

They win the argument. They lose the sale.

Seven moves, run in order. Most AI-native challengers have six of them right against seat-based pricing. The deal stalls anyway.

M1	The Fortress The seat. Map it, then leave it.	OPEN
M2	The Dependency Revenue, forecast, share price. All on licensed humans.	OPEN
M3	The Fragility Every agent that works puts a seat in question.	OPEN
M4	The Motivation They defend the seat. You have none to defend.	OPEN
M5	The Economics Their discount hits the base. Yours hits one deal.	OPEN
M6	The Fork Reprice and risk the base, or hold and erode. They hedged.	OPEN
M7	The Customer Will the buyer move? Not yet.	STALLED

You have not lost to the incumbent.
You skipped M7.

The Customer.

Will the buyer move?

Not yet. You priced the outcome. The buyer still has to defend a budget line. That gap is where AI deals stall.

WHAT PROCUREMENT KNOWS

The seat

- ✓ Easy to forecast. Headcount times price.
- ✓ Easy to approve. It already has a line.
- ✓ Easy to compare. Every vendor quotes one.

It fits in a budget line.

WHAT YOU SELL

The outcome

- ? Define the result before signing.
- ? Prove your agent caused it.
- ? Explain the number upstairs.

Better value. No line for it.

THE DEAL STALLS HERE

Not on price.
On the buyer's need to explain the price.

***Fix the buyer's maths
before you fix your pricing page.***

Beating the incumbent is strategy.
Moving the buyer is commercial architecture.