

Open opportunities, not signed

Nord FICTIONAL: €180k potential ARR, technical validation, 60% probability. Est FICTIONAL: €120k, negotiation, 50%. Sud FICTIONAL: €100k, pilot, 30%. Ouest FICTIONAL: €80k, discovery, 20%. Centre FICTIONAL: €70k, discovery, 10%. Alpes FICTIONAL: €50k, qualification, 16%.

Gross total €600k, weighted $108+60+30+16+7+8 = €229k$. These are subjective probabilities from management and are not equivalent to orders. Median cycle of 110 days across six deals, a small sample.

Simulated interview: Atlas manager

The maintenance manager likes finding procedures and history in one place. He considers that his core team has adopted the tool, but notes that the second site still uses local files.

Renewal depends on a successful multi-site rollout and a budget decision in October. No renewal commitment. This is a fictional conversation written for the scenario, not a customer testimonial.

Simulated interview: Boréale management

Centralizing maintenance jobs justifies the expansion to a second team. Management asks for a more reliable ERP export and tracking of resolution time.

No quantified productivity gain is evidenced. Adoption quality and alternatives should be examined in independent interviews. Notes entirely simulated.

Market assumption

Management estimates 8,000 addressable sites at a target ARPA of €18k/year, i.e. €144M. This site count has no external source. The target average revenue for this population is below the current ARPA of €60k because it includes small sites.

Do not add the French market to a European estimate without checking the scope. The market can be real while distribution is hard and integration costs are high.