Lumen Rota
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Falkstad Group

Reset the price. Rebuild on usage.

May 2026

Lumen Rota.

AGENDA

Four moves: where we stand, the three paths, the reset-and-rebuild, and how it lands.

01 · TODAY

Falkstad is contracting: €840k down from €890k, 0.94x NRR, and 62.7% of seats active.

€840K

CURRENT ACV

Down from €890k at the last renewal, with a fresh 20% discount ask on the table for this cycle.

0.94x

NET RETENTION

Below 1.0x — the account is losing value inside the contract, before any renewal negotiation begins.

62.7%

SEATS ACTIVE

8,900 of 14,200 licensed seats used in the last 30 days — Falkstad is paying for roughly 5,300 seats nobody touches.

61%

TICKET CONCENTRATION

About 818 of the 1,340 annual tickets come from just 11 stores — the last deployment wave never landed cleanly.

01 · TODAY

The activation gap is concentrated: 144 stores never deployed, and 11 late-wave stores drive most tickets.

268 / 412

STORES DEPLOYED

65.0% deployment rate — 144 stores still unfootprinted.

8,900 / 14,200

SEATS ACTIVE

62.7% activation — the ceiling the reset is priced against.

1,340

TICKETS (LTM)

Support volume last twelve months — skewed to late-wave stores.

61%

FROM 11 STORES

Share from last deployment wave — concentrated onboarding failure.

STORE COHORT	STORES	TICKETS (LTM)	TICKETS / STORE
Last deployment wave	11	~818	~74
Rest of deployed estate	257	~522	~2
Not yet deployed	144	—	—

Ticket splits derived from 61% of 1,340 LTM tickets attributed to the eleven late-wave stores.

Three mutually exclusive paths, each with a different price, service model, and commercial posture.

Renew flat

Hold the contract at €840,000 and keep the dedicated CSM and solution architect on the account. Absorb the 20% price ask without changing the pricing basis or the service model. The competing framework agreement stays live as a churn threat into the next renewal cycle.

Consumption reset

Restructure from licensed-seat to per-active-seat-per-month pricing, landing Year 1 at roughly €560,000 on today's 8,900 active seats. Retain the dedicated team to run the rebuild motion. Contract expands mechanically as activation recovers toward the 14,200 licensed baseline and across the 144 undeployed stores.

Managed self-serve

Migrate Falkstad to the self-serve tier and redeploy the dedicated team to two growth accounts. Applying the comparable account's €180,000 ÷ €510,000 retention ratio to Falkstad implies roughly €297,000 in contract value. Cost to serve falls in line with the €31,000 comparable, but the 144-store expansion surface is forfeited.

DIMENSION	RENEW FLAT	CONSUMPTION RESET	MANAGED SELF-SERVE
Year-1 price	€840,000	~€560,000	~€297,000 (proxy)
Service model	Dedicated team	Dedicated team	Self-serve
Strategic posture	Absorb pressure	Align to usage	Redeploy team
Expansion upside	None — flat contract	144 stores + activation	Forfeited

The three paths differ on price, service and posture — the next slide rules out two on substance.

02 · THREE PATHS

A and C are ruled out on substance: flat renewal leaves the churn threat live, self-serve concedes ~65.0% of value.

PATH A VS PATH C

DIMENSION	PATH A (FLAT)	PATH C (SELF-SERVE)
Year-1 price	€840,000	~€297,000 (proxy)
Activation gap	Untouched	Untouched
Framework-vendor threat	Live	Ceded
144-store upside	No mechanism	Forfeited

WHY NEITHER FITS

01 **Path A — churn deferred**

Flat renewal at €840,000 absorbs the 20% discount ask without touching activation, and leaves the parent-group framework vendor as a live churn threat at the next cycle.

02 **Path C — value ceded**

Applying the comparable account's €180k-on-€510k ratio to Falkstad implies roughly €297,000 — a 64.7% concession — and forfeits the 144-store expansion surface.

03 **Both — same usage problem**

Neither path changes what Falkstad actually gets from Lumen Rota. The activation gap remains, and price moves without a mechanism to rebuild it.

Path C figure is a directional proxy based on one comparable account; not a Falkstad-specific estimate.

Reset to consumption pricing at €560K; rebuild across activation and the 144 undeployed stores.

01

Pricing basis

Move from licensed-seat to per-active-seat monthly pricing.

Aligns every euro to usage Falkstad actually gets, resetting Year-1 to €560K.

02

Service model

Retain the dedicated CSM and solution architect on account.

The €96K team runs the gated recovery motion that unlocks activation.

03

Expansion trigger

Tie contract growth to activation and the 144 undeployed stores.

Every new active seat and every new store deployment adds revenue mechanically.

UNPACKING THE PRICING ASK

TODAY		YEAR 1 RESET		PER ACTIVE SEAT
€840K	→	€560K	→	€5.24 / mo

Reset takes today's €840K to €560K in Year 1, priced at €5.24 per active seat per month against 8,900 active seats.

BASIS	TODAY (LICENSED)	PATH B (CONSUMPTION)
Seats billed	14,200 licensed	8,900 active
Monthly rate	flat	€5.24 per active seat
Annual value	€840K	€560K

The reset is mechanical — same active seats, new billing basis. Rebuild comes from moving 8,900 toward 14,200 and bringing the 144 stores live.

The ~€280k Year-1 reset is the price of aligning to real usage and taking churn off the table.

Flat renewal

- €840k held on the licensed-seat basis, absorbing the 20% ask into margin
- Activation gap untouched — 8,900 of 14,200 seats still idle
- Parent-group framework vendor stays a live churn threat at the next cycle
- No mechanical lever tied to the 144 undeployed stores

Consumption reset

- €560k Year-1 with price tied to the 8,900 seats Falkstad actually uses
- Activation gap becomes a shared incentive — every reactivated seat earns revenue
- Framework threat neutralised: contract basis rewards Lumen Rota for driving usage Falkstad gets
- 144 undeployed stores become a mechanical expansion lever from Year 2

The ~€280k gap between €840k and €560k is the reset — paid once in Year 1, rebuilt through activation.

04 · REBUILD

The rebuild runs as a four-stage gated sequence — each stage opens only when the prior stage's exit criterion is met.

1	**Root-cause read**	Diagnose why 8,900 of 14,200 licensed seats are active and why 61% of 1,340 tickets cluster in the eleven late-wave stores. Exit criterion: an activation root-cause read agreed jointly with Falkstad's CIO.
2	**Reset seat baseline**	Re-baseline the licensed seat count against real usage so pricing tracks the 8,900-seat active baseline rather than the 14,200-seat licensed one. Exit criterion: revised seat count signed off by Falkstad procurement.
3	**Eleven stores stabilised**	Re-onboard the eleven high-ticket stores that generate the majority of support load. Exit criterion: per-store ticket volume from those eleven stores drops to the estate-wide per-store average across two consecutive months.
4	**Joint success plan**	Re-commit the account to a joint success plan naming activation targets and a rollout path across the 144 undeployed stores. Exit criterion: joint plan signed by Falkstad's CIO and scheduling lead with named activation and rollout milestones.

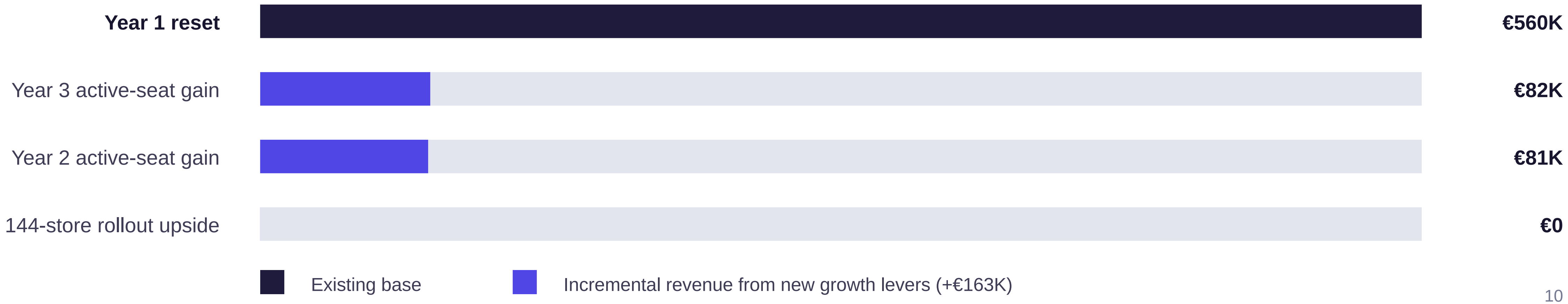
No dates are attached — each stage opens only when the prior stage's exit criterion is met.

04 · REBUILD

Reset the price. Rebuild on usage — Path B climbs from €560K in Year 1 to €723K by Year 3.

TODAY	YEAR 1	YEAR 2	YEAR 3
€840K	**€560K**	**€641K**	**€723K**
Licensed-seat ACV	**-33% reset**	**+15% rebuild**	**+13% rebuild**
	Consumption reset at 8,900 active	10,200 active seats	11,500 active seats

Year 3 build from Year 1 reset



Reset the price. Rebuild on usage.

Thank you