SESSION OUTCOME REPORT · SAMPLE

Run Rate: what the room decided

Ledgerwick Ltd · FY27 go-to-market kick-off · for the session sponsor

The Sim Smithy

SESSION	ROOM	COMPANY PRIORITIES PLAYED	SOURCE
Illustrative (no live session)	4 tables of 5 · one facilitator	Win bigger · Keep and grow · Make AI pay	The four score sheets and the room poster

This is a sample. Ledgerwick Ltd is a fictitious company and no session has taken place. The decisions and scores below were produced by playing four tables through Run Rate's rules, so every number is one the board could really give. The observations in sections 3 to 5 show the kind of record a real session would produce. They are not things people said.

01 The year in one view

Same firm, same starting position, same four events. Year-end scores ran from **54 to 66** out of 100. The top two tables finished **one point apart by opposite routes**. That is inside the board's 5-point meaningful margin, so they count as level. The table that led at the halfway checkpoint finished fourth.

PLACE	TABLE	SCORE	HOW THE SCORE WAS MADE	ARR	NRR	RUNWAY	HALFWAY (Q2)
1	Table 3	66		£33.0m	108%	8 months	45
2	Table 4	65		£30.0m	114%	11 months	40
3	Table 2	59		£30.0m	110%	10 months	41
4	Table 1	54		£33.5m	96%	9 months	53

ARR points (up to 40) · Net revenue retention points (up to 32) · Runway points (1 per month) · Start: £24.0m ARR · 100% NRR · 24 months

02 Where the tables diverged

EVENT (SAME CARD AT EVERY TABLE)	TABLE 1	TABLE 2	TABLE 3	TABLE 4
Q1 · Kellingworth Group 1,500 staff, 25% off, live in 60 days	Signed on their terms Win 2 · Keep 4 · Build 1 · 4 red flags	Re-scoped and backed it (10% off, phased) Win 2 · Keep 3 · Build 2 · 1 red flag	Signed on their terms Win 0 · Keep 6 · Build 1 · no flags	Declined politely Win 1 · Keep 4 · Build 2 · no flags
Q2 · Ledgerwick AI is ready-ish it miscodes for a minority	Launched to everyone; hired two sellers	Paid pilot plus an AI pilot programme	Paid pilot; hired an onboarding specialist	Paid pilot plus an AI pilot programme
Q3 · The at-risk renewal bites in proportion to each table's flags	Escalated to the CEO; **4 flags churned**, NRR to 96%	Saved it: free services and a renewal discount; 1 flag churned	Escalated; no flags to churn; security certification	Escalated; 1 flag churned after a price uplift
Q4 · The board's ask a stronger finish, a path to break-even	Pulled deals forward	Pushed annual prepay	Pulled deals forward; partner channel	Held price and explained

- **Same deal, different bills.** Tables 1 and 3 both signed Kellingworth on its terms. Table 3 put six of its seven units of team capacity into getting customers live and carried no risk into the renewals. Table 1 put four, and paid for the gap at Q3: the highest ARR in the room (£33.5m) and the lowest retention (96%).
- **Two routes to the top.** Table 3 won through growth with the AI add-on barely started. Table 4 turned Kellingworth down, filled the AI track and finished with the room's best retention (114%). Neither route was the "right answer"; both were chosen deliberately and backed with people.

03 Trade-offs the room argued over

Kellingworth's discount and the renewal precedent

Two tables debated whether a 25% logo discount would set the price for Kellingworth's renewal and for the next large prospect. The board does not score this; the facilitator named it in the debrief.

Launch AI now or pilot it

Three tables chose a paid pilot to protect support capacity. The table that launched widely took the most ARR in Q2 and the extra customer-health risk that came with it.

Pulling deals forward in Q4

Both tables that pulled deals forward asked what the move does to the first quarter of FY28, which the board does not show.

04 What the room connected to its own work

THE EVERYDAY CALL	PRIORITY IT SERVES	NUMBER IT MOVES
A go-live date agreed in the sales cycle before Customer Success has checked capacity	Keep and grow	NRR
Discounts approved deal by deal, with no view of the renewal price	Win bigger	ARR quality, NRR
AI roadmap promises made to close late-stage deals	Make AI pay	Support load, NRR

Recorded unattributed, as the room voiced them in the closing conversation.

05 Themes for the leader to pick up

1

Who sees a go-live date before signature?

Most red flags on the boards began as customers sold without the capacity to get them live. Worth asking where that check happens in the real sales cycle, and who owns it.

2

Is there a rule for the big discounted logo?

The room split on Kellingworth: two signed, one re-scoped, one declined. A shared view of when a large, discounted customer is worth it would save that debate on each live deal.

3

What does "Make AI pay" mean this year?

Two tables filled the AI track and two left it near the start. The room did not agree on how fast the add-on should earn. A clear measure for the third priority would help.

This report covers table-level decisions only. No individual is named, scored or assessed, and no one was asked for a personal commitment.
Sources: the four tables' score sheets and the room poster, collected at the end of the session.