar still holds. When they hesitate, more often than not it's fear of getting it wrong.

THREE NOES

Not ready

Watch for the trigger that changes the segment, or move on.

DEALS ANSWER DIFFERENTLY? THAT'S TWO SEGMENTS. SPLIT THEM.

THE 7M MODEL · YOUR SEGMENT

Who are you really up against?

A paid session with founders of B2B SaaS and AI scaleups.
One target segment, tested against your last few deals. You leave with a verdict like this one.

ILLUSTRATIVE

VERDICT

Mid-market finance teams, 200 to 1,000 staff

Against: a month-end close run on spreadsheets, and the controller who owns it

M1	M2	M3	M4	M5	M6	M7

Clear · Stuck · Untested · Open

STUCK AT

M5 · The Economics

Your price has nothing to anchor to.

BELIEFS TO TEST

M4	Too niche for a platform to build	DON'T KNOW
M6	The owner pays a price either way	NO EVIDENCE
M7	The champion feels safe deciding	DON'T KNOW

Not sure it fits?
Book a short call at salesshare.eu/fit-call