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**Go-to-Market Strategy: Advice and Insights  
from Silicon Valley**

**Strategia di Ingresso sul Mercato: Consigli e  
Approfondimenti dalla Silicon Valley**

**Supervisor:**

**Prof. Bernd Ebersberger**

**Discussant:**

**Prof. Birgit Hagen**

**Student:**

**Giulia Anniballi**

**Matr. n. 534939**

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### **Abstract**

Startups lead the way in innovation and contribute significantly to economic development. The majority of these companies are located in Silicon Valley, which is the largest startup ecosystem (Startup Genome, 2025a). Thanks to skilled talents, knowledge, and strong networks, they can tackle the usual resource limitations of the early stage. Specifically, several studies have been conducted about Silicon Valley and Europe; a few are based on direct experience or focus on what to do before launching a successful product.

Therefore, this research aims to provide a framework of practice-oriented insights and best practices derived from authentic experiences of marketing leaders, VC partners or founders. This thesis comprises two sections: Silicon Valley and the European ecosystem, analysed with different methods. For the Silicon Valley side, data from podcasts, blogs, and videos from VC websites, are analysed combining systematic literature review approach with Gioia's. For the European context analysis, papers and an empirical case are evaluated.

The analysis identifies customer commitment, internal team alignment, validated learning, operational enablement, and growth infrastructure as key. The results indicate that customer needs and preferences influence the strategy; accordingly, every member of the organisation must be coordinated and aligned to achieve the goals. Simultaneously, experimentation enables startups to face uncertainty and avoid resource wastage. If there are errors within the strategy, the team must review the feedback and insights collection phase.

Ultimately, the model provides a unique perspective compared to existing analyses in the literature and the current European situation. However, its similarities with previous findings demonstrate that the model is coherent and the analysed data align with what has already been established. Lastly, the research aims to support entrepreneurs in their endeavours and to help academics explore this theme. The approach adopted gives the study originality and replicability.

### **Abstract – Italian Translation**

Le startup guidano il percorso dell'innovazione e contribuiscono in modo significativo allo sviluppo economico. La maggior parte di queste imprese si trova nella Silicon Valley, il più grande ecosistema di startup al mondo (Startup Genome, 2025a). Grazie a talenti qualificati, conoscenze e solide reti di relazioni, riescono ad affrontare le consuete limitazioni di risorse tipiche delle fasi iniziali. Numerosi studi hanno analizzato la Silicon Valley e l'Europa, ma pochi si basano su esperienze dirette o si concentrano su ciò che occorre fare prima di lanciare con successo un prodotto.

Questa ricerca mira pertanto a fornire un quadro di riferimento costituito da approfondimenti e buone pratiche di natura applicativa, derivati dalle esperienze autentiche di marketing leader, partner di venture capital e fondatori. La tesi è articolata in due sezioni: la Silicon Valley e l'ecosistema europeo, analizzati con metodi differenti. Per la parte relativa alla Silicon Valley, i dati provenienti da podcast, blog e video pubblicati sui siti web di società di venture capital sono stati analizzati combinando l'approccio della revisione sistematica della letteratura con la metodologia di Gioia. Per il contesto europeo, sono stati valutati articoli accademici e un caso empirico.

L'analisi ha individuato come elementi chiave l'impegno verso il cliente, l'allineamento interno del team, l'apprendimento validato, l'abilitazione operativa e l'infrastruttura di crescita. I risultati mostrano che le esigenze e le preferenze dei clienti influenzano la strategia e che ogni membro dell'organizzazione deve essere coordinato e allineato per raggiungere gli obiettivi. Allo stesso tempo, la sperimentazione consente alle startup di affrontare l'incertezza e ridurre gli sprechi di risorse. In presenza di errori strategici, il team deve rivedere la fase di raccolta dei feedback e delle informazioni.

In definitiva, il modello proposto offre una prospettiva originale rispetto alle analisi esistenti e alla situazione europea attuale. Tuttavia, le sue somiglianze con risultati precedenti dimostrano la coerenza del modello e la solidità dei dati analizzati. Infine, la ricerca intende supportare gli imprenditori nei loro progetti e fornire agli studiosi nuovi spunti di approfondimento. L'approccio adottato conferisce allo studio originalità e replicabilità.

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**List of Abbreviations**

GTM	Go-to-Market
VC	Venture Capital
AI	Artificial Intelligence

## 1 Introduction

Silicon Valley is recognised as the world's premier startup ecosystem (Startup Genome, 2025a). This technological hub is a combination of skilled capital, networks, and infrastructure that attracts the attention of founders, particularly in the fintech, AI, life sciences, and data analytics sectors. According to Spigel (2017), a startup ecosystem is formed by the relationships between social entities, institutions and businesses that support the sustainable and high-growth startups. The interactions between those elements create something uniquely difficult to explain and imitate, which fosters the economic development of the region. In this case, Silicon Valley serves as a well-established model in the literature. For example, Engel (2015) notes that this model is emulated worldwide for its growth, funding, and availability of human capital. The imitation is also problematic due to the limitations of this model: it is not immune to structural issues, and there is a risk of oversimplifying the model when applying it to other regions (Audretsch, 2021; Baker & Welter, 2024).

Despite the rising number of unicorns, the high failure rate remains high. Too often, a startup that is already in the market realises that it acts too early instead of using that time to gain validation from the market. Incorrect market understanding, launching products prematurely, organisational misalignment, and inadequate infrastructure are among the most common issues (Eisenmann, 2021). Consequently, this tendency highlights a pressing need to research this topic to identify these causes, thereby supporting startups in the future. According to Mendez et al. (2023), underestimating go-to-market relevance is a common mistake and often leads to failure. The Deloitte report suggests that up to 80% startups fail to move upmarket (Vidal C. Ignacio, 2023). A comprehensive understanding of the startup world enables the identification of key moves that facilitate economic development. Indeed, according to the OECD, startups are entities that generate nearly 20% of employment in member countries and are key drivers of innovation

(OECD, 2025; Organisation for Economic Co-operation and Development [OECD], 2025).

It is crucial to learn about the startup ecosystems and the strategies they utilise to encourage economic growth and achieve sustainable development effectively. The sectors that are most innovative today, such as AI and advanced technologies, are still characterised by long development cycles and capital intensity (Zemlickienė, 2011). In such cases, the market requires more than just the technical strength of a product; it requires something that not only meets its needs but also builds trust and fosters growth. As a result, the go-to-market (GTM) strategies are not just for selling; they are, in fact, key to driving market creation and ensuring effective deployment. One of the most crucial stages of the GTM process is customer identification, experimentation, and validation, all of which directly contribute to clarifying the product and determining a startup's strategic positioning.

Even though topics such as the Silicon Valley ecosystem and GTM are widely analysed, a gap remains in the literature that this study aims to address. It investigates how early-stage startups approach their market entry by analysing the priorities and challenges they encounter. The model developed provides an integrated view of experts' insights, from the initial phase to what is necessary for growth. The focus on GTM is what makes this thesis unique, because most literature papers address only specific aspects of the startup journey. Simultaneously, the utilisation of non-academic sources also supports the idea of introducing such data into scientific research.

The method used in this research is a bricolage approach, which offers flexibility by combining different methods (Pratt et al., 2022). It enables the best possible answer to the research questions, as a different method is employed for what is needed. The systematic literature review thinking ensures replicability in data collection and selection (Tranfield D. et al., 2003), while the Gioia methodology guides the data analysis (Gioia et al., 2013). The outcome is the proposal of a dynamic framework based on VCs' podcasts, blogs, and videos. The data are grounded in practice, and by the end of this study, the findings confirmed most of

the existing literature while offering an integrated view of the key elements that startups need to consider in their go-to-market strategies during the early phase. The authors discuss problems, challenges, and their experiences in defining a strategy to avoid pitfalls and identify the right approach for their startups. Most of the websites analysed relate to marketing, product development, sales, and organisational issues. The results demonstrate a link between the various dimensions of customer commitment, strategic alignment, validated learning, operational enablement, and growth infrastructure.

Additionally, the analysed patterns suggest the emergence of a hybrid strategy that combines product-led growth with sales-led approaches. The use of AI supports development efforts, numerous investments in this area, and aims to reduce time-consuming tasks while increasing efficiency. The result is a framework designed to identify what is necessary for a product launch in a new market and to explore the relationships between them.

This study is organised into five chapters: the first focuses on the theoretical background. Here, the basic theories related to the topic are presented, focusing on GTM strategies and Silicon Valley's ecosystem. The methodology section explains the process used in this research, ensuring that it can be replicated. The findings chapter provides a specific and detailed overview of the aggregate model dimensions, while the discussion section aims to compare the model derived from the data with existing literature. Entrepreneurs will be able to identify and clarify what works and what often leads to failure. The analysis of transcripts shows that, despite limited sources, success remains achievable.

For actors within the entrepreneurial ecosystem, the research indicates that Silicon Valley functions as an inspiration; however, strategies should be adapted accordingly. Meanwhile, for researchers, it highlights which elements of the GTM need to be considered and how to incorporate them into the business organisation.

## 2 Theoretical Framework

### 2.1 What Is a Go-To-Market Strategy?

What is a Go-To-Market Strategy? This section looks at go-to-market strategies in early-stage startups. These companies often face uncertainty, limited resources, and changing team dynamics (González M et al., 2024).

Friedman (2002) defines go-to-market strategies as

*“A game plan for reaching and serving the right customers in the right markets, through the right channels, with the right products and the right value proposition”*. (p.13)

Meanwhile, Schuhmacher et al. (2018) uses the components of the marketing mix to define the elements of this strategy. In terms of GTM strategy, the competitive advantage is created not only by innovation, but also by activities such as marketing and distribution, which are able to generate and capture value (Teece, 1986). According to Mendez et al. (2023), there is an underestimation of GTM importance in startups, particularly when introducing a new product in a new market. Indeed, a go-to-market strategy encompasses all various activities, from product development to customer engagement and retention. Bringing a new product to market is the result of the innovation process within the company, intending to solve new problems and provide solutions. In particular, the success of the innovative solution depends on customer engagement. Therefore, it would be helpful for the company to group them according to their expected behaviours (Hauser et al., 2006). As a result, market definition is crucial from day one to understand who the customers are, their needs, and the business's competitors (Weinstein, 2006). Some studies argue that targeting broader markets, rather than niche segments, may offer better opportunities for startups (Choi et al., 2022; Cooper et al., 1986). A good go-to-market plan ensures that the business is well-positioned within the market and its competitive landscape. The strategy's success implies that startup resources are aligned within the organisation (Donthireddy, 2024). Alignment has an impact on decision-making, and to help entrepreneurs make informed choices about entering the market; (Kehbila, 2021) proposes a framework that incorporates various

supporting tools across different areas, including competition, product investment, innovation models, and business model innovation.

Due to the variety of components in the GTM definition, establishing them is a challenge for different startups. The difficulty lies in the necessity to adjust the strategy according to the different segments. Therefore, commercialisation capability, which is the strategy that brings the idea into realisation and launch, needs to be sustained by the entire company. The R&D department must be aligned first with marketing and technology (Karaveg et al., 2016). This commercialisation process appears to be even more challenging for high-tech startups, where the market is volatile and fast-paced, and where failure is often due to contradictory commercialisation decisions (Chiesa & Frattini, 2011). Other research is conducted on the commercialisation process. In particular, Nieto Cubero et al. (2021) attempt to identify how the commercialisation of a disruptive innovation is not only involved in the later phases, but also influences the early stages of the startup lifecycle. By developing this, he realised a framework where the going to market is part from the beginning, enabling the validation of the strategy, fostering continuous learning, and ensuring innovation throughout the entire organisation. This background outlines the current academic understanding of GTM strategies and highlights the need for actionable, practice-oriented insights. GTM is essentially the way startups use the elements of the marketing mix to bring their product to market. Cespedes (2014) argues that many companies fail to align their strategic intentions with front-line execution, especially in fast-moving startup environments. He points out that disconnects between leadership vision and sales implementation can undermine the effectiveness of GTM. Therefore, establishing organisational clarity and shared accountability is critical when scaling a repeatable GTM model. Nevertheless, executing this successfully is not just about creating a good plan; the organisation needs to be context-aware and aligned from top to bottom; sales and marketing expenditure must be aligned with where the startup is on its path towards

achieving its goals. Moreover, Moorman and Day (2016) accentuate that in dynamic markets, marketing performance is contingent upon organisational designs that foster a culture of executing fast, learning faster and cross-functional working. Startups need to adopt different strategies for various market types. Notably, there is a distinction between the early market and the mainstream market, particularly in terms of how startups communicate and the value they deliver (Schuhmacher et al., 2018). The adaptation needs to be present for each component of GTM: pricing, product, place and promotion. The adaptability to different contexts is linked to delivering to customers what they want, how they want it, and where they prefer. In this sense, the use of AI is proven to be effective in delivering targeted messages to specific individuals, helping to refine the message for the market and build trust or to automate GTM activities (Alijoyo et al., 2025; Donthireddy, 2024) .

Regarding a specific market and product, a distinct sales motion is required. The market orientation and competitive advantage significantly determine the success of a launch. Both are components that influence the go-to-market strategy and all its elements by ensuring proficiency (Langerak et al., 2004). At the same time, studies have examined the determinants for high-tech companies that successfully bring a product to market, including structural, relational, and cognitive capital (Munoz-Penas et al., 2024). All of them operate independently, and the company manage to build commercialisation capabilities internally, not only for one process, but for the entire company life. Another study on the high-tech industry in Asia attempts to understand how networks, product development, and marketing influence market entry. The results indicate that marketing has a significant impact on entry strategies, whereas the networks and product development dimensions have no substantial role in determining entry mode success (Wang & Lestari, 2013).

Sales strategy is a key component of the go-to-market strategy, where sales motions are the tactics companies employ to sell their products or services to customers. Furthermore, according to Leslie and Holloway (2006) one of the most com-

mon mistakes in early-stage startups is hiring a sales team before the product-market fit and repeatable sales process have been validated. They introduce the concept of the “Sales Learning Curve”, which suggests that sales performance improves only once a scalable sales model is in place. This idea reinforces the importance of aligning GTM strategy timing with internal capability development and customer feedback. In particular, there are different kinds of sales motions, like product-led growth, sales-led, and hybrid. For example, product-led growth companies invest more in marketing, as the product drives growth and adoption. For other strategies, the sales/marketing investment composition might vary. The marketing and sales relationship is then able to create a superior customer value through its alignment. This needs to be accompanied by the sharing of the same values, long-term objectives and vision by the entire company and its members (Guenzi & Troilo, 2007). Furthermore, given the different sales motion possibilities, the company needs to evaluate how many people are dedicated to sales. To this point, Anaza et al. (2023) highlight the difference between using a single-salesperson or multiple-salesperson approach for GTM. The results show that using the multiple salespeople approach can lead to unexpected results, and the buyer is more prone to leave. In parallel, buyer-salesperson conflicts have an impact on the decision to exit from the deal, regardless of the chosen go-to-market strategy. One part of the strategy involves the distribution and channels that the startup utilises to reach customers. In particular, studies refer to the network effect as a crucial feature to build around the product, fostering adoption and growth. Specifically, the closeness of the startup to the customer implies advantages when launching referral campaigns; indeed, in internet startups, referral campaigns have proven effective in boosting adoption (Eggers et al., 2022).

These traits are significant for early-stage startups, as they must continually adjust their sales and go-to-market strategies based on experimentation and rapid feedback loops.

## 2.2 Silicon Valley and Its Ecosystem

Silicon Valley is a startup ecosystem based in the San Francisco Bay Area and has been the hub of high-tech startups in various sectors since the last century (Guzman & Stern, 2015).

This region has been defined as cluster of innovation where new technologies thrive, thanks to the availability of talent, education, and capital; key ingredients for fostering high-growth startups. Different actors, including universities, the government, and entrepreneurs, favour this ecosystem. The model is defined as Triple Elix , where they collaborate, and these synergies lead to regional development (Etzkowitz, (2008). Among these actors, venture capital firms play a crucial role by investing in early-stage companies (Engel, (2015). The relationships within these actors and their role in the startup lifecycle change over time, in particular if universities are crucial at the beginning and launching phase; in the growing phase, governments have a bigger influence (Pique et al., (2018). These models need to be customised to each ecosystem's specific dynamics while also aligning with global best practices (Hubner et al., 2022). The culture at the basis of this ecosystem seems to be a sort of paradox where “*uncertainty is certain and extreme conditions are highly stable, and change is constant*” (p. 366) (Quandt & Klapproth, 2025).

An ecosystem under innovation is characterised by being diverse, in near-constant interaction, with a level of resilience. Competencies that Ferrary and Granovetter (2009) argue are held by venture capital firms, which serve as gatekeepers and thus spread knowledge between entrepreneurs. It is a notable part of the vital interplay between firms, academia and venture capital in Silicon Valley that powers innovation, as depicted by Steiber and Alänge (2016). However, it does not stop there. What sets this ecosystem apart is a mindset, one where agility and flexibility are built into how companies operate, where feedback is collected in real time, and where innovation happens continuously, with little time between one product launch and the next. Diversity is viewed as a strength, and there is a shared con-

viction that experimentation and collaboration are crucial. All of this comes together in six key principles: purpose-driven leadership, a customer-centric culture, agile ways of working, networked innovation, innovative use of data, and prioritising people and culture (Steiber & Alänge, 2016). Henton and Held (2013) explain that Silicon Valley's ability to survive in different decades depends on its capacity to be flexible and adaptable to various changes. Each actor involved in this ecosystem is quick to adapt to innovations, and in addition, another critical success determinant is the application of technology in strategic sectors of the region. The dynamics of this region are studied due to its particular nature and to find a repeatable model in other regions. Furthermore, regarding existing research on insights and comparisons involving Silicon Valley, many studies have tried to identify the characteristics of innovation clusters (Engel, 2015) and the differences between Silicon Valley and other ecosystems, such as Europe (Greco, 2025). The goal is to understand what makes Silicon Valley unique, the elements responsible for growth, and whether this model can be copied in other places. To explore this, the researchers rely on first-hand interviews and in-depth case studies. Their work is driven by a growing global interest in the Silicon Valley approach, especially among emerging startup ecosystems looking to learn from its success (Berger & Brem, 2016). Comparing Silicon Valley with ecosystems such as Munich and Singapore reveals regional differences in strategies. However, most of them suggest not to imitate unquestioningly and not to adopt what has been adopted in the US region, but to develop a specific model for their particular case and the ability to face changes along the way (Engel, 2015; Henton & Held, 2013). At the same time, the limitations of this model imply that it is not applicable in other contexts, such as rural areas or where other types of businesses (not only startups, but also family businesses and small business ownership) exist. This carried out an “overselling” of this model (Audretsch, 2021) and a mythification of this entrepreneurial ecosystem (Baker & Welter, 2024).

Current literature has analysed the entrepreneurial mindset behind strategic decisions. In particular, one of the most important concepts for Silicon Valley is the

Lean Startup. This has been developed by Ries (2011) by considering entrepreneurs' experience and building a sort of role model. Here, several key principles and concepts are integrated into a framework that enables startups to scale and grow more rapidly. Some of their principles include validated learning and continuous experimentation, utilising the “Build-Measure-Learn” thinking. These principles have been integrated with Growth Hacking in order to create a valuable framework for startups and to pursue growth strategies (Foggetti et al., 2025).

### 2.3 Literature Gap

The proposed literature review offers a comprehensive overview of the current state of scientific research on this topic. The areas studied in greater detail are related to specific go-to-market components or characteristics, as well as the nature and features of the startup ecosystem. While current literature examines specific GTM components and ecosystem traits, it often lacks an integrated and practical perspective on what startups should prioritise in their early stages. The topics analysed concern startup issues and challenges, as well as strategies to develop each component of the GTM strategy. For example, Schuhmacher et al. (2018) and Mendez et al. (2023) explore the marketing mix and GTM importance in startups, but do not integrate cross-functional perspectives (e.g., product, sales, customer feedback). Similarly, Chiesa & Frattini (2011) focus on high-tech commercialisation, yet do not address early-stage alignment challenges between departments. In particular, the current research seems not to utilise practitioner-oriented sources for its data analysis; instead, practical material is gathered through interviews. Most studies are conducted through case studies and literature reviews; however, none of them utilise secondary resources like those used in this research.

Hence, this study aims to provide insights that startups need to consider throughout their lifecycle from an expert perspective. The objective is to offer an integrated view of common issues identified in the data, potential solutions, and what VCs typically regard as a rule of thumb for growth. Practices derived from the experience of the most prominent VC in this region are valuable and effective, serving

as a tangible guide for startup founders. The aim is to deliver insights that can confirm or challenge existing results in the literature and to identify any other practices not yet known in terms of GTM development.

Finally, many startups fail due to their approach to market, but there is still a gap in providing a framework that guides the founder in the early stages.

#### 2.4 Research Question and Objectives

In short, the literature shows a strong theoretical base for understanding go-to-market strategies and the Silicon Valley entrepreneurial ecosystem. There is still no single model that brings together academic research and real-world practitioner insights in one scientific framework. This study aims to identify the key principles behind a successful go-to-market strategy and due to this gap, the following research question is proposed:

RQ1: From the perspective of stakeholders in the Silicon Valley ecosystem, what are the critical factors of an effective go-to-market strategy for startups?

This question arises from the growing need to understand how startups operating in high-uncertainty environments define and execute their market entry strategies. Silicon Valley offers a unique lens to study and analyse the strategy and how they can be interpreted. However, much of the knowledge within this context is embedded in non-academic formats, such as blog posts, podcasts, and video interviews, that are widely consumed by practitioners but often overlooked in scholarly research.

The research objectives are to identify key components and insights when defining the GTM strategy and to analyse common challenges encountered during GTM strategy development, along with the solutions proposed by practitioners. It compares practitioner-derived practices with academic theories to evaluate alignment or divergence and assess the applicability of non-common resources in academic

contexts. Summarising, the goal is to develop an inductive-empirical model of successful GTM strategies in the Silicon Valley context.

This study will benefit entrepreneurs aiming to establish a successful startup based on the Silicon Valley model; by helping them identify which practices to adopt and which might lead to failure, while highlighting common problems that startups typically encounter. It aims to offer practical guidance to future startups from industry experts, providing some key guidelines. This study is also beneficial in understanding what VCs look for when deciding where to invest. Indeed, having the elements presented on the research model or act in the described way can be helpful to gain investments. Additionally, it bridges the gap between academic and non-academic knowledge by incorporating insights from reliable, practice-driven sources often underused in scholarly literature but widely utilised in entrepreneurial practice. The adopted method aims to demonstrate that using these data is reliable for academic research and encourages their utilisation. Comparing practices derived from experts' insights with existing theories in the literature provides a comprehensive understanding of the dynamics underlying the development of GTM strategies. Not only will the GTM components be analysed, but also the main challenges faced when building this strategy, to create a guiding framework for organisational and strategic development.

### 3 Methods and Data

#### 3.1 Research Design and Method

The study related to the go-to-market strategy and how to build it is a multifaceted topic. This research is qualitative and explorative because results are obtained by data analysis without the use of a predefined template or theory. The document analysis is made from material already available on VCs' websites.

Adopting a qualitative research approach with an inductive design appears to be the best choice, as there is a literature gap in exploring this topic using secondary data. This research begins with empirical data and then develops a theoretical model. The methods used are the bricolage approach (Pratt et al., 2022), systematic literature review thinking (Tranfield D. et al., 2003) and the Gioia methodology (Gioia et al., 2013). These three methods are combined to provide flexibility and qualitative rigour for conducting the analysis.

The study collects blogs, podcasts, and videos published by venture capital firms. These kinds of resources are not peer-reviewed, but rather practitioner-oriented, as they are drawn on the experiences of practitioners and informants. Additionally, these kinds of resources are defined as secondary data, and their use allows for more geographical coverage. They are cost- and time-efficient compared to interviews or primary data collection (Johnston, 2014). However, the approach to analyse empirical qualitative data coming from unconventional resources is in line with the emerging use of podcasts, blogs and videos in qualitative research (Chenail, 2011; Kulkov et al., 2024; Persohn et al., (2024)). The research question implies the use of a context-sensitive approach. At the same time, using these kinds of websites, already published by other entities, has limitations, such as no direct contact with participants and the risk of bias in the content analysed, since VCs decide what to publish.

Consequently, the bricolage approach is the most suitable solution for conducting this study, as it affords flexibility and avoids being constrained by a rigid research template. This means that the researcher can adopt the method most suitable for their research while publishing all the decisions made to obtain the research results.

These methods are chosen based on the research goal and the best fit to answer the research question. Indeed, to demonstrate how startup founders make decisions about go-to-market strategy, starting from the practice helps to fill the literature gap. This means that the inductive process suits the most; therefore, the methods chosen enable the researcher to uncover emergent patterns and themes from practitioner-oriented sources without imposing an ex-ante theoretical structure (Pratt et al., (2022)). The possibility of combining the methods and using an inductive approach allows to not start with a predefined theoretical framework. However, it provides flexibility and the ability to define the model based on what the data reveals.

Therefore, systematic literature review thinking has been employed for the data collection and sampling to provide a transparent and replicable framework. This is not the traditional method itself since the logic is based on academic and peer-reviewed sources (Tranfield D. et al., (2003)). In this case, the bricolage approach justifies the use of this philosophy for the data gathering . After the data collection and sampling, data analysis is conducted using the Gioia methodology. This is a grounded theory method that enables the construction of a theoretical framework based on the words of informants (Gioia et al., 2023). This choice is also supported by recent studies that regard the Gioia method as a credible approach for international business and entrepreneurship challenges (Magnani and Gioia, (2023)).

### 3.2 Sample Selection

The selected data are practitioner-oriented, drawing from informants' experiences. Each podcast, blog, and video is published on the websites of venture capital firms. Due to their involvement in startup life, they are considered authoritative and reliable sources. Moreover, the guests and bloggers featured in videos and podcasts have experience in various startups. This includes startup founders, venture partners focused on early growth stages and high-tech startups, as well as leaders in go-to-market strategies (Table 29). To maintain consistency throughout the paper,

all participants are referred to as “informants.” This term reflects the diversity of their experiences and roles.

Specifically, the selected websites' publishing period goes from 2013 to 2025. However, some of them do not have a reported date; therefore, it was not possible to exclude them based on their publication date. The websites analysed comprise 67 blogs, 31 podcasts, 6 videos, and one report, totalling 490,000 words and 25 hours of podcasts Table 29. The length of these sources is shorter than traditional academic papers, which explains the high number of documents included in the sample. Bowen has validated the use of non-peer-reviewed sources as data for academic research, as his study suggests that even informal and unreviewed data can provide rich and additional insights that may answer research questions (Bowen, (2009).

The selection process begins by identifying which venture capital firms operate or have their headquarters in Silicon Valley. For the venture capital selection, the ranking considered is the global venture capital ranking published by Dealroom in collaboration with HSBC Bank (Dealroom.co, 2023). According to a systematic literature review thinking the articles and journals considered should be of high-quality rated (Tranfield D. et al., (2003). The quality has been assessed by examining who uses the chosen data platform, whether the ranking process is transparent, and the frequency of data updates. Dealroom is a data platform used by venture capital firms, startups, incubators, government institutions, and consultancy firms. The data are updated weekly and elaborated by machine learning and data engineering, and then verified (Dealroom.co, (2024). From the published ranking, only US venture capital is considered, and the relationships with Silicon Valley are then verified. Indeed, most of them have their headquarters in the region or are operating in this area by helping startups based there (Table 1). The ranking was elaborated in 2023 and is based on the number of unicorns born through venture capital collaboration. The number of unicorns is data that reveals the number of startups which reach a \$1 billion valuation before going public. This is an indicator used as a standard proxy to measure VC performance, even though studies suggest that

VC performance is due to different factors (Bock and Hackober, (2020). Moreover, a16z, which is also listed in the 2024 Silicon Valley Index, appears among the top-ranked VC firms analysed in this study (Joint Venture Silicon Valley, 2025). Its presence in both sources reinforces the reliability of the data and confirms the relevance of the selected resources.

**Table 1**

*VC websites*

N.	VC website	HQ/Main operations	Main portfolio startup
1	<a href="http://sequoiacap.com">sequoiacap.com</a>	Menlo Park, Califor-	Apple, Google, Airbnb, WhatsApp, Stripe,
2	<a href="http://svangel.com">svangel.com</a>	San Francisco, Califor-	Twitter, Airbnb, Dropbox, Pinterest, Stripe,
3	<a href="http://accel.com">accel.com</a>	Palo Alto, California,	Facebook, Slack, Dropbox, Spotify, Atlassian
4	<a href="http://a16z.com">a16z.com</a>	Menlo Park, Califor-	Facebook, Airbnb, Lyft, Coinbase, Slack
5	<a href="http://tigerglobal.com">tigerglobal.com</a>	New York, New York,	Facebook, LinkedIn, JD.com, Stripe,
6	<a href="http://500.co">500.co</a>	San Francisco, Califor-	Canva, Credit Karma, Udemy, Grab, Talkdesk
7	<a href="http://nea.com">nea.com</a>	Menlo Park, Califor-	Robinhood, Coursera, Salesforce, WebMD,
8	<a href="http://lsvp.com">lsvp.com</a>	Menlo Park, Califor-	Snapchat, Nest, Grubhub, Affirm, MuleSoft
9	<a href="http://khoslaventures.com">khoslaventures.com</a>	Menlo Park, Califor-	DoorDash, Square, Impossible Foods, Insta-
10	<a href="http://generalcatalyst.com">generalcatalyst.com</a>	Cambridge, Massachu-	Airbnb, Stripe, Snap, HubSpot, Warby Parker
11	<a href="http://bvp.com">bvp.com</a>	Menlo Park, Califor-	LinkedIn, Pinterest, Shopify, Yelp, Twilio
12	<a href="http://foundersfund.com">foundersfund.com</a>	San Francisco, Califor-	Facebook, SpaceX, Airbnb, Lyft, Stripe
13	<a href="http://fundersclub.com">fundersclub.com</a>	San Francisco, Califor-	Instacart, Coinbase, GitLab, Flexport, Seg-
14	<a href="http://kleinerperkins.com">kleinerperkins.com</a>	Menlo Park, Califor-	Google, Amazon, Twitter, Uber, Netscape
15	<a href="http://insightpartners.com">insightpartners.com</a>	New York, New York,	Twitter, Shopify, Wix, Qualtrics, DocuSign
16	<a href="http://firstround.com">firstround.com</a>	San Francisco, Califor-	Uber, Square, Warby Parker, Notion
17	<a href="http://boxgroup.com">boxgroup.com</a>	New York, New York,	Warby Parker, Flatiron Health, Oscar Health
18	<a href="http://plugandplay-">plugandplay-</a>	Sunnyvale, California,	PayPal, Dropbox, LendingClub, Zoosk,
19	<a href="http://foundercollec-">foundercollec-</a>	Cambridge, Massachu-	Uber, BuzzFeed, The Trade Desk, PillPack,
20	<a href="http://dcvc.com">dcvc.com</a>	Palo Alto, California,	Planet Labs, Zymergen, Rocket Lab, Pivot Bio,

According to the Silicon Valley Index, in 2024, the presence of unicorns has grown compared to previous years (today there are 277, and 4 out of 10 unicorns are from this area), and considering venture capital for their contribution to unicorns is reasonable. Once the data source reliability and compatibility with the research question and context have been verified, the first 20 venture capital firms have been selected. Their websites are used in combination with the use of “Google advanced research” gained by the “Google” research tool. This tool allows to find keyword results in specific websites. In this sense, the keywords used are “go-to-market” and “GTM” in combination with the operators “OR” and “site”. This is an example of how the advanced research has been used

*“go-to-market” OR “GTM” site: venturecapitalsite.com.*

Moreover, the research was conducted in April, and it is possible that someone replicating this work might not find the same websites in the same order. However, the websites analysed are mentioned (Appendix A), and by applying the filter in the advanced search, it would be easier to find what this thesis is analysing. After applying this research to each venture capital website, the first 30 results are then evaluated to be added to the long list (Appendix A). When it was not possible to obtain the first 30 results, only the published ones were considered. To determine which ones are not included in the long list, these are the exclusion criteria (Tranfield D. et al., (2003):

- Accessible access;
- Job postings;
- Not available pages;
- Team presentations;
- General and introduction pages;
- Newsletter;
- Sponsored programs.

Without these excluded sites, the number of pages included in the long list is 377 Figure 2. Between them, the short list has been formed by considering these inclusion criteria:

- GTM relevancy in the text;
- Silicon Valley focus (some VC operates also in other areas);
- Relevant sectors in the ecosystem (ex. AI, internet, business products and services) which have a relevant number of articles in the data sample (healthcare pages are not included because it was present only in 4 websites);
- Pertinence to the research question;
- Focus on early GTM phases or scaling;
- Investment announcements only if there is an explanation of how the startup achieves success in terms of GTM.

This process results in a short list of 110 websites to analyse. The Figure 1 illustrates this process flow, from start to finish.

As a result of this process, the conclusions and findings are presented by underscoring the relationships between first-order codes, second-order concepts, and aggregate dimensions to build a model based on empirical data that answers the research question and research goal.

**Table 2**

*VC Selection*

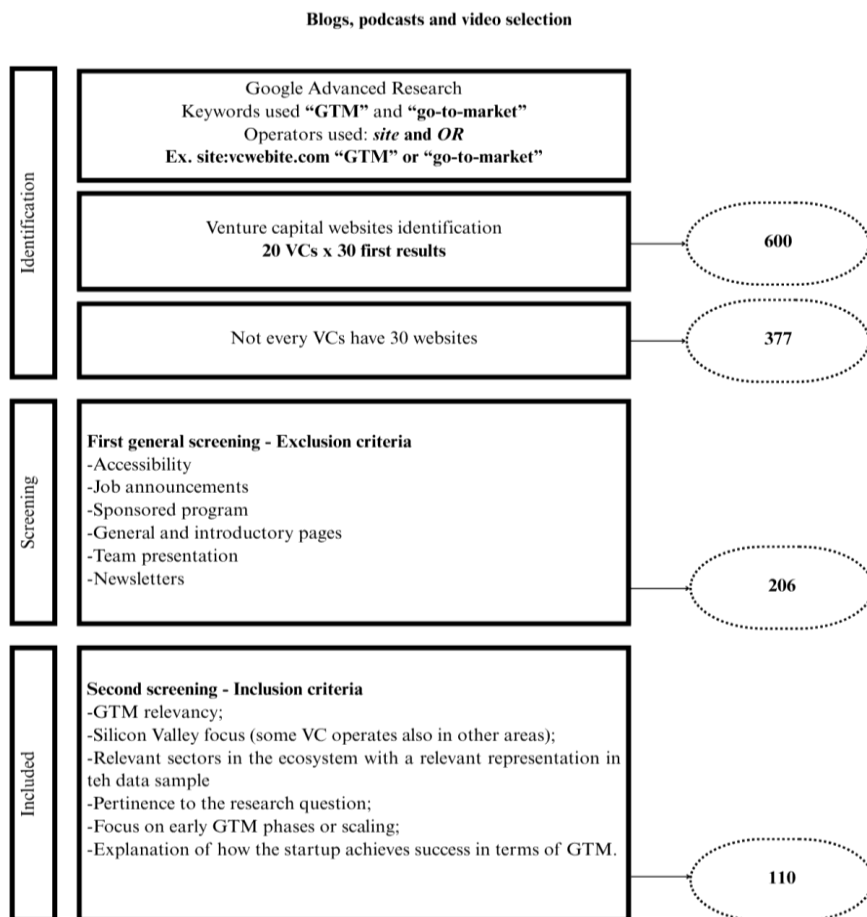
N.	VC website	Long list	Short list
1	<a href="http://sequoiacap.com">sequoiacap.com</a>	30	11
2	<a href="http://svangel.com">svangel.com</a>	30	0
3	<a href="http://accel.com">accel.com</a>	30	9
4	<a href="http://a16z.com">a16z.com</a>	30	18
5	<a href="http://tigerglobal.com">tigerglobal.com</a>	0	0
6	<a href="http://500.co">500.co</a>	28	2
7	<a href="http://nea.com">nea.com</a>	18	4
8	<a href="http://lsvp.com">lsvp.com</a>	30	9
9	<a href="http://khoslaventures.com">khoslaventures.com</a>	0	0
10	<a href="http://generalcatalyst.com">generalcatalyst.com</a>	20	4
11	<a href="http://bvp.com">bvp.com</a>	30	17
12	<a href="http://foundersfund.com">foundersfund.com</a>	3	0

13	<a href="http://fundersclub.com">fundersclub.com</a>	10	0
14	<a href="http://kleinerperkins.com">kleinerperkins.com</a>	19	0
15	<a href="http://insightpartners.com">insightpartners.com</a>	30	15
16	<a href="http://firstround.com">firstround.com</a>	30	19
17	<a href="http://boxgroup.com">boxgroup.com</a>	0	0
18	<a href="http://plugandplay-fundercollective.com">plugandplay-fundercollective.com</a>	7	1
19	<a href="http://foundercollective.com">foundercollective.com</a>	2	1
20	<a href="http://dcvc.com">dcvc.com</a>	30	0
		<b>377</b>	<b>110</b>

Note: the websites selection for each VC's is in the Appendix A.

**Figure 1**

*Prisma Flow Chart*



### 3.3 Data Analysis

The method used for data analysis is Gioia Methodology (Gioia et al., (2013; Magnani & Gioia). This phase begins with an open coding process, where codes represent important information obtained through transcript analysis. This passage is important to be closer to empirical data and avoid the subjective interpretation of the researcher.

To accomplish this phase, MAXQDA is used to analyse each document and create a code for each relevant piece. The program allows for the direct import of transcripts of each blog and videos from the web. For the podcasts available on Spotify, transcripts were available and have been added to the file. For the ones available on YouTube where the transcript was not possible, subtitles are used as transcripts. During the open coding phase, each code represents an important insight and piece of information related to the GTM strategy and its components. The number of codes tends to explode and reaches around 2000 codes, and the axial coding phase allows to group these initial codes into categories based on similarities and differences (Corbin and Strauss, (2008). The categories represent emerging themes from the context analysis and remain closely tied to the informants' words and expressions. Each of them contains similar meaning codes, and Excel is used to manage a significant number of codes because it facilitates searching for codes within the file. Due to theoretical saturation, some codes are excluded. When no further emergence of themes from the data analysis is possible, the study reaches theoretical saturation. When categorising the codes to create the first-order concepts, it became evident that most of the uncategorized codes repeated ideas that were already well-represented in the dataset. However, the model describes the complex representation of the overall context. Additionally, a number of codes are present in more than one dimension because of their transversality. Some did not present any new themes, but others provided more details or specific examples. The remaining data did not provide significantly new insights, which suggests that theoretical saturation had been reached from the perspective of qualitative analysis.

The process above shows how obtain the first-order themes (left column Figure 2) from the codes. This step involves defining 28 first-order codes. From this stage, concepts emerge as the initial categories are abstracted and theorised. In this way, theory is connected to empirical data and placed within context. Emerging from empirical categories, theories and concepts are identified, forming nine second-order themes. Consequently, the creation of aggregate dimensions involves a higher level of abstraction. Aggregate dimensions are established through grouping and re-abstracting the second-order themes. These are conceptual constructs that summarise the findings from first-order concepts and second-order themes, ultimately developing a dynamic framework. The distinction between first-order codes and second-order concepts is clear and not based on predefined templates. Indeed, the concepts that emerge are directly derived from the data, and their names aim to reflect the ideas expressed by the informants, even though they are concepts rather than empirical data from the transcript.

Although two different methods are used, they are compatible because they are not mixed but applied at different phases of the research. This avoids confusion and ensures that each part (data collection using systematic literature review, and data analysis using the Gioia methodology) is consistent and aligned with the method framework. Even though Gioia's methodology is criticised for forcing the results into the first, second, and aggregate dimensions, what is considered not to belong to those dimensions has been added as additional insights (Langley & Abdallah, 2011).

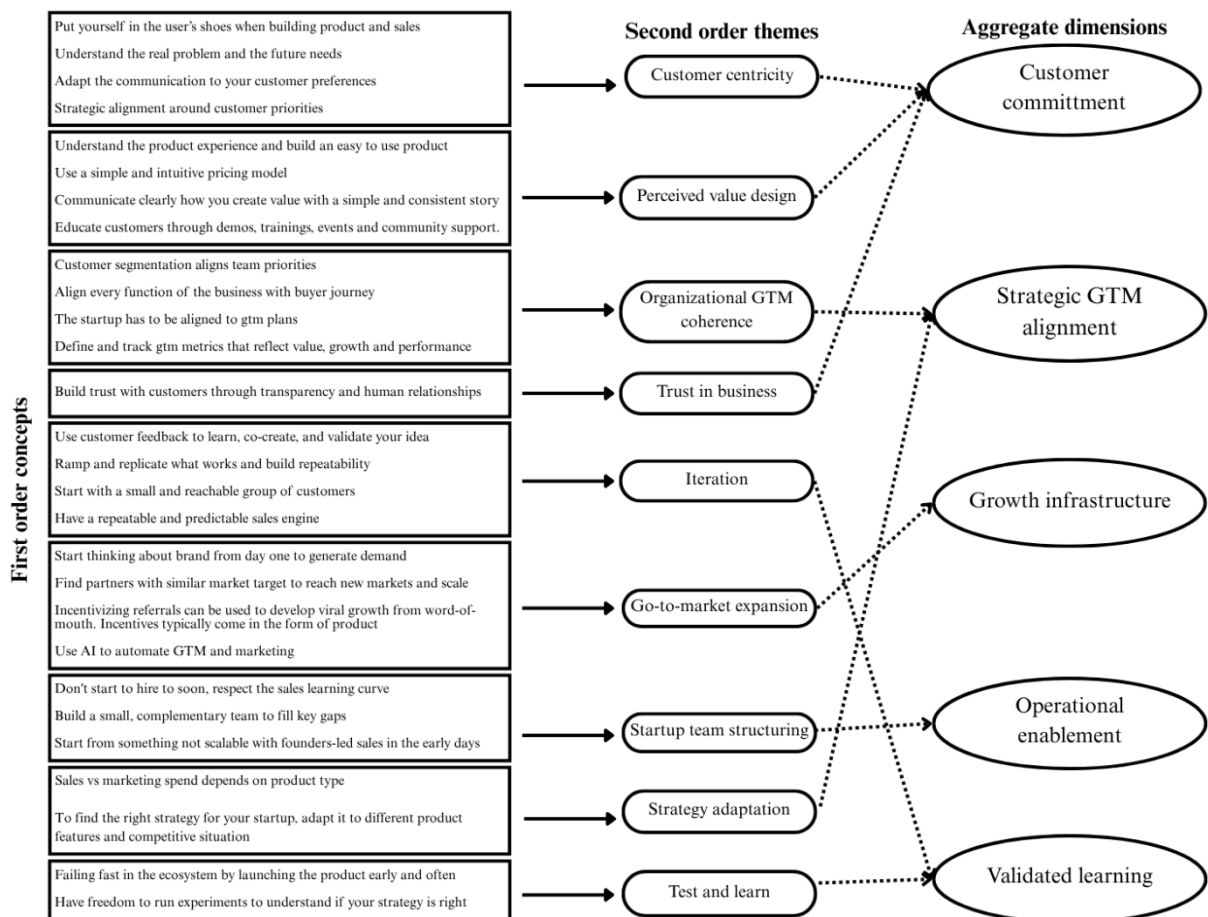
Overall, the methodological design combines robustness, replicability, transparency, credibility, and reflexivity. Its robustness comes from the reliability of the chosen data sources and the strong alignment between the research question, the selected methods, and the analytical process. The codes generated during the data analysis phase are read multiple times, so the theorising phase was conducted when the data were known and familiar. Replicability is ensured by providing a clear account of each step, from data collection and the inclusion/exclusion criteria to the use of a globally recognised search engine, so that others could follow the same

process, even if the exact results might change over time. Transparency is supported by the fact that all sources are publicly accessible, every methodological choice is documented. Credibility is strengthened by allowing the findings to emerge from the direct words of informants, rather than fitting them into a pre-established framework. Finally, reflexivity is addressed by recognising the possibility of interpretation bias in qualitative research and applying rigorous measures to minimise it, thereby enhancing the trustworthiness of the study’s outcomes.

The following picture shows the data structure and the steps from categories to aggregate dimensions.

**Figure 2**

*Coding System*



## 4 Research Findings

The study brought out five key aggregate dimensions and themes. These are theoretical patterns and concepts that emerged from analysing the transcripts. Figure 2 shows the general scheme and each first-order code for each aggregate dimension. In each subchapter, a description of the aggregate dimensions is provided, along with their relationship to the data. The quotations present in Table 3 are used to highlight the closeness of this framework to what the informants said. Indeed, it is suggested to link each aggregate dimension analysis with the quotation in order to verify the consistency during the reading. It is essential to note that the ones present in Table 3 are not all the codes considered for each category, but rather a selection of the most representative and relevant ones.

### 4.1 Customer Commitment

The first key dimension is customer commitment. This term refers to the tendency to prioritise customer needs and features when developing the product and strategy. Firstly, customer identification helps determine which customer segment best aligns with the startup's idea. It involves segmentation and target selection processes that guide decision-making across the company. Since successful ideas stem from addressing needs, a recurring theme is to spend time with customers from the outset to understand their world. Empathising with them ensures that every aspect of the strategy is consistent with product/service usage, people's thoughts and needs. This means that from product development to marketing and customer relations, all functions should aim to solve customers' problems (Quote 1 - Table 3). Understanding these pain points involves listening carefully to customers and their needs. As the goal of innovation is to deliver value to the market, every startup and stakeholder emphasises the importance of creating and delivering value. Informants here are reflecting on the language customers use to depict their problems, so that the communication strategy can efficiently utilise those features. Value creation is about product development, whereas value delivery is about how customers perceive that value, including how they utilise the solution and how it addresses

their daily challenges. Discussing these features is essential to provide what customers need, not just what the founders aim to create. The startup's value delivery has to be consistent with and also complement the strategy for selling the solution. Consequently, communication significantly affects brand awareness, customer engagement, and retention.

Firstly, it is of utmost importance to gain insight into how customers use the product and the kind of feedback they provide. The emphasis on the publication of materials and content highlights the need to provide such information, which can facilitate users' understanding of the functionalities independently, without requiring sales staff intervention. Utilising memos, tutorials, and case studies is particularly helpful, especially given the complexity of high-tech products and solutions. Simultaneously, different components of go-to-market (GTM) strategies need to be aligned with customer behaviour and purchasing patterns. For example, in the same way, the use of a simple interface or strategy helps the customer understand the product/service better, from a usage to a price point of view. Several informants emphasise that mapping the customer journey is essential to stay grounded in the customer experience and avoid losing the way. Doing so helps identify the key steps that lead customers to purchase a product or service, which is vital for defining distribution channels, pricing, and other critical aspects. For example, pricing should reflect what customers are paying for. Using simple and transparent pricing enables customers to understand their own costs. This involves providing a clear model that illustrates the differences between free and premium versions and what can be achieved through paid options. Simultaneously, the price must reflect the value offered (Quotation 4 – Table 3).

Informants suggest that the customer-centric mindset should be embedded within the company's culture, from leaders to staff (Quotation 3 - Table 3). Based on this, they can deliver the best possible value to the market. Their commitment shapes their entire business relationship with clients. These relationships are crucial for engagement and retention; indeed, a growing focus on CRM is highlighted in the

transcripts. Moreover, they need to be based on trust and genuine human interaction (Quotation 2 - Table 3). Today, AI in marketing reduces time and enhances effectiveness, but there is a risk of losing the human touch and relying solely on artificial intelligence. To prevent this, the recommendation is to use AI to boost competitiveness in terms of speed and efficiency, while maintaining a human element to foster authentic relationships.

Staying close to the market offers greater insight and feedback on customer opinions about the product. Incorporating this feedback from the outset helps verify whether the strategy is on the right track, avoiding wasted effort on misguided approaches. This approach aligns with what informants report: value is generated throughout the process, not just initially after product development.

This principle is especially significant in entrepreneurial environments, particularly in Silicon Valley, where abundant capital and advanced technology enable startups to develop features closely matching customer requests. Access to venture capital directly impacts the financial aspect of projects: VC support provides founders with the resources and time to analyse customer feedback and build strong relationships before the launch. This patient capital facilitates a deliberate approach, where decisions are made after careful consideration of what to release and when. Conversely, in ecosystems with less VC access, founders often have fewer resources and less time for detailed market research, leading to faster, less customer-focused decisions.

*“I have to give Sequoia credit for having the patience to let the founders go explore, before deciding which market to go after” (Sequoia Capital).*

#### 4.2 Strategic GTM Alignment

Having established the importance of maintaining a customer-centric approach throughout the process, the second dimension focuses on the internal orchestration of activities across the organisation. These two dimensions naturally flow into each other. Feedback gathered in the first phase only becomes truly valuable when it is

embedded into the process and actively shapes both the product and the strategy (Quotation 7 - Table 3). In practice, this means that everyone in the organisation must understand how to act and what to prioritise based on customer insights. It influences the way individuals work and how teams collaborate. When people remain aligned with their teammates and keep the company's goals and mission in mind, their efforts converge, creating an organisation where activities and functions move in sync to meet customer needs. It also implies that misunderstandings with customers can result in delivering the wrong product to the market. Similarly, a lack of team alignment means that individuals may proceed in different directions, with no shared understanding of the adopted strategy. Such a lack of clarity can also shape how customers perceive the business and, ultimately, can lead to the failure of the go-to-market strategy.

As pointed out before, it means that the entire startup needs to be aware and share also values and goals, both short-term and long-term (Quotation 6 - Table 3). To facilitate this, compensation plans help align and coordinate the efforts of every employee. Another way to help them align with their maximum potential is to promote freedom, allowing people to propose their ideas and feel part of the business.

Equally important is the ability to assess whether your strategy is effective. In this context, using suitable metrics helps identify what is wrong and what needs to change (Quotation 5 - Table 3). Choosing the right metrics appears to be a challenging but crucial decision, because measuring the wrong indicators means focusing on aspects that do not add value to the business. The risk is to measure too many things, which leads to an overwhelming amount of data that can be mismanaged or misinterpreted. To avoid confusion, experts recommend measuring what is quantifiable and what genuinely matters for the long-term perspective.

Since alignment is tied to customer centricity, meaning the ability to keep the core business anchored in customer needs and priorities, defining the appropriate GTM components and sales motion becomes essential. Here, depending on the product to be sold, a different sales motion can be adopted. Since marketing and sales are crucial in determining how to effectively sell the product to the market, adapting

the proposed solution and sales approach is essential. In particular, Silicon Valley has a trend of adopting product-led growth; however, since this approach does not apply to every type of product, other strategies are also employed. For example, sales-led motion means that there is a high investment in sales and less in marketing, the opposite case of product-led growth. The choice of sales motion adaptation depends on different aspects, from customers to the competitive situation. It is also crucial to understand how the customer operates, the pace of their adoption, and what differentiates the business's product from existing alternatives in the market. Differences among team members can be a source of ideas and creativity, but they can also create coordination challenges. Even in Silicon Valley, where access to highly skilled people is still there, the risk, however, is the same. A diverse team can be an additional source of ideas, but working together on the same business objectives becomes easier if there is alignment. The rapid and innovative character of the ecosystem implies that people are generally more flexible and willing to change, which consequently benefits the alignment. If there is no alignment, uncertainty grows uncontrollably, and people become less involved. At the beginning of the company's life, when a strategic decision can change the situation for a long time, this lack of alignment can block growth significantly.

### 4.3 Validated Learning

The third aggregate dimension is connected to the previous two. It involves customers in defining and improving the strategy. It is essential to avoid concentrating resources on specific areas or pursuing strategies that may not be effective. This approach proves effective across all startup functions. The ability to test, observe the results, and analyse them is vital from a learning perspective and is not regarded as a waste of time. Instead, the results obtained may necessitate adapting, reviewing, improving, or even restarting the strategy from scratch. In Silicon Valley and its unique startup ecosystem, the mindset emphasises failing fast, enabling rapid

product launches and verifying success. This means that it is better to test, experiment, and fail than to persist with a strategy that the market has not validated.

Indeed, another important concept introduced is validation. Validation means confirming that the strategy is suitable for the market. This is achieved by the startup's ability to stay close to customers, ask questions, and listen to their feedback. According to the market, everything can be improved. Feedback is used for co-creation, where customers help in defining the product and the strategy (Quote 8 - Table 3). Notably, feedback and learning are not confined to a single step but are essential throughout the entire process. If something is wrong, the key step is to return back to the initial phase of customer listening (Quote 9 - Table 3). To foster cooperation and embedment in customer feedback, informants suggest involving product developers and engineers in customer calls. They are the ones who know the product best and are most capable of resolving issues.

The process of validated learning is crucial because it determines what is scalable. Scaling is the next phase for startups aiming to grow. In Silicon Valley, blitzscaling is a common practice where startups expand rapidly. In particular, “when scaling?” is one of the most frequent issues that founders need to address. Most startups scale too early when they are not ready. To avoid this, the secret is to scale only what is repeatable. This has implications in various areas, as it will be shown see later in the growth infrastructure. A strong infrastructure and organisation are vital; for example, understanding how and when to hire new staff is critical for scaling. Another theme is introduced: “When should I hire more people?” and linked to repeatability. The answer is when the sales process is repeatable, meaning the chosen strategy consistently works and can be scaled. Everything is linked to validation, because if the strategy is correct, it will be repeated, fostering predictability, allowing one to anticipate performance and plan effectively for growth. The ability to build something repeatable starts with the choice of market. The market's breadth is especially important. Starting with a small market helps to develop something repeatable and understand what can be repeated. At the same time, this market needs to be accessible in order to scale and grow. Beginning with a small

market allows for experiments and achieving repeatability more quickly. Once this is reached, expanding to a larger customer base becomes possible based on the knowledge gained (Quotation 10 - Table 3).

Additionally, the connection between this dimension and the previous two shows that the process is sequential. However, at this stage, there is still a chance of making mistakes that could set the process back to square one. As mentioned earlier, validated learning is essential to avoid launching the wrong product with an unsuitable strategy into the market. Once repeatability is established and it is clear that the product genuinely meets customer needs, attention can shift to growth. In Silicon Valley, growth often means hypergrowth, and the common approach is blitzscaling, a phase where speed is prioritised over efficiency. This stems from the desire to gain a competitive advantage by entering fast-moving markets as quickly as possible (Quotation 11 - Table 3). The next dimension considers the strategic and operational elements that must be in place before a company can make that leap responsibly, ensuring that growth is not only rapid but also sustainable.

#### 4.4 Operational Enablement

After achieving repeatability and predictability, the product can be launched. To do this, it is essential to determine the team responsible for that phase. In this sense, to develop a strategy that brings the product to the market, it is necessary to have a flexible and adaptable team (Quotation 12 - Table 3). Operational enablement is an important issue that emerged when analysing the topics examined in the transcripts.

Due to a lack of resources at the startup stage, the founder should be the first to devote themselves to sales. Starting with a founder-led sales approach has several advantages, as it allows for direct contact with the founders (Quotation 13 - Table 3). It utilises their passion and commitment as a key driver to encourage people to use the product. Indeed, founders are the only ones who, at the beginning, know the business in its every detail, its mission, and its vision. They know why they

develop that kind of service or product and how to solve the problem. Usually, even though they were not salespeople in the past, they can deliver value and convince people. By contrast, founder-led sales also have negative aspects, such as founder inexperience and limited availability to start sales. Even though it is something not scalable in the long run, starting with this kind of sales motion allows to understand what is repeatable and, thanks to the first founder's experience, develop a sales motion based on their experience. By engaging directly with potential users, founders are better positioned to validate whether the product truly addresses customer needs while simultaneously uncovering key insights about their target segments.

Additionally, after adopting this type of sales process, where the founder is the primary actor, it is challenging to determine when to implement other sales strategies and hire new sales personnel. That is the reason why most of the interviewees and experts analysed this problem. Indeed, hiring new salespeople too soon can be misleading and cause failure. For this reason, the solution proposed is to respect the sales learning curve. According to this curve, startups should start hiring salespeople when they have gained a significant understanding of their processes. Their knowledge should be comprehensive of all the parts that involve the business, from market definition to product development. If this overall knowledge has not been achieved, the founder should wait to hire new people and continue with their small team. The lack of this understanding means the strategy could be reviewed and fail in the future, making the already hired staff merely an additional cost. When the company enhances its knowledge in this area, sales will become more effective, and hiring new salespeople will then become a sensible approach. At the same time, the sales team is operating with quotas, but setting them too low can be a disincentive; therefore, establishing proper quotas is crucial to ensure that the sales team cooperates and collaborates to achieve the same goals, which should be increasing sales. This is an example of what is needed to maintain the incentive and interest of the entire organisation. To do so, interviewees emphasise that a proper compensation plan is necessary to align all activities with business objectives.

Moreover, due to the need to reduce costs for early-growth startups, a small team is often preferred over a larger one (Quotation 14 - Table 3). This is closely related to the importance of having an aligned team in terms of culture, long-term vision, short-term objectives, and coordinated activities. A small team allows for postponing the decisions about hirings and saves resources for other projects.

Hiring new people is a process that involves various factors, including timing and the individual being hired. In this sense, informants suggest a sort of “model definition” that allows one to be competitive in the startup world. According to them, the next people to be hired for your team should be flexible and adaptable, able to face different challenges due to the startup's uncertain nature. They should bring new and complementary skills not already present in the business, in order to cover various fields (Quotation 13 - Table 3).

In Silicon Valley, hiring the right people at the right time can make the difference between sustainable growth and early setbacks. Yet, many founders admit that the pressure of a growing workload often leads them to bring in new hires too soon, before their product or process is truly repeatable. In the rush to keep up, the long-term logic of sustainability can get lost. This challenge is intensified by the region's fast-paced environment and fierce talent competition, where the fear of losing top talent to other startups can lead to hiring decisions that are more reactive than strategic.

All the above elements are described as essential and common practices in terms of operational aspects necessary for growth. The challenges faced concern team composition and the decision-making process involved in finding the right people for the business. At the same time, these issues are relevant for most startups, and future research can explore them in more detail. Indeed, the following section focuses on the growth and scaling phase.

#### 4.5 Growth Infrastructure

Lastly, this aggregate dimension refers to what emerges from transcripts regarding growth practices and what helps accelerate the growth process. They are common

practices adopted after what has been analysed before, since the previous topics are about the internal organisation and mindset, but the following are more strategic.

In particular, when it comes to branding, investing in it from day one yields higher demand generation and increased retention rates. The early interest in branding is necessary since it is a long-term investment; therefore, starting as soon as possible reveals a good effect later on. In parallel, the brand must be consistently aligned with the business, and these changes should be accompanied by brand features that reflect this alignment. Indeed, changes in customer preferences lead to changes in business, strategy, and brand perception. People perceive the brand as the value the business is delivering, and how they perceive it influences the customer attraction, retention and engagement in the long run.

Moreover, when discussing demand generation, referral campaigns assume significant importance in this context (Quotation 15 - Table 3). Due to the ecosystem nature, the network is a key component of Silicon Valley businesses. Therefore, building referability around the product is crucial to attract and retain more customers naturally. For example, for product-led growth companies, this feature is essential since it is the product that drives the sales. At the same time, not every product has these characteristics. Specifically, the collaborative nature of it helps with referability. Indeed, a startup can also leverage this method to go upmarket, since the entire company management can be reached by building referability inside the team, from one employee to others who employ the product to the company itself.

Additionally, in later phases, working with partnerships has its beneficial aspects. Informants emphasise the importance of the partner ecosystem as a key enabler of market access and scalability. They appear to be beneficial for channel identification, entering new markets, and scaling. For instance, finding the right partner, one that operates in similar markets, assists in reaching nearby businesses or entering new markets, as the partner's knowledge makes market entry easier. This is an opportunity to share costs and risks while maintaining the singular independence.

Finally, according to the new trends and market directions, utilising AI in business enhances the capability to reduce time spent on time-effective activities, particularly in marketing (Quotation 16 - Table 3). By applying that time to other activities that cannot be automated with the use of AI, the business can focus on other aspects. At the same time, the use of this tool is enhancing content creation. However, the risk is that it delivers something completely dehumanised, which is in contrast with human relationships and business foundations. Indeed, this use of AI can result in a low commitment from the company side, where trust and commitment are diminishing.

The previous dimensions are part of the dynamic model that emerged from data. Each of them represents the logic behind the go-to-market strategy, defining the specific components that are critical for growth from early stages to later ones.

#### 4.6 Additional Insights

This section shares some additional insights that, while not familiar enough to become part of the main dimensions, still offer meaningful takeaways for startups. These points do not change the overall model, but they add depth and highlight nuances that can help founders reflect on their specific context. Even if they do not appear frequently in the data, they are still worth considering, mainly because they complement the broader go-to-market picture without conflicting with it. This is also due to the data collected, which provides a more comprehensive view than focusing on individual elements. These final considerations can help entrepreneurs consider additional approaches that are not as prevalent in the experiences described, but are still available and valid for their specific startup case. Indeed, even though they are not key part of the model, they are still valuable and specific insights.

One of them is the reference to community engagement. Depending on the customers, the community could be a keyway to boost engagement, especially for developers as their enthusiasm for high-tech products makes them more willing to

participate in product development. In this particular instance, building a community around the product leads to more interaction and trust than the classic relationship because it is a strategy that reach the customer and turns them into an active participant of the business. The go-to-community is found to be a different dimension when people talk about the difference between “go-to-market” and “go-to-community” (Quotation 17 - Table 3). Such a method not only guarantees a superior customer experience but also provides a variety of events and networking opportunities, allowing people to participate in the activities. Being a member of a community like this quite rightly motivates customers to exhibit proactive behaviour, e.g., giving feedback and sharing insights that affect the business decisions and foster referability. These relationships must be aligned with the broader business strategy. At the same time, to measure the performance of this strategy, it is advisable to evaluate community growth and performance.

Another additional insight is how high-tech startups engage with competitors and their relationships with them. Indeed, the competitive landscape is mentioned as one of the key factors in adapting the strategy to the context. Concurrently, the messages that emerge from the analysis reveal the importance of not imitating and copying what competitors are doing and managing blindly, but instead trying to learn from them. This means not being obsessed with constantly controlling what they are doing but rather studying their strategy to anticipate their future moves and clearly defining the differences between their business and the one of their competitors. The distinction must be clear for both the business itself and its customers. However, learning from competitors aligns with the philosophy of continuous learning, which is made possible through feedback.

Furthermore, the use of the hybrid model as a sales motion is another insight that has not been incorporated into the model due to the desire to express the overall dynamic without overloading it. Due to its more technical nature, it is analysed separately. In the meanwhile, codes related to each sales motion were considered only when they were not tied to a single, particular case. Informants reveal that product-led growth seems to be the most common sales motion in Silicon Valley,

but a new trend is emerging: the hybrid model (Quotation 18 - Table 3). This combines product-led growth with a sales-driven strategy. Having a product that can sell itself initially helps to gain more traction, and then leveraging sales supports retention and key account conversion. As well, every startup discovers its ideal mix. This choice is vital and reinforces the idea that product-led growth, even if it seems to be the most effective and common approach, is not necessarily the best solution.

*“It is important to figure out the primary motion that works the best for your target buyer. Once you’ve identified where you’re seeing the most success, you can invest more into that motion.” (General Catalyst, 2024)*

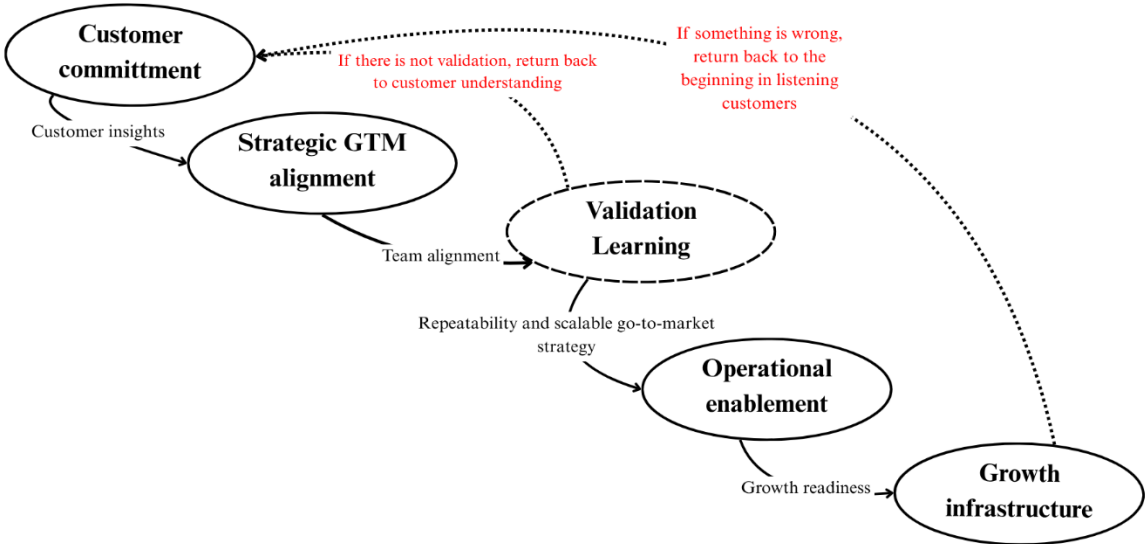
Therefore, the success of this strategy needs to be measured by metrics for the product and the success of human relationships between the salesperson and the customer. The emergence of this new sales model, the hybrid ones, stands for the need to find something more adaptable to each firm's exigency, so they can operate as best they want.

#### 4.7 Dynamic Model

The result of data analysis is incorporated into a dynamic model Figure 3, where the goal is to connect each dimension to represent an integrated and generic framework. In particular, this dynamic model comprises different sequential phases, where customer commitment is where the startup needs to begin developing its strategy, and where growth infrastructure is essential to adopt during the scaling phase. The other dimensions are necessary during the process. However, the overall process is not strictly linear: if inconsistencies and misalignments are identified at one stage, the next step is to revise what was previously determined. This particularity is shaped by the mindset that guides this region, where the “test and learn” approach is at the basis to ensure something scalable. The propensity to invest a lot of time and resources in experiments enables not to waste resources on something that will not be successful, but rather to figure out what does not work and rebuild it. The picture below represents the model; each arrow represents a

deliverable and the logic implied. Attention is given to the return phase when something is not in line with the business and customers' vision. Rather than representing a rigid sequence of steps, the model should be seen as a cycle of continuous learning and adaptation. At any point, feedback loops may prompt a return to earlier phases, particularly when customer needs evolve or internal alignment weakens. The picture that aims to provide a graphical representation has two arrows linking the phase with the beginning, after team alignment and following the growth infrastructure. The reason is that after team alignment, if repeatability is not achieved, it is necessary to rethink everything. While the last dimension concerns growth and the phase of effectively launching the product into the market and striving to expand with it, it requires a backwards arrow. After recognising that the product has issues and can be improved, listening to customers again helps to find the right way. This representation emphasises the role of validated learning and experimentation while attempting to establish sequentiality, despite the high level of uncertainty that can impact the process. Ultimately, this model has been developed by identifying the logic behind the aggregate dimensions, serving as a practical roadmap for early-stage startups while maintaining adaptability to context-specific variations and real-time market feedback.

**Figure 3***Dynamic Model*



**Table 3**

Segment, Codes, Aggregate dimensions

	<b>Segment-Text</b>	<b>Codes</b>	<b>Category</b>	<b>Aggregate dimension</b>	<b>Websites - VCs</b>
1	<i>But sustained growth isn't possible without putting your customer as the priority, in both product development and go-to-market strategies.</i> <i>(Atlas Editors, 2020)</i>	But sustained growth isn't possible without putting your customer as the priority, in both product development and go-to-market.	Be customer obsessed when developing a product and design the sales process	Customer commitment	The Go-To-Market Learning Curve - Bessemer Venture Partners
2	<i>Organisations that frequently interact with clients post purchase and deliver quick time-to-value for customers are rewarded handsomely with trust and future expansion potentials.</i> <i>(Dinesh Katiyar)</i>	With the buyer centric approach, success come from interaction with clients and quick time to value customers.	Build a closer relationship with your customer	Customer commitment	Future Outlook Emerging Sources of Next Big GTM Startups - Accel

<p>3</p>	<p><i>These leaders need to be end-user-centric, deeply embedded in the product, and work in concert with other product, engineering, and marketing leaders to orchestrate an enterprise sales motion that amplifies bottoms-up momentum. (First Round Capital; First Round Review)</i></p>	<p>Hire user-centric sales leader, embedded in the product and aligned with product engineers, marketing leaders.</p>	<p>Customer obsession comes from leader</p>	<p>Customer commitment</p>	<p>Introducing enterprise sales to a product-led growth organization-First Round</p>
<p>4</p>	<p><i>And if you have the proper go-to-market, and you have the proper product, and you have the proper positioning, then you can, basically, get the maximum dollars that customers are willing to pay. And everyone feels like it is a very fair transaction, that the value being delivered to the customer is</i></p>	<p>Fair transaction, that the value being delivered to the customer is very reflective of the price that they pay.</p>	<p>Price as a fair business value</p>	<p>Customer commitment</p>	<p>Product-Market Sales Fit (What Comes First) – a16z</p>

	<i>very reflective of the price that they pay. (Chokshi et al., 2019)</i>				
5	<i>Define clear key performance indicators (KPIs), such as customer acquisition cost (CAC), to track performance and make data-driven adjustments. This ensures continuous improvement and alignment with your business goals. (PlugandPlay, 2024)</i>	Define metrics for your GTM because it ensures improvement and alignment to your business goals.	Metrics brings clarity but don't start to measure too many things	Strategic GTM alignment	Is Your Startup Ready for Global Expansion Here's What You Need to Know - PlugandPlay
6	<i>So just really make sure that the plan you're building is aligned with the most important thing for the company, um, at that. (First Round Review)</i>	Make sure that the plan you're building is aligned with the most important thing for the company, um, at that time.	Align every function within the business	Strategic GTM alignment	Never done sales before Meka Aso-nye shares GTM playbooks from Stripe- First Round

7	<p><i>Successful product-led companies obsessively listen to their customers. Especially in the early days, many go through a number of pivots before landing on the final concept. The best product teams quickly iterate and adapt the product based on the customer feedback they receive.</i></p> <p><i>(Vaswani Anoushka, 2022)</i></p>	<p>Successful product-led companies obsessively listen to their customers.</p>	<p>Build a closer relationship with your customer</p>	<p>Strategic GTM alignment</p>	<p>Five Lessons From Product Led Growth Companies – Lightspeed Venture Partners</p>
8	<p><i>I would recommend a co-creation model, where you identify your first five customers, work and learn from them deeply. As a founder, it is essential to spend time with your customers.</i></p> <p><i>(Kirani)</i></p>	<p>Co-creation model: identify and work with your customers, receive feedbacks.</p>	<p>Co-create products with customers through feedback and iteration</p>	<p>Validated learning</p>	<p>Go-To-Market Strategy What is it and How to Build - Accel</p>

9	<p><i>So once I know where I'm stuck, I'll go back to my old customer interviews. I'll do new customer interviews and I'll really focus on that step of the journey and I'm looking for ideas. and insights. And then I'm just going to use that to kind of inspire the next idea for a test, the next idea for a test.</i></p> <p><i>(First Round Review)</i></p>	Focus on the journey, get ideas and use them to inspire the next one.	Be adaptable to each customer journey	Validated learning	How to find and pull startup growth levers Matt Lerner – First Round
10	<p><i>To build a more scalable business and to get started on a problem that a large number of smaller customers have because you tend to find that their requirements are more consistent and it is easier for you to hone in on a smaller feature</i></p>	It is easier to consider a problem that a large number of smaller customer have because their requirements are more consistent.	Start with a small and reachable target	Validated learning	Product Pitfalls From 0 Customers to the Messy Middle and IPO – First Round

	<i>set that works for a larger number of people. And so if you're product centric, which a lot of these organisations are, it becomes easier to build something that will work for a large number of people.</i> <i>(First Round Review)</i>				
11	<i>Don't be afraid of trying something, launching something, scaling it back, and then trying something else. Failing fast in this ecosystem is really important.</i> <i>(Welch, 2020)</i>	Don't be afraid of trying something, launching something, scaling it back, and then trying something else	Launch the product early and very often	Validated learning	How to approach enterprise sales at a developer-centric company – Bessemer Venture Capital
12	<i>Hire a solution based sales person in the beginning, someone who is flexible and can work around customer needs. In the initial days, both your product and customers</i>	Work alongside the customers and understand hidden needs	Understand, anticipate and shape customer needs	Operational enablement	Go-To-Market Strategy What is it and How to Build - Accel

	<i>are amorphous; being flexible is essential. (Kirani)</i>				
13	<i>But I think anyone and especially founders, I think any founder can be a good early salesperson for their product. And I say this because as a founder, you've got a couple of superpowers. One, you probably care more deeply about this problem than many people that a customer I've ever met with before to you have some pattern recognition, you probably can go to a person and say, I've talked to five or six of your peers, and I can educate you on how they've tried</i>	I think anyone and especially founders, I think any founder can be a good early salesperson for their product.	Founders-led sales at the early days	Operational enablement	Never done sales before Meka Aso-nye shares GTM playbooks from Stripe, Mixpanel, and backing founders - First Round

	<i>to solve the problems, what things they've tripped over. (First Round Review)</i>				
14	<i>In the early stages, your go-to-market (GTM) leaders generally operate alongside a small team—as both a player and a coach—to do whatever it takes to close deals or reach customers. (Morrissey et al., 2023)</i>	Small GTM team	Work with a small team	Operational enablement	Scaling Your Go-to-Market Org – a16z
15	<i>Try to build referenceability in one category, or if you know of a category where your potential customers are, then target that channel. (Kirani)</i>	Channel identification: build referenceability (make others to convince to buy your product) or identify potential customers	Make your customer refer the product for growth	Growth infrastructure	Go-To-Market Strategy What is it and How to Build - Accel

<p>16</p>	<p><i>The rise of AI in customer support. Companies are incorporating generative AI and large language models (LLMs), and in some cases building their own LLMs, to handle support tickets. AI can search through a database of support documentation and provide improved first-line support with succinct summaries and relevant citations that address the issue (Morrissey et al., 2023)</i></p>	<p>Use AI for your GTM</p>	<p>AI is reshaping GTM through automation</p>	<p>Growth infrastructure</p>	<p>Scaling Your Go-to-Market – a16z</p>
<p>17</p>	<p><i>The key difference between the incentives in go-to-market vs. go-to-community strategy can be summarised as the difference between value capture vs. value creation. (Woods &amp; Patrick, 2021)</i></p>	<p>Go-to-market is value capture and go-to-community is value creation</p>		<p>Additional insights</p>	<p>Community ≠ Marketing Why We Need Go-to-Community, Not Just Go-to-Market Future-a16z</p>

18	<p><i>It is important to figure out the primary motion that works the best for your target buyer. Once you've identified where you're seeing the most success, you can invest more into that motion.</i></p> <p><i>(General Catalyst, 2024)</i></p>	<p>For product-led/sales-led (hybrid motion), you need to understand which motion works best for you and invest more in this one.</p>		<p>Additional insights</p>	<p>Sales-Led vs. Product-Led Growth – General Catalyst</p>
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*Note: This table shows only some of the representative codes.*

## 5 Discussion

The purpose of this study is to explore the go-to-market insights and advice from the perspective of Silicon Valley stakeholders. As outlined in the preceding section, each aggregate dimension and the dynamic model are described; however, this part focuses on comparing and contrasting the findings of this study with those in the current literature to verify if results are new insights or already present.

According to Teece (1986), GTM strategies are composed by those activities that generate competitive advantage because they are able to capture value. Consistent with this view, the present findings show that, to maximize their impact, the components of these strategy needs to develop also other complementary activities, not only product development and so interested only in innovation. This is consistent with the introduction of this strategy from the early phase, where customer commitment depends on customer identification and targeting. Indeed, Nieto Cubero et al. (2021) report that the commercialisation phase is important from the first stage. As we discussed earlier, commercialisation is only a part of the GTM strategy, but the overall approach confirms that founders need to consider how to launch the product into the market from day one.

What Hauser et al. (2006) and Weinstein (2006) suggest is to segment customers based on their behaviour and needs. In line with this recommendation, the results from transcripts reveal, segmentation identifies customers with similar preferences and behaviours, making them potential targets for the business. Understanding who the customers are helps identify what to build based on their preferences. The importance of paying attention to the buyer and customer journey relies on maintaining close contact with customers at each touchpoint to build stronger relationships and develop more effective strategies. In this sense, the informants propose using the cus-

tomers' communication style through adaptation, as suggested. After defining the customer segments, adapting the strategy to the characteristics and needs of customers is fundamental to customization. Informants examine the importance of relationships and adaptation. They highlight their focus on different segments and needs, which cannot be addressed by a single solution from a business perspective. Some studies explore the role of GTM for e-innovation sectors, where signals of trustworthiness influence customer uncertainty. Relationships with startups must be authentic to reduce the perceived risk when engaging with them. Additionally, each element of the strategy must be tailored and suitable for the context of internet-enabled products and services (Kuester et al., 2018). In line with Audretsch (2021), the concept of adaptation is also essential because, as reports, Silicon Valley is regarded as a role model but may not be appropriate for all startup ecosystems. Overreliance on this model can lead to focusing on the wrong activities. These ideas embody the notion that strategy needs to be specific to each startup and each customer segment, encouraging founders to create something unique rather than imitate what customers already find in the market.

This concept of adaptation is fundamental not only in terms of different segments but also for various phases during the startup life cycle. Indeed, Schuhmacher et al. (2018) note that the methods and approaches to early and major markets differ in terms of the characteristics of early adopters, their needs, and what they seek in a product (innovation or reliability). Those who generally apply the same strategy in both contexts are the ones who fail. This finding adds to the existing literature by highlighting that it is essential to consider different strategies not only for different people but also for different market types and stages. Consistent with this, the data show that informants suggest starting with a small group of customers first. The niche segments allow building closer relationships and authen-

ticity, which differ from those of large and upmarket customers. Their behaviour changes in expectations, product requirements, and interests. Indeed, recognising what customers expect from the business is vital for providing practical training and education. The way customers want to engage with a product evolves over time: early adopters and developers often prefer to explore it independently, while more mature customers may appreciate the guidance and support of a salesperson. These differences necessitate a distinct approach to communicating the value delivered and the potential need for training (from FAQs to demos). The literature suggests that customer training and education have a positive impact, and the findings support this assertion. The provided and available user assistance is one of the ways to stay close to customers; customer assistance generally has a positive effect, even though it is carried out through different means (tutorials, memos, etc.) (Tekinerdoğan et al., 2011). Since customer trainings and assistance also contribute to retention and engagement, training is part of the relationship-building process. The customer who understands what to do thanks to existing content can foresee their needs and the quality of this content is also a crucial factor. The results of the transcripts demonstrate this: participation of product developers and engineers in customer calls enables the clear identification of common problems. Their involvement fosters customer engagement because they are best suited to understand customers' issues and therefore know where to intervene and propose immediate solutions. This finding reinforces the idea that trust and reliability reduce the sensitivity to strategy changes; they are competitive assets that differentiate a company from its competitors and enhance decision-making and innovation. These dimensions also play a key role in driving international growth. In fact, innovation fueled by strong human relationships and a customer-focused approach is one of the most important factors (Tuominen et al., 2023).

Customer commitment or centrality is already present in the literature as one of the foundations of design thinking (Ford & Yoho, 2025). This framework enhances the customer experience and stakeholder engagement by adopting a customer-centric approach, grounded in different activities like empathy, problem definition, ideation, prototyping, and testing. This pattern reflects the ability to gain and integrate customer feedback or opinions into the strategy development process. The core aspect is not forgetting that the value delivered is for customers with specific needs and real problems to solve. Hence, the ability to focus on customers is a crucial determinant of strategy and product success.

In addition, the paper written by Shah et al. (2006) is coherent and consistent with our findings. Similarly, our results align with the observation that different aspects of customer commitment and centrality are analysed, such as the leadership commitment. The results from the transcripts suggest that this culture needs to start from the managerial level. The paper also confirms that customer centrality is reachable and effective if leadership is aligned with this goal. Similarly, it is not always easy, and sometimes not enough, to align the company and its employees. However, through a central database and revised metrics, it is possible to identify what is wrong and what is not. Indeed, as the proposed model confirms, customer centrality and learning paths are closely correlated, and the combination of both is a key driver of innovation. Specifically, Holland et al. (2000) examine the key success factors in product development. Leadership, involvement, clear goal setting, communication, and commitment are essential for internal alignment. Sharing the same values enables the creation of greater value for customers. This effort also facilitates delivering a solution that aligns with the business itself (Guenzi & Troilo, 2007). As informants report in the transcripts, shared values are crucial for ensuring a collaborative team that works towards shared goals within the organisation. In this regard, experts discuss incentives, particularly for the sales

team, and a suitable compensation plan to avoid discrepancies and incoherence. Moreover, the alignment relevance refers to the coordination and execution of communication between R&D and strategy development (Karaveg et al., 2016). That attests to what is emerging from transcripts, where developers (in that case R&D) participate in sales calls and feedback needs to be integrated from the product development stage.

Even if the customer-centric approach aims at customer satisfaction, researchers propose a more balanced model. Indeed, all stakeholders should be considered when developing the strategy to maximise the number of satisfied customers (Gummesson, (2008). This more balanced view helps us not to forget all the people who are involved with the customer, not just him. In the data collected there are references to stakeholders, however the attention is mostly oriented towards customer satisfaction. In particular, for the topic that is analysed, the go-to-market strategy, it is reasonable to understand how to reach customers, and at the same time, it would make sense to understand the effect on other stakeholders too, like the public audience or community; however, this perspective is absent in our findings.

As mentioned earlier in this study, some practical insights are present in practice-oriented books. The most famous ones related to the research topic and findings are: “The Lean Startup”. This book, written by Ries (2011), presents a model designed to improve business operations continually where product and strategy change frequently. Entrepreneurial management enhances success by setting long-term goals and clear milestones, which clarify roles and align the team. This theory considers the uncertain times and environment in which a startup operates. However, the suggestion here is to build a sort of “innovation factory”. Informants also emphasise the ability to conduct multiple experiments simultaneously to determine the optimal solution. Experimentation facilitates survival in a competitive business environment and ensures customer satisfaction, as the

business can consistently deliver high-quality products. The validated learning theme is a key milestone of this approach; the findings reinforce the argument that even after experiments, if the strategy is correct for the market, what is learnt should not be considered a waste of time or resources, because it helps to develop new strategies and prevent future mistakes. Without validated learning, startups face a high risk of launching products that nobody wants or likes.

Papers continue to explore this topic in greater detail. An example is Shepherd and Gruber (2021) where the lean startup framework is divided into five pillars, each of them is studied to support and advance academic research on these practice-oriented topics. In parallel, Sanasi et al. (2023) analysed experimentation in the startup lifecycle. The results show that experimentation is not only present in the first phase, before the product launch. It needs to be constantly present throughout the startup's life. What is tested will differ from the initial phases, but ultimately, new markets and customer segments will be discovered and evaluated. This insight underscores the significance of learning in uncertain environments, such as those encountered in startups. By learning and discovering new things, startups can foster innovation and development. In summary, the collected data confirm that feedback and continuous learning are at the basis for sustainable growth and development. Problems may arise when the execution phase differs from the defined strategy, resulting in a discrepancy. The lack of coordination can be attributed to the desire to go fast in the market, even when the problem is not correctly understood, the absence of validated learning, and the prioritisation of getting the product finished over understanding the needs (Giardino et al., 2014). The criticality of these dimensions aligns with the findings from the transcript analysis.

Regarding one of the biggest challenges a startup faces, there is the issue of team composition and decision-making in hiring (Wasserman, 2008). Various aspects of this problem are analysed. Kim and Pergler

(2024) and (BERNSTEIN et al., 2024) focus their studies on the difficulty startups face in attracting human talent due to their uncertain nature, particularly during recession periods. However, thanks to proactive and engaging policies, it becomes possible to attract new talent. The issue of selecting team members is also evident in the data, but the authors do not explore the attractiveness of human capital; instead, they focus more on the necessary skills and mindset. This topic is not addressed in transcripts, also because of the high attractiveness of human capital in Silicon Valley. Unlike other regions, where the problem might be relevant and there is a scarcity of skilled people, the region in question does not face these issues due to its well-known reputation and the diverse, successful startups that are famous worldwide.

In particular, linked to what Ries (2011) reports in his book, the optimal way to start selling is by adopting the founder-led sales. This approach appears to be the most effective way to achieve repeatability, starting from something that is not scalable. That initial phase aligns with what informants suggest. In particular, they stress the importance of relying on founders for their ability to deliver the passion for what they are building. The transition from founder-led sales to a sales team is a crucial stage, as it largely depends on the sales approach the business chooses. Another decision based on the same logic relates to the size of the market: according to informants, the business should start from a small and niche market to build repeatability as quickly as possible. On the opposite side, some papers support the idea of exploring opportunities in larger markets. According to them, a larger market provides more opportunities in terms of customer search and acquisition (Choi et al., 2022; Cooper et al., 1986).

Another issue related to limited resource availability means investment choices can influence marketing and sales spending. These are complementary activities, as investing in one generally reduces the need to invest equally in the other. Those decisions also impact hiring decisions and the

composition of the marketing and sales teams. The wide range of options creates uncertainty, and founders often struggle to determine the optimal time to hire a new sales representative. The concept of the “Sales Learning Curve” is explained by (Leslie & Holloway, 2006). Data show that hiring salespeople and expanding the sales team are common challenges. Therefore, to conserve resources and time, hiring salespeople only after establishing a repeatable sales engine can benefit the business. Indeed, data suggests that hiring new salespeople once a reliable sales engine is in place provides predictability. The hiring process should follow the learning curve, starting with sellers capable of facing and adapting to different situations, until reaching a high-productivity sales team. The importance of team composition in a startup is also supported by a study examining what investors consider before investing: early team composition appears to be the most crucial factor and is vital for business growth (BERNSTEIN et al., 2017). At the same time, sales team training, managerial control, incentives, and salesperson characteristics are among the growth enablers for startups (Fraenkel et al., 2016).

Regarding the growth infrastructure, results show that the importance of the brand is recognised as a crucial element that must be present from day one. The founder’s willingness to invest in the business early on generates awareness and interest. As noted by Jo Hatch and Schultz (2003), a brand should be consistent and well-developed, taking into account its business vision, culture, and image by fostering a dialogue between management, stakeholders, and the organisational culture. Today, startups function in multi-channel environments, making branding more challenging. To earn the trust of stakeholders and customers, a startup must establish itself as dependable from the outset. For this approach to succeed, the company’s overall strategy needs to align with its brand and the value it aims to offer. By analysing high-tech startups, Olivieri and Hu (2025) propose a scheme of enablers and inhibitors for startups when building their brand in a B2B

context. As a result, some of the enablers mentioned by these papers are also emphasised in the analysed blogs and podcasts transcripts. Investors often doubt the importance of branding, but the ability to be recognisable by customers and stakeholders is crucial from the early stages. However, the brand seems to be relevant in reducing the risk perceived by customers when buying the product. According to Backhaus et al. (2011) investing in a brand is only useful to make decisions easier during the purchasing phase. Since the leading actors here are early-stage startups, investing in brands increases customer awareness of their market presence. This means that the brand is more considered for the phases where the customer is making a decision. Furthermore, as the co-creation model has emerged from the data collected, this paper also reveals that branding is the outcome of a co-creation approach, where reputation is built through relationships with customers, stakeholders, and the external environment (Mingione & Abratt, 2020). Therefore, these papers align with what informants suggest about brand: invest in it from day one and do not underestimate its importance even in an early-stage startup context, as this approach also makes it easier to have aware customers referring the product or service. Indeed, another insight from the data concerns the exploitation of the network effect, leveraging the collaborative nature of the product to encourage users to refer others. The absence of this network effect and referability, which is viewed as a factor contributing to the failure of high-tech startups, particularly in their early stages, makes reaching customers more challenging, posing problems both for brand awareness from the customer's perspective and for retention (Chiesa & Frattini, 2011).

Additional informants' insights reveal that utilising AI improves go-to-market activities by reducing time-consuming tasks and automating them. The current literature supports this concept, considering this activity crucial for meeting customer expectations, and startups need to adapt to the rapidly changing market. Therefore, the employment of machine learning

and AI helps predict future needs and analysing customers effectively (Donthireddy, 2024). Another AI-supportive paper addresses the capacity for growth enabled by AI. In particular, the study examines how growth hacking techniques apply AI, a process that involves rapid experimentation throughout the customer journey. By also considering the consequences Rezazadeh et al. (2025) stress the role of AI in today's startup business.

The tendency to leverage communities that emerge from data is not a new concept. However, because the context being analysed and the importance of relationships that arise from the data are crucial, it is necessary to pay close attention to them. "Go-to-community" is the term used by participants. However, in literature, it is referred to as a "community framework strategy", which encompasses all activities a firm undertakes to establish a relationship with a specific group of customers. Each strategy should reflect the target market and serve as a means of creating and maintaining a competitive advantage. These types of strategies require consistency and commitment, as well as the willingness to view engagement as innovation, so brands co-create with their customers (Fosfuri et al., 2011). In the specific context of open-source products, investing in the community and its influence is not always advisable. Indeed, its contribution to product development depends on factors such as openness and the number of members (Linåker et al., 2019). This emphasises that while community-based strategies can provide significant benefits, they must be justified within the specific context and aligned with the company's structure and goals for success. However, the concept is not often mentioned in nearly every transcript, the fact that it is not extensively studied in the literature makes it a potential insight for businesses to leverage.

While the findings of this study align with much of the contemporary thinking on go-to-market strategies in high-tech startups, it is important to

acknowledge that not all scholars or practitioners fully support these approaches. Several contributions in the literature raise critical concerns or highlight limitations that challenge some of the emerging trends, offering a more nuanced and cautionary perspective. Firstly, one of the additional insights is the new trend of replacing the product-led growth strategy with a hybrid go-to-market strategy. Moriarty and Moran (1990) identify challenges to this model that make it difficult to implement and unsuitable for every situation. The reason lies in the risks of channel conflicts and loss of control. Applying a hybrid GTM involves using product-led growth, then switching to a sales-led approach in later stages, it is not a straightforward process. This implies that, with more marketing efforts applied in the first phase, it is time to invest in sales. Hence, coordination and timing are two factors that can influence its success. Ultimately, the proposed solution involves separating different activities or managing conflicts by utilising efficient metrics aligned with business objectives. What Moriarty and Moran (1990) report is in line with the proposed model. Secondly, as observed during the data analysis, the lean startup approach is prevalent in today's Silicon Valley environment. Although it is highly regarded for fostering the right mindset for business, Giardino et al. (2014) assert that the genuine success factor lies within the leaders and managers. Their early recognition of opportunities is more significant than validated learning in verifying product-market fit.

In the end, the values emerging in the transcripts are customer centricity, flexibility, experimentation, and fast-paced innovation: all these dimensions are reflected in the Silicon Valley model explained by (Steiber & Alänge, 2016). This alignment is not accidental: what the informants emphasise in practice mirrors the underlying structure of a system built around continuous adaptation and learning. The focus on putting the customer at the centre of every strategic and product-related decision, the willingness to test and pivot swiftly, and the flexible internal organisation

all align with Annika's six key dimensions, from purpose-driven leadership to agile organisation and a people-first culture. The coherence between the proposed model and Silicon Valley leadership tests the validity of the findings. The region's model can also explain findings from this study, as the most important VCs result from the mindset and behaviours typical of this region.

The flexibility and velocity to adapt are also highlighted by Henton and Held (2013), who explains that these qualities enable Silicon Valley to face changes and remain one of the most innovative startup ecosystems. At the same time, this ability to adapt is reflected in the model proposed in this study: validated learning helps determine whether what is built is suitable for the market. If it is not, the process must restart to gather further feedback. The incorporation of this feedback into the product makes the business more adaptable to changes in customer needs and preferences.

This study contributes to the ongoing academic conversation on go-to-market strategies by providing grounded, real-world insights directly from Silicon Valley startup practitioners. Rather than offering abstract generalisations, the research sheds light on five interrelated themes: customer commitment, GTM alignment, validated learning, operational enablement, and growth infrastructure, which emerged from interviews with experienced founders, investors, and advisors. These findings not only reinforce existing theoretical models but also extend them by revealing how go-to-market strategies are shaped dynamically through constant iteration, cross-functional alignment, and close customer interaction. Notably, the study highlights the role of founder-led sales, human-centred experimentation, and culture-driven execution as key enablers of success, offering a nuanced and practical roadmap that early-stage startups can apply in fast-paced and uncertain environments.

Unfortunately, the papers used to validate the study's results do not cover all existing literature. However, this study successfully integrates

issues and strategic aspects, whereas most other papers focus on only one specific theme. Lastly, while the study utilises both primary data and non-peer-reviewed sources such as practitioner insights, the consistency of results across these data types suggests a high degree of reliability.

Looking back at the objectives set at the start of this research, each one finds a clear answer in the results. The first aim, identifying the key components of an effective go-to-market strategy in the Silicon Valley context, emerged through the analysis as five interconnected factors: customer commitment, strategic GTM alignment, validated learning, operational enablement, and growth infrastructure. The second aim, comparing the perspectives of practitioners with established academic theories, came to life in the discussion, where points of alignment, such as parallels with Lean Startup principles, were balanced with notable differences, like the emphasis on hybrid product-led and sales-led approaches. The third aim, building a practical, integrative framework, took shape in the Dynamic GTM Model (Figure 3), which brings these factors together into a coherent process. In this way, the path from objectives to findings remains continuous, demonstrating how the research remained true to its original purpose while contributing to both theory and practice.

## **6 Conclusion of part I**

Go-to-market strategies are essential for a successful product launch. They involve decisions related to the market, distribution, marketing, sales techniques, and communication. This study also provides insights into the background of these strategies' development. Themes like GTM team composition are not directly related to GTM components, but they are crucial aspects that make the GTM strategy possible. The answer to the research question brings these essential elements for the GTM definition. The development of the strategy begins with focusing on the customers to meet their needs; indeed, the customer influences the choices for defining

the strategy. Criteria like who they are, how they use the product, and how they communicate are the fundamentals that determine strategy adaptation. However, customer insights are necessary from the product development phase to strategy decision-making. Therefore, feedback integration is an ongoing process that requires team alignment and collaboration. Indeed, customer commitment, business alignment and validated learning must be embedded in the culture by leadership and then disseminated throughout the organisation. The role of leadership is determinant in the early phases, as it determines the first steps and also maintains control. The transition from customer commitment to growth enablement highlights the strategic priorities and approach. Once the strategy is chosen, market entry allows for testing the developed ideas, helping to determine what is effective and what is not. The capability to recognise the wrong and accept it is extremely important for enabling enhancements and alterations. A significant task faced by entrepreneurs is the nature of the team, because the employees need to be flexible and able to fulfill the business's goals. The significance of this issue is correlated with the fact that an initial team is very important in getting an investor. Simultaneously, hiring new team members should follow the establishment of a repeatable strategy to ensure resources are used efficiently. When the predictable strategy is in place, it is time to focus on growth and scale, from a team composition point of view, to the different strategy adopted. In this phase, partnerships, the use of AI, and brand-focused investment serve as means to enable growth.

These results are consistent with the Silicon Valley model. This region is characterised by rapid failure, an experimental mindset, network effects, and high access to qualified human capital. The characteristics of Silicon Valley make it possible to build successful startups under uncertain conditions, and the go-to-market strategy is in line with the region's values and ideals.

The results also bring additional insights that are not captured in the aggregate dimensions but are worth studying. Although the use of product-led growth appears to be the most common strategy, the hybrid go-to-market approach combines both product-led and sales-led growth. It offers flexibility and greater adaptability to different contexts, as it is important and unique when switching strategies from one model to another. The other insight relates to the use of AI to automate marketing strategies as a result of this strategic development. Its employment affects time management for various activities.

Ultimately, all these elements are interconnected within a coherent logic that supports startups from the initial product launch to sustainable growth. The definition of this model is crucial and necessary to make static codes and aggregate dimensions dynamic. The dynamicity helps in representing the complete picture of the GTM definition process. The dynamic model illustrates the relationships between these dimensions, which are both sequential and cyclical. Indeed, when the strategy does not produce the expected results, or thanks to validated learning, where experiments make launching into the market more frequent to gather feedback, it is time to revisit and listen to customers again.

This study has implications for both academics, entrepreneurs and policymakers. For the academic world, the use of secondary data and non-peer-reviewed sources helps to validate their use in a research context. Therefore, this kind of resource is likely to be more widely accepted in the future due to its diffusion. Additionally, by offering an integrated perspective that connects decision-making and team dynamics within the context of go-to-market strategy, this research helps to bridge fragmented areas of the literature, including customer centricity, validated learning, and strategic experimentation. The findings of the study are not only limited to the go-to-market (GTM) factors but also indicate the problems faced and the reasons

for the failure. This is a step beyond just recognizing the GTM strategy along with the ecosystem as it offers understanding to act upon.

For entrepreneurs, this study aims to offer practical guidance during the delicate early stages of building a startup. Drawing from real-world experiences in Silicon Valley highlights concrete practices that have proven effective in launching and scaling new ventures. These insights can help founders better understand how to organise their teams, decide when it is the right moment to hire, and shape go-to-market strategies that are aligned with both customer needs and internal capabilities. One of the key challenges early-stage entrepreneurs face is knowing when a process or approach is truly repeatable, and this study sheds light on how successful startups approach that question. Rather than offering rigid rules, the model encourages founders to stay close to the market, learn through experimentation, and build strategies that can grow with the business. In this way, it provides the necessary insights to avoid forgetting when structuring the strategy, becoming a flexible framework that supports decision-making in a fast-changing environment. For those operating outside Silicon Valley, it also provides an opportunity to reflect on which elements can be adapted to their context without simply copying a model that might not fit their reality. For example, one core value emerging from the data is the ability to have a quick cycle of iteration where there is always new feedback that helps learning. To embed this process within the organisation, it must be rooted in the mindset of employees and founders. Various methods can be implemented to achieve this. One option is adopting a co-creation approach, where the customer is involved in product development from the outset. In addition, the framework can be a tool for both new and seasoned entrepreneurs to check if their current actions are in compliance with the trends that are proven to be successful in the startup environment.

Moreover, both new and experienced entrepreneurs may use this framework to evaluate whether their current strategies align with patterns that

have proven effective for growth in startup ecosystems. Policy makers benefit from this study as they learn what is necessary to consider for a successful startup in terms of go-to-market strategy and what put in place to foster it. Therefore, it would be helpful to consider this paper as a guide for deciding which elements to implement and which to avoid in the startup ecosystem. Promoting these actions helps attract capital for new startups. Instead of giving vague suggestions, the research identifies particular aspects like the internal team of alignment, strategic timing, and growth enablement, which are typically the factors that can change the situation from moving forward to being stationary. Utilising this study as a handbook can help to develop more efficient startup policies and programs. For example, encouraging programs that help founders build the right teams, test their strategies early, or access the right kind of support networks could directly reflect the dimensions outlined here. The study also suggests what should be avoided, and it offers a more balanced and realistic view of what it takes to build sustainable innovation ecosystems.

### 6.1 Limitations and Future Research

Although the study has achieved its goal of answering the research question, there are some limitations: the model cannot be fully generalised, as it requires the strategy to adapt and make its own decisions for each business. This model cannot follow a "one size fits all" approach, so certain parts require adaptation. Certain elements of the framework will need to be adapted or reinterpreted to fit different environments, sectors, or stages of development. The other ecosystems where there might be the presence of rural or familiar business do not support the same framework and mindset present here (Audretsch, (2021)). What works in one case may not work in another, and recognising this flexibility is essential to applying the model in a meaningful way. This is linked to the problem of overselling of the Silicon Valley model as mentioned in 0.

Moreover, the qualitative nature of the research conceals potential bias, even though the analysis process has been made as transparent and replicable as possible. Regarding data selection, not all VCs have the same number of published websites, and only those available have been used. This means not every VC is equally represented in this study; however, this is also affected by the selection of short-list and long-list websites. Additionally, unicorns are used as a measure to evaluate VCs' performance in the ranking used to select their websites. Although they are not an ideal way to measure performance, they remain a standard proxy for economists (Bock & Hackober, 2020). Additionally, the presence of top-tier VC firms, such as a16z, is confirmed by their participation in key megadeals, ensuring that the study is representative of leading actors in the ecosystem, despite limitations in website availability (Joint Venture Silicon Valley, 2025).

Furthermore, this study suggests new potential research related to this theme to achieve a comprehensive understanding of it:

- The key issues revealed by the transcripts still leave space for research and study. The common challenges that cause failure can be examined to reduce the overall failure risk of startups, also in Silicon Valley.
- It is possible to continue the study by replicating the framework proposed with the aggregate dimensions in different contexts and see how differences in context impact the one depicted in this case. It would be advisable to use also the same methods applied in this research.
- Further studies could investigate how other startups that do not belong in these ecosystems face the go-to-market strategy and the launch of new products, highlighting the dimensions investigated here. In particular, this will enable comparisons.

Summarising, this research has deepened the understanding of go-to-market strategies in early-stage startups by providing a practice-driven and

empirically based framework, inspired by the Silicon Valley ecosystem. It follows the road from customer commitment to growth enablement, outlining the strategic and organisational features that are effective for market entry and sustainable success. Although the model may not be widely applicable, its openness provides entrepreneurs, researchers, and policymakers with the opportunity to understand and apply its insights to their situations. Most importantly, this study has become the connection between theory and practice by merging solid analysis with real-life significance. It not only answers the research question but also opens new avenues for learning how startups detect uncertainty, develop their internal capabilities, and coordinate with the changing market dynamics. Hence, the presented framework is a valuable resource for those who intend to develop more flexible, customer-oriented, and sustainable innovation strategies.

## 7 Introduction to Part II

The analysis conducted in Silicon Valley shows several key pillars as part of the foundation of the American startup ecosystem. As suggested in the “Limitations and Future Research” 6.1, comparing the San Francisco ecosystem with Europe's, provides a comprehensive view of how different entrepreneurial cultures yield varying outcomes.

Therefore, this research focuses on how entrepreneurial culture and mindset shape the go-to-market strategies in those regions. Studying these aspects helps to understand the factors behind the decision-making during business development and might be an inspiration for future businesses. The thesis concentrates on Silicon Valley and European ecosystems; two contexts that represent distinct models of development. By comparing the aggregate dimensions that emerged from the previous analysis: customer centricity, internal alignment, validated learning, operational enablement, and growth infrastructure, it is possible to define a complete overview.

Regarding the literature, Wadichar et al. (2024) and his team, in a 2024 paper, looked into how different startup ecosystems compare. They went through a large body of existing research, more than four hundred studies in total, and eventually focused their analysis on fifty-seven of them. Highlighting the lack of representation from Asia and Africa in the literature, the results reveal the determinant elements that distinguish each entrepreneurial ecosystem: culture, networks, investment capital, universities, and infrastructure. Risk-taking entrepreneurs combined with a startup accelerator and the right network are the best recipe for a thriving ecosystem. This thesis's goal is to understand the factors that characterise each ecosystem and highlight the differences in how entrepreneurs belonging to those regions make decisions about GTM strategy.

## 8 Silicon Valley VS European Ecosystem

Entrepreneurial ecosystems are complex environments in which culture, capital, institutions, and networks interact to foster or constrain innovation. According to the *Global Startup Ecosystem Report 2025* by Startup Genome (2025b), Silicon Valley remains the global benchmark, ranking at the top across most evaluation factors. However, its relative share of ecosystem value has decreased in recent years, due to other emergent regions. At the same time, Dealroom highlights how Europe is becoming increasingly competitive, thanks to distributed and specialised hubs, including London, Paris, Berlin, and Amsterdam, the cluster referred to as “New Palo Alto” (Dealroom.co.).

These data support the logic behind the comparison: a mature and consolidated model (Silicon Valley), which focuses on risk and is characterised by abundant capital and strong entrepreneurial networks, in relation to a distributed and emerging model (Europe). Despite being more fragmented, Europe stands out for its strengths in deep tech, research, and public policy support for innovation.

Analysing the differences between these two models is especially important for understanding how the structure of the ecosystem influences growth paths, and particularly the go-to-market strategies employed by startups. The main cities involved in the European ecosystem are London, Paris, Berlin, and Stockholm (ESNA - Europe Startup Nations Alliance, 2024). Their focus is on these primary sectors: AI, BioTech and B2B SaaS (Baroudy et al., 2021). Some of the startups born in this area are known worldwide, such as Spotify or BlaBlaCar. Their development is the result of a joint action between distinct factors. However, few cultural and human elements differentiate the European and Silicon Valley startup ecosystems:

- **Attitude to Failure and Risk:** in Silicon Valley, a failed startup on CV can be a badge of honour (trying and learning). Europe has traditionally

been less forgiving, although this is changing with the emergence of a new entrepreneurial generation. Northern and central European countries are fostering more positive failure cultures, but elsewhere (say, in Spain or Greece), some stigma remains. This aspect affects how founders pursue opportunities and is closely related to the perceived skills needed to start a business. In countries like Norway, many people recognise abundant opportunities, but fewer feel adequately skilled. In contrast, there is the opposite situation in Poland: despite a lower perception of opportunities, a large share of the population believes they possess the capabilities to pursue entrepreneurship (Global Entrepreneurship Monitor, 2022/2023).

- **Market Structure:** the European Union provides a large integrated market on paper, but local differences matter. For a startup expanding, it is not the same as scaling across 50 U.S. states with one language and legal system. It might need to localise product and strategy for each major European country, slowly scaling but also building robustness: a European scale-up often has to internationalise earlier than the US. Public policy, like the EU Startup Nations Standard and “EU startup & scale-up strategy” (2025), is an attempt to smooth these differences, tackling issues like cross-border taxation, a unified patent system, startup visas, etc., to make Europe more like one big Silicon Valley (European Commission). These are progresses, showing that European governments are actively trying to create a more homogeneous pro-startup environment (European Commission, 2025). At the same time, European startup ecosystems differ from one another, as each country has its own entrepreneurial background. Skawińska and Zalewski (2020) study what determines startup success and highlight the differences between catching-up countries and already advanced ones. They show that in advanced areas, institutions play a crucial role, providing better access to capital and attracting more highly skilled people. This

element is a crucial distinction from the United States. Indeed, Europe is characterised by high heterogeneity: its entrepreneurial landscape is fragmented into multiple national ecosystems, each shaped by specific local conditions (Tula et al., 2024).

- **Universities and Research Commercialisation:** Silicon Valley benefits from Stanford, Berkeley, etc., churning out spin-offs and entrepreneurs. Europe has excellent universities but historically weaker links to entrepreneurship: the so-called “European Paradox” (with strong research, weaker commercialisation) (ESNA - Europe Startup Nations Alliance, 2024). Currently, the situation is improving, with more technological transfer offices, incubators attached to universities, and a cultural shift in academia that values entrepreneurship. Places like Oxford, Cambridge, ETH Zurich, TU Munich are now hotbeds of startups. In short, Europe’s intellectual capital is a tremendous asset, and converting it into successful companies is part of the growth infrastructure strategy. Networks like “Deep Tech hubs” and science parks are emerging, indicating that Europe consider research-based startups as key to its differentiation (e.g., world-leading quantum or biotech startups emerging in Europe) (European Commission, 2025).
- **Networks and Mentorship:** Silicon Valley’s density means mentorship; it is possible to meet a potential advisor at a café. Europe’s dispersed nature meant that historically, a founder in a small city had little access to veteran entrepreneurs. Today, pan-European networks (conferences, online communities, EU programs) and an increase in successful local founders “giving back” as mentors are humanising the ecosystem. There is a growing sense of community within hubs (founders helping each other) and across Europe (founders from different countries exchanging notes in forums or events). The human factor, the willingness

to collaborate and share knowledge, is strengthening, giving Europe a more cohesive feeling than before (State of European Tech).

- **Public Perception and Entrepreneurial Culture:** Ten or fifteen years ago, being a startup founder in many European countries did not carry the status that U.S. has. Now, in many places, it is cool and admired to be an entrepreneur. According to Atomico's surveys, 59% of European founders in 2024 say that it is better to start a company now than 10 years ago, reflecting improved societal support (State of European Tech). High-profile European unicorns (Spotify, Adyen, UiPath, etc.) serve as inspiration and proof that "we can do it here." This cultural evolution, which essentially boosts confidence and ambition, cannot be overstated. European founders today think globally and ambitiously from the start, more akin to their counterparts in Silicon Valley. They talk about "building the next \$10B or \$100B company", not just a modest success (State of European Tech). This change in mindset is part of humanising the startup journey in Europe: making it about big dreams and purpose, not just survival or incremental growth.
- **Funding and investments:** in the last few years, according to the *State of European Tech* report, investments in Europe have increased. However, tech startups rely mainly on European investment in the early stages, while in later stages they increasingly count on non-European investors (The State of European Tech). The lack of financial resources is therefore one of the factors that prevent the creation and scale of new businesses in Europe (Greco, 2025). The financial gap between the two regions is still high: recent initiatives have started to change the trend seen in past years; however, there is still no solution that provides equal capital access for both ecosystems. The same pattern shows up in venture capital activity, where American investments are generally much higher than those

made in Europe. (ESNA - Europe Startup Nations Alliance, 2024). Despite Europe producing a significant share of global founders, around 10% of them relocate to Silicon Valley, reflecting the persistent funding gap at later stages (State of European Tech).

- Cultural and regulatory issues: the funding gap is not the only problem. Regulation, the variety of languages, fiscal issues and cultural factors also affect the European ecosystem growth. In relation to culture, the main divergent points are the attitude towards failure and the availability of innovative spaces to create new ideas (Blideanu & Diaconescu, 2018). There are different factors that define the entrepreneurial culture and make it different from other ecosystems. Some of them are: regulations, markets, but also by local traditions, role models, and self-reinforcing feedback loops. As happened in Silicon Valley, where due to the huge amount of unicorns that have emerged and are still the most important ecosystem, entrepreneurs also become inspirational models for their peers. In this sense, Silicon Valley or Tel Aviv culture, normalise who foster a cycle that standardise risk-taking and business creation (Röhl, 2016). Promoting the diffusion of this entrepreneurial mindset helps to increase employment and build more national businesses (Stergiou & Filippidis, 2023). Spreading a mindset that favours flexibility, action, speed is close to emulating the Silicon Valley model. However, these are also the common characteristics of entrepreneurs who cope with the typical uncertainty of the startup early stage.

## 9 Dimensions Comparison

The first part of this thesis looks at the go-to-market strategies developed in Silicon Valley to identify the model behind them. To do this, the analysis is focused on websites directly connected to the Valley. What clearly emerges is that customer commitment is the starting point: everything is

designed to solve customers' problems and employees align with the goals set by the organisation. The "fail fast" culture is deeply rooted in startups, where failure is considered a natural step in the process of learning and improving. Once the initial ideas are validated, the attention shifts to how the organisation can grow and, most importantly, how the business can sustain growth over time. In this way, Silicon Valley startups take the road towards the development of their GTM strategies.

The next step is to examine each of these dimensions in the European context. For this purpose, only academic contributions and content-specific websites are used for the analysis, which either compare different ecosystems or specifically address Europe. The second approach adopted is different from the first one, and this depends on the high availability of content for the United States region. To allow and use the same style adopted before, the analysis begins with the "customer commitment" dimension. It is necessary to clarify the limitations of this kind of study: indeed, the Silicon Valley model is advisable, but not the only solution to look at it. Greco (2025) specifies that the Italian startup ecosystem can learn by following the Silicon Valley principles; however, the model should not be blindly imitated; it has to be modified and adjusted according to the local characteristics.

### 9.1 Customer commitment

Customer commitment is the mindset and cultural attitude of organisations to their clients which in turn enables customers to contribute product and service realization. In the meanwhile, customer centricity can be seen as its structural translation, where processes and metrics are designed to support the same strategic orientation. An interesting contribution on the European side comes from Vojvodic and Hitz (2018) who examine how far industries have advanced in terms of customer centricity by looking at the use of Business Process Management (BPM). Drawing on eighteen case

studies across telecommunications, banking, utilities, and retail, their research shows that companies have started to integrate the customer into core processes, using BPM to improve adaptability, efficiency, and visibility. The transition from just having a “customer focus” to genuinely being customer-centric is still a work in progress. Many companies still face challenges like poor collaboration between teams, and not unified metrics. These issues continue to hold them back from fully embracing a customer-first approach and resonates with the analysis developed earlier on customer commitment for Silicon Valley: in both cases, Europe and USA, placing the customer at the centre emerges as a strategic imperative, but turning it into a sustainable competitive advantage requires more than tools and processes. It calls for leadership, organisational culture, and internal alignment, so that managerial intentions are consistently translated into concrete structural and operational choices, where Silicon Valley seems to be a step forward than Europe.

Secondly, the role of customer centricity is expected to become increasingly crucial in the future. As highlighted by Shakir and Vrînceanu (2025), customer centricity is one of the elements that enable startups and organisations to overcome crises. By examining the European post-crisis context, their study shows that, apart from digitalization, human capital, and organisational adaptability, customer centricity plays a decisive role. In particular, the paper emphasizes how technology enhances performance when combined with the attention to clients.

Satisfying user needs lies at the core of customer centricity, as the goal is to deliver products or services tailored to customer requirements. In a study from Finland, Mäntyneva (2020) highlights how understanding customers is important, and so the role of CRM becomes crucial when maintaining the client. Indeed, according to the study, retaining current clientele is typically easier and less dangerous than attempting to attract new

ones. In every step of our customers' journey, CRM helps build and maintain relationships with them, making sure they feel appreciated and supported. According to Andrew Petersen et al. (2022), in Europe different other factors shapes the attention for customers: technological innovation, regulation, culture, and infrastructure. The European context is uniquely characterized by stricter rules outlined under the General Data Protection Regulation (GDPR) that restrict the collection and use of customer data. Though these standards restrain the ability of companies to offer a more personal level of customisation, they also strengthen customer trust. Therefore, it means transparency and responsible data management play a major role in any customer-centric approach (European Parliament and Council, 2016).

Moreover, there is another layer of complexity for internalisation strategies: Europe is not homogeneous in terms of digital infrastructure, with northern and western countries generally more advanced than eastern ones. This perspective stands in contrast with the United States: here, customer centricity is often driven by rapid adoption of digital tools and more permissive regulations, allowing firms to pursue personalization more aggressively. As a result, customer centricity in Europe is granted on a delicate balance: companies must combine digital innovation with compliance, cultural alignment, and trust-building. As a result, the European path toward customer centricity is more demanding, but also potentially more sustainable overall.

Ultimately, the Silicon Valley case suggests that customer commitment is not simply a cultural statement but is continuously reinforced by significant internal alignment throughout the organisation. Shared values, processes, and incentives convert that early commitment around solving customer problems into daily activities and strategic choices. In many re-

spects, the Valley is an example of when such commitment becomes customer centricity, where the customer becomes the reference point not only in rhetoric but in business design itself.

In the European context, however customer commitment is recognised as a relevant aspect in developing GTM strategies, it is not fully integrated. While companies are progressively adopting customer centricity through tools such as Business Process Management, the transition often remains incomplete: different regulations, a scarce integration, the absence of consolidated metrics hinder a full alignment.

## 9.2 Internal alignment

The introduction of the customer centric approach comprehends the customers' involvement into innovation processes and into the market research. Indeed, the business needs to start from target and needs definition to proceed with understanding the strategy to solve those problems (Capatina et al., 2024). At the same time, studies confirm that there is a lack of coordination between marketing experts and technologists, such as engineers. Since engineers understand better the product, they might be able to satisfy and solve the problem more efficiently; but a lack of communication might lead to a discrepancy to what is requested and what is offered. As a support of this idea, the paper written by Capatina et al. (2024), finds the need of a cross department communication to enhance the foresight and allow deep-tech product to have good marketing. Here, establishing long-term objectives depends on collaboration between different departments and stakeholder, included the external environment too.

Studying an European energy company, Ahmadi et al. (2025) recognise how alignment between the company and the team is functional to innovation development. The result is that innovation is perceived as easier and more feasible. However, too much alignment leads to a reduction of participation in innovative idea creation. This perspective is in line with

the Silicon Valley websites analysis: the goal is to maintain alignment while ensuring freedom inside the workplace, where people can express their own opinion. During the study conducted by van Hemel and Rademakers (2016) which involves different countries, European and not, it merges that customer centricity is possible when the entire organisation is aligned with that mindset, so, the team has to be centred in the customer's needs. Being agile is one of the main factors that is required and it will be discussed in the next chapter.

Unlike Silicon Valley, where cultural commitment is immediately embedded into structures, Europe still struggles to transform intention into consistent organisational practice, leaving customer centricity more as an on-going journey than a consolidated reality.

### 9.3 Validated learning

The idea of validated learning comes from the “Lean Startup” methodology: build a hypothesis, test with customers, get feedback, iterate. Regarding this matter, Silicon Valley has practically institutionalised this “fail fast, learn faster” approach. Entrepreneurs in San Francisco will often release a minimum viable product (MVP) in weeks, gather user data, pivot if needed, and treat failure as feedback rather than a setback. Rapid experimentation and finding the product-market-fit quickly is a hallmark of the Valley's success, where finding a solution to the problem and testing it is a normal activity.

In this perspective, recent studies highlight how data-driven technologies increasingly support customer centricity. The amount of data companies have, allows activities to capture and analyse customer behaviours in real time, personalising offerings and anticipating future needs (Camilleri, 2020). This technological layer strengthens the principle of validated learning: firms can assess hypotheses, adapt quickly, and refine their value

propositions on the basis of continuous feedback loops. Therefore, gaining so many data requires to be adaptable to many changes and improvements. At the same time, in the European context, the introduction of the GDPR (European Parliament and Council, 2016) has created an additional condition for alignment: organisations are required not only to use data responsibly but also to build trust-based relationships with their customers. Therefore, agility does not only mean reacting to market signals but also ensuring compliance with ethical and regulatory frameworks that shape the European competitive environment.

Another difference with the United States is heterogeneity of markets: a startup validating a product in Europe may have to test in multiple countries to truly prove a concept (because Spain might react differently than Sweden, for instance), with multiple learning cycle. U.S. startups can often get a huge homogeneous market's feedback by just launching across states (language and legal regime is the same). To face this problem, European entrepreneurs compensate by focusing on a single beachhead market first. Expanding tests country by country is a slower process, though it can yield a more robust product when scaling internationally (Duong).

Since the "Lean Startup" practices have been institutionalized, many European entrepreneurs adopt this philosophy and approach for their businesses. For example, product-first companies in Europe (like many SaaS startups in hubs such as Berlin or Amsterdam) consciously iterate via MVPs with early clients to refine their offering (Beerthuis T. et al., 2024). Also, there's academic evidence that entrepreneurial ecosystems amplify "Lean Startup" principles: as European ecosystems mature (with more accelerators, mentors, etc.), they encourage new founders to experiment and pivot early (Becker & Endenich, 2023). Moreover, the prevalence of startup accelerators in Europe (Seedcamp, Station F, etc.) has also imported a lot of Silicon Valley lean teachings. In summary, validated learning is becoming part of Europe's startup DNA, but European founders

might apply it with a bit more caution and patience. The core idea, learn quickly from real customers, is universally accepted now; but there are still cultural differences that make these principles interpreted differently.

#### 9.4 Operational Enablement

Operational enablement covers how startups turn ideas into reality: the hiring of talent, setting up processes, and building the capacity to deliver the best value to customers. Silicon Valley startups benefit from a dense talent pool of engineers, product managers, growth hackers, etc., and a culture of stock options that attracts top people even to risky ventures. They also have playbooks from generations of startups on how to scale operations (from technical infrastructure to HR policies) quickly. How does Europe compare?

In this sense, the report published by Reypens et al. notes the difference between high growth startups and not. The study is in Europe and the figures highlights that also in this context, hiring the right person is one of the most important barriers for growth. This is linked to the difficulty to find the person with the technological background necessary to join the startup. At the same time, awarding with a higher pay who is achieving more objectives is a means to reduce the barriers in hiring new people.

According to Baroudy et al. (2021) and Beerthuis T. et al. (2024) startups can be classified based on their distinct paths. The role requested is different according to the startup phase: when it is before scaling, the role most searched are related to sales and marketing for then switching to product and tech specialists. At the same time, this aspect depends also on what the startup relies to growth: for example, if it relies on product, commercial role are less asked at the beginning to leave room to the product expertise. The pattern recognised is that it is better to start with a small team. Indeed,

less coordination costs, fewer problems in finding new people help to build the basis necessary to scale later.

Compensation and incentives are also another factor that distinguishes both regions and prevents them from finding skilled human capital easily. Silicon Valley startups have historically been able to bring on world-class talent with generous equity packages and relatively higher average salaries, benefiting from venture capital rounds and an established exit market. European startups, operating in relatively tighter financial environments, have historically been less competitive on absolute pay levels, but are constantly changing to keep pace. This disparity has profound structural implications for the employee ownership system of companies; in that late-phase European employees can own approximately 10 % of total equity versus 20% of a U.S. firm's equity (Index Ventures, 2018). In particular, governments have made progresses on regulations: countries such as France, the United Kingdom, and Germany have revised taxation and eligibility of stock options. This is an effort to normalise equity offering as a core component of remuneration (Reuters, 2024).

The need for offering such incentive is also proved by recent compensation data: the analysis reveals that equity offerings for all European employees are lower in continental Europe than in the UK and U.S. Although, the disparity is narrowing as more firms consider stock-based and performance-based schemes (Ravio, 2025). The findings are consistent with general evidence that variation in equity participation is influenced by more than financial capacity: it depends on regulatory design and cultural attitudes toward risk and ownership (Aran & Murciano-Goroff, 2025). Not all European startups can match the pay bands set by Silicon Valley, but pay has moved down a significant hill, and non-financial factors, quality of life, labour security and growing investor confidence, usually tilt the balance in favour of European prospects.

In relation to the founder role, Skawińska and Zalewski (2020) do not mention the role of founder-led-sales among the success factors in EU. However, the founder's personality and experience in the business field helps in avoiding the most common traps and ensures to learn before scale. Their mistakes or experiences are related to the learning by doing mentality, where moving fast is important and reduce time for validation is never a good idea.

Another point emerging from these studies is the wider ecosystemic conditions of startup success, including the impact of institutions, networks and human capital on operational enablement. The European University Association (EUA) report offers critical clues to this end. The research highlights universities as the enablers of regional innovation systems, connecting startups to research structures, public institutions, and networks of talent. In this way, they boost startup operational capabilities, providing access to skilled workforce, co-creation spaces and collaborative platforms, which can drive down the cost and time of developing capabilities (Reichert, 2019). Furthermore, the report states that universities play a role in capacity-building functions within their ecosystems, infusing education, research, and innovation, and providing a steady flow of talent and skills that startups can translate into the workplace. These integrated platforms of institutions and enterprises create operational capabilities, allowing the startup to depend on its university-based structures (labs, incubators, and knowledge transfer offices) to accelerate experiments, prototyping, and scaling even faster. Where universities are able to take on this critical "orchestrator role," startups are embedded with support structures to help mitigate resource constraints and help sustainable operational development (Reichert, 2019).

### 9.5 Growth infrastructure

Growth infrastructure, as an aggregate dimension, refers to the external supports that help startups grow. It means that funding, accelerators, policies, networks, and later-stage capital aspects are included in the analysis. Silicon Valley's growth infrastructure is unparalleled, with abundant venture capital at every stage, experienced growth mentors, sophisticated service providers, and a "growth mindset" embedded in the culture (grow big or go home). Growth and scaling are present in the region from theoretical principles to practical application. Europe's growth infrastructure historically lagged, but it is fast evolving and has some unique characteristics. Go-to-market and growth strategies have their unique characteristics in Europe as well. When studying the Silicon Valley ecosystem and the features of GTM in that context, the main aspects are: segmentation, targeting, understanding customers' needs, finding a solution to that problem, and being flexible in case of preference changes. The same elements are then mentioned by the EIC Scaling Hub (Siota et al.). The focus has shifted from laying the foundations, defining the market, shaping the value proposition, and identifying the target, to optimising execution and scaling, with greater emphasis on customer delivery, data-driven KPIs, forecasting, marketing, and international expansion. All these aspects have already been analysed in the Silicon Valley chapter, and a similarity is noticeable. Regarding growth, the brand is recognised as one of the tools that startups use to develop. Academic research underscores that branding is a "crucial activity" for a new firm's success, as it helps a startup acquire and retain customers and build credibility in the market (Bresciani & Eppler, 2010). Recent European studies shed light on how startups approach branding. For instance, an interview-based study of 15 European startups and scale-ups found that entrepreneurs treat branding as an iterative strategic communication process rather than a one-off task. The researchers identified a

framework of “4C” *dimensions* – Craft, Cultivate, Curate, and (re)Calibrate – that startups consider throughout their entire life cycle. Their journey starts when European founders often craft an initial brand narrative: from this point, early adopters are caught by cultivating the brand, curating feedback and adjusting messaging, and continuously changing the brand as the company grows or pivots. It is evident that entrepreneurial brand-building is not “one-size-fits-all”; but it is what determines a strategy's specificity. Indeed, startups must remain flexible and authentic in how they communicate their value (Chaudhri et al., 2022). The objective is to create trust and loyalty between the public, since the unknown or the early born is something that scares both the public and investors. However, managing their brand image and reputation, can create a moat of customer loyalty and market credibility that fuels growth. In short, a strong brand and positive reputation serve as key non-financial assets, helping European startups overcome the trust gap that comes with being new and unproven (Bresciani & Eppler, 2010).

Startups partner with corporates for different reasons: to fuel growth, gain industry expertise, easy access to distribution channels, leverage or establish brand credibility. In the European context, where late-stage capital is scarce, these non-financial assets from partners can significantly accelerate a startup's development. Using the corporate brand's reliability and how the public perceives it is additional proof that having a strong brand helps to establish a market presence.

Also, empirical studies confirm the importance of alliances. Among them, a 2023 systematic review concludes that partnerships between startups and large companies generate value for both parties. The goal that drives research was to identify common motivations and success factors. One example could be that access to a corporate partner's customer base or sales network can rapidly increase a startup's market potential without incurring significant marketing expenses. This is just the starting point: indeed, also

European policymakers actively encourage corporate–startup collaboration as a growth lever (Giglio et al., 2025). For example, the European Investment Bank reports that corporate partnerships are more widespread among high-growth startups. The institutional awareness gives governments more urgency in building new ways for startups to connect with established realities and other partners, thereby boosting private investment and scale-up potential (Reypens et al.). In practice, European startups pursue a range of alliance strategies beyond just customer-supplier relationships. Everything is connected: as the relationship between universities and startups is taking hold, startups are also more connected to enterprises, making the overall environment more committed to regional and entrepreneurial development. To do so, usually startups use strategic co-development projects, licensing deals, joint ventures, and participation in industry consortia or standard-setting alliances. Startups also increasingly partner with each other or with research institutions (universities, labs) to pool expertise. Such networked growth is especially prevalent in Europe’s fragmented market: by allying with local players in different countries, startups expand geographically despite diverse regulations and cultures. If the institutions are important from an investment and support point of view, strategic partnerships are enablers for growth. Adopting these strategies makes startups leverage the strengths of established organisations. Research shows that when executed thoughtfully (with clear mutual benefits and agility), these collaborations can accelerate innovation and market penetration for startups.

Another accelerator is the network built between entrepreneurs. This phenomenon is widely common and successful in ecosystems like Berlin and Stockholm (Skawińska & Zalewski, 2020). Sharing knowledge between peers is low-cost and high-impact, and affordable also for European startups with low access to capital. This element is also consistent with the

strategies adopted in the United States ecosystem, where the founder leverages their network at the beginning and then focuses on product virality. In this context, the role of the institutional ecosystem and public support is central. Mentors, corporates, universities are not only the investors; they connect people and ideas to make something unique. EU initiatives like *Startup Europe* is a program that propose this opportunity. At the same time, it is not necessary to only activate these actors; their evaluation is helpful for the overall community to understand if the system evolves and is in line with what startups need.

Overall, public support serves both as a runway and validation: from the visibility gained in terms of public knowledge to funding support in case of experimentation and validation. Empirical evidence shows that well-designed interventions crowd in private capital, accelerating scale-up rather than distorting markets.

By revisiting the five analytical dimensions derived from the grounded analysis (*Customer Centricity*, *Internal Alignment*, *Validated Learning*, *Operational Enablement*, and *Growth Infrastructure*), the following synthesis connects the dots between context, mindset, and entrepreneurial practice.

**Table 4 – Ecosystems and aggregate dimensions comparison**

<b>Dimension</b>	<b>Silicon Valley</b>	<b>Europe</b>	<b>Comparative Insight</b>
<b>Customer Centricity</b>	Customer obsession is culturally embedded. Startups iterate rapidly, use data-driven validation, and prioritise user feedback as a key growth driver.	Customer focus is mediated by ethical and regulatory constraints (e.g., GDPR). Firms emphasise trust, transparency, and long-term relationships.	Europe reframes customer centricity around trust and compliance rather than speed alone, combining empathy with responsibility.

<b>Dimension</b>	<b>Silicon Valley</b>	<b>Europe</b>	<b>Comparative Insight</b>
<b>Internal Alignment</b>	Flat hierarchies, strong founder vision, and mission-driven teams enable quick decision-making and adaptability. Alignment comes from shared culture and storytelling.	Alignment tends to be more formalised: usually, small and international teams supported by structured governance are able to allow cross-department communication.	Silicon Valley's alignment is culture-driven; Europe's is process-driven. Both aim to achieve coherence, but through different organisational logics, where management has acts and influence in two different ways.
<b>Validated Learning</b>	"Fail fast, learn faster" culture fosters continuous experimentation and rapid feedback loops from customers and investors.	Learning occurs through pilot projects, collaborations, and institutional partnerships. Risk aversion and market fragmentation slow the iteration pace.	Europe favours collaborative learning through partnerships, while Silicon Valley relies on market learning through trial and error.
<b>Operational Enablement</b>	Supported by dense infrastructure: experienced mentors, serial entrepreneurs, venture capital, and open talent mobility.	Dependent on public-private enablers (universities, incubators, innovation hubs). Talent dispersion and funding limitations constrain scalability.	Europe compensates limited private capital with a collaborative operational structure, based on partnerships and university collaboration. Silicon Valley relies on its network.
<b>Growth Infrastructure</b>	Driven by private capital, accelerators, and networks of investors. Market-oriented and competitive, with rapid scaling cycles.	Built on a hybrid model of public and private support: EU grants, national funds, corporate partnerships, and regional clusters.	Silicon Valley's model is capital-intensive; Europe's is collaboration-intensive, emphasising sustainability and inclusiveness.

The comparison clearly showed that there is no one-size-fits-all solution for the success of startups worldwide. Silicon Valley is dominant due to its history of accumulating social, financial, and cognitive capital. At the

same time, Europe's emerging advantage lies in its ability to combine innovation with stability, ethics, and inclusivity. For everyone, growth infrastructure in the European context is being redefined, from being simply a financial architecture to one which involves relational, institutional, and cultural enablers. This trajectory indicates that growth for entrepreneurs in Europe will depend on successful orchestrations of networks, partnerships, and shared values in a symbiotic ecosystem between growth and responsibility.

Thus, go-to-market strategies are shaped by the entrepreneurial mindset: customer orientation, internal alignment experimentation, operational enablement, and growth infrastructure determine how and which types of GTM strategies are formed or adopted. In this sense, the mindset is not merely an antecedent to GTM strategy; it is its cognitive architecture, translating perception into market action.

The comparison carried out in this thesis suggests that while Silicon Valley's mindset favours velocity and experimentation; Europe promotes resilience and orchestration. Both paths demonstrate how and which are the common elements that explain how GTM choices depends on how effectively entrepreneurs align their mental models with the opportunities and constraints of their ecosystem.

## 10 European Startup Case

After analysing Silicon Valley cases from a more practical perspective and contrasting them with the theoretical framework applied to the European context, it becomes valuable to introduce an empirical example of a European startup. Revolut represents a validation of the analysis conducted before and also a bridge between the experimental Silicon Valley logic and the procedural European one. Revolut is a fintech startup born with the need to reduce the transaction costs and problems when changing currencies. The founders are Nikolai

Storonsky and Vlad Atsenko, that has perceived an opportunity behind a customer need. Launched in 2015 in London, now is present in more than 160 countries, with different products for both B2B and a B2C company. These reasons make the Revolut story an ideal case study for this research:

- it represents a company deeply rooted in the European ecosystem;
- it has experienced all stages of growth, from early development to becoming a high-growth startup (with a customer expansion rate of 38%); reaching the unicorn status (Revolut, 2025);
- it operates within the fintech sector, one of the main industries also driving innovation in Silicon Valley.

Even though the European context in which Revolut has developed is less dynamic than Silicon Valley, the startup manages to maintain its entrepreneurial spirit. The strict regulations are not a limit and constraint, but not every business is able to overcome it. Indeed, Revolut combines the analytical and experimental attitude with product-led growth as an exponential growth generator. Designing as an innovative digital alternative to traditional banking, Revolut first emerged (at a single product) to address a simple pain point: the high cost of foreign transactions, transforming itself in time to add a multi-service application that brings payments, investments, insurance and banking services together under one platform (Revolut, 2024c). As both entrepreneurial ecosystem are based on, strategies should always take over from a specific need. From the beginning, Revolut embraced an iterative and fundamentally progressive product and market development strategy. The early expansion 2015 to 2018 was amazing: the company reached over 1 million users in only three years and revenues multiplied fivefold from the same period (Russon, 2019). This rapid surge was not driven by huge external investment or marketing budget but rather a very analytic, experimental mindset. Storonsky (the co-founder) built the business around short feedback loops, measurable performance and a “test

and learn” approach (Slush, 2024). Every new feature or process was validated on a quantified basis, decisions were based on objective data rather than intuition. This culture of experimentation, backed by quarterly performance reviews and data-driven assessments, let Revolut scale while being unusually disciplined operating for a startup in hypergrowth.

Radical autonomy was another key distinction of Revolut’s philosophy. From day two, the founders set out to build everything in-house, infrastructure, compliance systems, and tech stacks, without having to worry about other suppliers, fostering inbound innovation. Although this approach was capital-intensive and a hazard for the startups, due to the lack of resources by definition, it was a lesson for the future and also necessary to build the basis for the next scalability. The choice to be independent gives founders more freedom to choose what is effectively suitable for the business. Revolut could scale out to multiple nations and product divisions without the need to connect with third parties or be held to patchy systems. However, this preference for speed had also exposed some structural weaknesses. The company’s first internationalisation, where they chose a horizontal approach driven by widespread presence in a short time, was characterised by lighter regulatory frameworks and limited product completeness. Over the years, this strategy evolved: there was a shift towards a more concentrated localisation and focus on banking licences and region-specific product/market fit. This was the progression from an ad-hoc to an operational GTM logic, where validation and compliance were the essential foundation blocks of growing sustainably (Slush, 2024). Revolut’s entering the U.S. is an excellent example of its adaptability. The co-founder quickly realised that the American financial ecosystem, built on credit rather than debit products, demanded an entirely different value proposition. The decision to pursue a full banking licence represented a sign-up to a mature approach: rather than just mirroring its European

model, Revolut re-invented its offering to fit local economic and behavioural dynamics (Slush, 2024). This potential for re-visioning its model across contexts represents a significant dimension of entrepreneurship, adaptability, and capability to see vision in context into actual behaviour. At the same time, this change of mind shows how trial and error is a key element, where errors are not seen negatively, but as a learning process. Culturally, Revolut fostered an atmosphere reflecting the spirit and ambitions of Silicon Valley's high-growth startups, while also maintaining a European, process-oriented, precise character. Its internal culture was meritocratic and relentlessly performance-oriented: ideas came to market based on impact and evidence, rather than hierarchy. Failure is viewed as a natural outgrowth of innovation if it was quick, measurable and served as an object of learning (Revolut, 2024a). Feedback loops every week, constant one-on-one meetings with leadership, and continuous iteration are considered critical to sustaining momentum and alignment. The focus on "talent density", bringing on individuals very young, highly motivated, and with the right attitude, rather than lots of experience, is another reminder that it is mindset, not pedigree, that determines executional excellence (20VC, 2024b).

From a GTM perspective, Revolut was the result of a product-led approach. That was followed by the company's heavy investment in user experience optimisation, reducing the onboarding journey to under five minutes and emphasising the seamless first transaction. This design simplicity is how Revolut was able to operate as a marketing weapon in itself, enabling it to go viral through word of mouth and network-based effects (Revolut, 2024c). The firm also instituted intense referral programmes that resulted in an exponential presence escalation in the Romanian' market (20VC, 2024b, 2024a). Instead of introducing marketing across channels too early, Revolut's basic principle is to double down on whatever works, optimising its marginal return until it is saturated.

Around 2020, the company commenced a second stage of evolution that consisted of a sustained transition from a product-led growth structure to a marketing-led growth concept. With a solid customer base and solid building blocks, Revolut shifted the focus from product launches to strategic brand awareness, mass campaigns, and credibility. They were key to its success in this game for them after moving out the door to become a global bank, with their goal of being an industry champion (Revolut, 2024c). The introduction of premium options like “Metal” and “Premium” is one of the many examples: the pay-for capabilities diversified revenue and strengthened the brand's identity as a full-service financial ecosystem (20VC, 2024b).

To cope with this complexity, Revolut developed a framework for international expansion consisting of four phases: Launch, Stabilisation, Optimisation and Growth (Revolut, 2024c). In each market, there were well-defined operational milestones, KPIs, or feedback loops for local operational team members to get used to the global playbook, and where it really fits on the ground. They tried to make the cultural adaptation a systematic process. Every country's team had its goals and operations depending on the country's features. This kind of systematisation marked the company's departure from improvisational scaling to disciplined global implementation, which very few startups achieve in such a short period. Revolut's internal architecture also demonstrates a tightly knit relationship between product, engineering and commercial functions. Cross-functional teams are jointly crucial for operation and take equal ownership not just of user outcomes but also of cash returns for themselves. Engineering is now directly involved in the business for the customers, not even in terms of providing technical details alone, but also performance statistics and feedback: this encourages a culture of how technology is embedded in the company and in the overall strategy (Revolut, 2024b).

The convergence of technical and business responsibility shows how Revolut's entrepreneurial mindset is operationalised, or how the entrepreneurial spirit is manifested in the organisational way it is structured. How the swift introduction of quick experience, the diffusion of responsibility and systematic learning are brought together to sustain agility even at scale. More recently, the firm's data focus for many years began to blend with a more data-driven business approach, with a focus on creating brand storylines and brand emotional reaction, alongside a resurgence and more emotional resonance (Revolut, 2024b). Campaigns such as "Your Way In" (2021) cater to the financial outsiders, are designed to democratise high-quality financial services and help make Revolut more than an app and shift its focus into a movement rather than just a financial instrument. This transition from performance to storytelling marketing, shows the maturity of that GTM approach, combining quantitative discipline with cultural empathy (Revolut, 2024c).

Revolut is the poster child for the convergence between Silicon Valley and European entrepreneurial cultures: one that brings together the flexibility, trial-and-error experience, product obsession of the American model and the process discipline, regulatory consciousness, and structured governance typical of Europe. The system adopted by the founders seems to reinterpret the classic Californian entrepreneur's idea revisited with the need to be compliant to European regulation. From Silicon Valley, they reinterpreted the entrepreneurial energy by emphasising iteration, ambition, and a willingness to experiment (Revolut, 2024a). The fact that performance is more valued than seniority makes the business really close to the U.S. context from this point of view. The goal-oriented approach is visible in the experts they rely on, with analytical and result-driven capacities. Moreover, their ambition of Revolut's vision, to be the world's top-performing global bank operation in 100 countries, suggests the Silicon Valley relationship with scaling, where everything that seems to be impossible is then

possible (Slush, 2024). Another factor that recalls what American entrepreneurs care about is the simplicity of designing the interface and building everything clearly, so no barriers to using the product.

Revolut's evolution, however, also has features that make it belonging to the European model. Especially, the slow and evolutionary movement from disruptive experiences towards more structured sustainability is more long-term oriented and structured. Working in the intricate European fintech environment with a competitive financial landscape, Revolut understood that the key to long-term legitimacy was institutional credibility (Revolut, 2024c). The company went from issuing "light" electronic money licences to obtaining full banking licences in various jurisdictions, improving compliance and transparency levels. It further demonstrates that high-growth innovation can still emerge even in a highly regulated environment with much higher compliance and supervision requirements compared to the US. In this sense, Revolut's an example of how a startup can grow exponentially while being constrained by European institutional structures. An example of how regulation, far from constraining innovation, can reinforce, and indeed enhance, sustainable growth. Secondly, Revolut represents European operational discipline and risk management. It finally formalised its internal architecture, introducing systematic quarterly reviews, a framework for entering the market (Launch, Stabilisation, Optimisation, Growth) and establishing specific compliance and legal teams. These aspects reflect the European penchant for procedural governance and a broad cultural emphasis on predictability, reliability, and resilience: qualities that are often omitted in early-stage American startups.

A third element linking Revolut to the European example is its long-term goal and trust in its platform, making it a sustainable investment. Silicon Valley companies tend, at least, to prioritise valuation growth and market

dominance over product innovation and user trust in the pursuit of development. However, Revolut managed to balance expansion with profits (Revolut, 2024c). In that respect, its pivot from a purely product-led to a marketing and brand-led model, along with its awareness of multi-country regulatory nuances, further highlights its European awareness.

In the end, Revolut is a hybrid: a Silicon Valley-style company that embodies the Silicon Valley ethos of innovation, speed, and meritocracy, while absorbing the European values of structure, regulation, and sustainable development. It underscores the fact that future global competitiveness increasingly requires that entrepreneurial dynamism (like that found in Silicon Valley) be combined with the systemic rigour of the European model. This dual identity suggests sustained growth and reflects a broader evolution in the European startup landscape: from imitation to convergence, the trend of the new generation of firms blends experimentation with institutional discipline, speed and stability (Revolut, 2024c).

## 11 Conclusion

The research proposes a dynamic framework to describe how go-to-market strategies emerge from the interaction between mindset, resources, and context. Rather than focusing on predefined typologies of go-to-market models typical of Silicon Valley or Europe, this study explored the cognitive and cultural foundations that shape entrepreneurial decision-making. The central goal was to understand whether there is a recognisable mindset model behind startup scaling processes and to what extent this can be transferred across ecosystems.

The empirical nature of the data collected from the podcasts and interviews analysed for the Silicon Valley context, combined with the theoretical literature reviewed for the European one, positions the Revolut case study as an integrative component of this research. After the academic exploration of the European framework, it becomes necessary to verify

whether the theoretical assumptions identified are reflected in practice and validated through a real-world example.

The first part of this thesis examined the Silicon Valley paradigm, highlighting the basis that makes such a strong ecosystem. By listening to what experts are saying about GTM strategies, it becomes evident what is relevant or not. Silicon Valley's region is characterised by a high tolerance for risk, a culture of validated learning, and an abundance of venture capital willing to support experimentation. Iteration and failure are close to each other: indeed, the first one is essential for value creation; the second one is what might happen in case of a wrong response by the market. Both concepts are at the basis of the Californian region.

In contrast, even though the European ecosystem needs continuous innovation, it tends to operate within stricter regulatory boundaries and more risk-averse financial environments. In this context, experimentation is often constrained and mediated by factors such as compliance, reputation, and institutional trust.

Nevertheless, the comparison between the two contexts reveals several similarities but also some differences. Both ecosystems emphasise starting from a defined problem or customer need and advised product validation as an ongoing process rather than a one-time milestone. From this starting point, priorities are defined, and the team knows where to start.

The data-driven orientation is common to both regions: metrics, KPIs, and performance measurement form the role of strategic alignment and collective execution. However, in Silicon Valley, the analytical approach is often accompanied by cultural informality and an acceptance of the unknown. In contrast, in Europe, a higher degree of planning, structural discipline, and long-term orientation is justified by more risk aversion embedded in the cultural background. These differences produce distinct entrepreneurial behaviours: the American founder operates as an experimenter driven by opportunity and scale, while the European counterpart

tends to act as a strategic optimiser balancing innovation with structural soundness. The two ecosystems also have the same problem about talent density and human capital: they are as crucial for early growth as they are difficult to find. Finding individuals who combine flexibility, analytical capacity, and resilience is a universal challenge. Also, regarding this topic, there is a difference in cultural response: Silicon Valley recruits primarily for potential and mindset, while Europe still values qualifications and experience, reflecting differing risk perceptions and institutional logics. In both cases, networks, partnerships, and brand effects, often amplified by digital virality and artificial intelligence, are emerging as key accelerators of startup scaling.

The empirical evidence provided by the Revolut case reinforces and enriches these insights. Revolut demonstrates that hypergrowth is possible even within Europe's more regulated and financially constrained environment. The company embodies a hybrid entrepreneurial model: on one hand, it internalises the Silicon Valley ethos of speed, meritocracy, and experimentation. On the other hand, it reflects the European ecosystem more interested in transparency, customer trust, and sustainability orientation. Therefore, it is evident that nowadays business opportunities depend on how much people care about data protection and transparency.

Revolut's capacity to scale across multiple markets without ignoring regulatory integrity illustrates that innovation can coexist with structure, without compromising long-term development.

From these findings, this thesis shows that the future of entrepreneurship does not stand in choosing between the Silicon Valley and the European model, but in combining their complementary strengths.

The entrepreneurial mindset that emerges is one of adaptive intelligence: capable of embracing uncertainty while remaining anchored in discipline;

ambitious to scale globally but pragmatic enough to localise. Revolut exemplifies how startups can transcend regional boundaries by translating cultural contrasts into strategic advantages.

In conclusion, the findings suggest that the next frontier for global entrepreneurship may depend less on geography and more on the ability to hybridise and merge the specific characteristics with the most well-known models.

This synthesis not only defines Revolut's trajectory but also serve as a roadmap for the new generation of European founders eager to learn from the giants. The key is to be able to adapt each entrepreneurial idea to a customer's needs and to contextual characteristics, avoiding imitation. From a managerial perspective, these findings provide a framework for entrepreneurs. When defining the GTM strategy, fostering an experimental, data-driven mindset within regulatory boundaries can represent a competitive advantage rather than a constraint.

Policymakers and accelerators should therefore focus on creating environments that reward calculated experimentation and long-term sustainability. From a more practical point of view, this research also offers lessons that go beyond theory. Revolut shows that even within the regulated European environment, innovation is driven by a combination of curiosity, speed, and discipline. Adopting a data-driven and experimental mindset does not mean leaving the structure; instead, it means turning compliance and regulation into strengths that build trust. For European founders, this balance between agility and responsibility can become a real competitive advantage. Likewise, investors and policymakers should aim to create spaces where experimentation is encouraged but grounded in accountability and long-term vision.

Looking to the future, this study can explore other European startups that are experimenting with similar hybrid models of growth. It would be in-

interesting to observe how this mindset evolves and its contribution to resilience and international expansion. Another aspect to analyse could be the definition of the cultural traits that brought the formation of these kinds of ecosystems and the entrepreneurial mindset. Furthermore, how AI influence the decision-making and potential benefits for businesses is another tip. Understanding how AI might redefine the entrepreneurial mindset and go-to-market dynamics could offer new insights into the next generation of global innovation.

At the end of this thesis journey, the results show that while following a model can be helpful and serve as a guideline, the core aspect is to understand the principles behind it and adapt them to one's own context.

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### 13 Appendix A

*Note: all the tables below shows the 30 websites considered for each VC, where it is possible. Relevant means that it will be added in the long list; not relevant it will not be added on the long list. The majority of the ones not added are general pages, job announcements, team presentation. These websites are not present in the bibliography since not all of them have been used for my analysis or present in the text.*

**Table 5**

*Sequoia Capital – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Keywords</i>
1	<a href="https://www.sequoi-">https://www.sequoi-</a>	The Arc Product-Market	Relevant	Pmf, go-to-
2	<a href="https://www.sequoi-">https://www.sequoi-</a>	Census	Not relevant	Not rele-
3	<a href="https://www.sequoi-">https://www.sequoi-</a>	Clay’s Kareem Amin on	Relevant	Case study,
4	<a href="https://www.sequoi-">https://www.sequoi-</a>	Partnering with Clay: On a	Relevant	Case study
5	<a href="https://www.sequoi-">https://www.sequoi-</a>	The Sales Learning Curve	Relevant	Learning,
6	<a href="https://www.sequoi-">https://www.sequoi-</a>	Company Design	Not relevant	Introduc-
7	<a href="https://jobs.sequoia-">https://jobs.sequoia-</a>	Make a dent in the world	Not relevant	Team
8	<a href="https://www.sequoi-">https://www.sequoi-</a>	Our Team	Not relevant	Team
9	<a href="https://www.sequoi-">https://www.sequoi-</a>	HubSpot: An Underdog	Relevant	Push mar-
10	<a href="https://www.sequoi-">https://www.sequoi-</a>	Barracuda IPO: How to	Relevant	Case
11	<a href="https://www.sequoi-">https://www.sequoi-</a>	Nimble Storage IPO: The	Relevant	Case study
12	<a href="https://www.sequoi-">https://www.sequoi-</a>	Seven Questions with Su-	Relevant	Products
13	<a href="https://www.sequoi-">https://www.sequoi-</a>	Palo Alto Networks’s Ni-	Relevant	General
14	<a href="https://www.sequoi-">https://www.sequoi-</a>	training data	Not relevant	Page of the
15	<a href="https://www.sequoi-">https://www.sequoi-</a>	To Make the Right Hire,	Not relevant	
16	<a href="https://www.sequoi-">https://www.sequoi-</a>	Bringing Generative AI to	Relevant	Chal-
17	<a href="https://www.sequoi-">https://www.sequoi-</a>	Qualtrics IPO: The Qual-	Relevant	Case study,
18	<a href="https://www.sequoi-">https://www.sequoi-</a>	MongoDB IPO: Built by	Relevant	Case study
19	<a href="https://www.sequoi-">https://www.sequoi-</a>	Why CRM Needs an AI	Relevant	Ai, gtm
20	<a href="https://www.sequoi-">https://www.sequoi-</a>	Universal Laws of Physics	Relevant	Lean
21	<a href="https://www.sequoi-">https://www.sequoi-</a>	MongoDB ft. Dev Ittyche-	Relevant	Case; open
22		NO RESULTS	Not relevant	
23	<a href="https://www.sequoi-">https://www.sequoi-</a>	Partnering with	Relevant	New
24	<a href="https://www.sequoi-">https://www.sequoi-</a>	The AI Product Going Vi-	Relevant	Platform;
25	<a href="https://www.sequoi-">https://www.sequoi-</a>	Sierra Co-Founder Clay	Relevant	Case
26	<a href="https://articles.se-">https://articles.se-</a>	Palo Alto Networks’s Ni-	Relevant	Talking to
27	<a href="https://articles.se-">https://articles.se-</a>	MERAKI	Relevant	Segment;
28	<a href="https://www.sequoi-">https://www.sequoi-</a>	Jawbone: The Rise and Fall	Relevant	Silicon
29	<a href="https://www.sequoi-">https://www.sequoi-</a>	Nvidia: An Overnight Suc-	Relevant	Case study

**Table 6***Accel – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	go-to-market strategy:	Relevant	
2	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	General
3	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Relevant	
4	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Building an effective	Not rele-	How to
5	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not revant	Not avail-
6	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Product-led growth	Relevant	Pordutc
7	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	building inbound gtm	Not rele-	Not avail-
8	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	inbound gtm with	Not rele-	Not avail-
9	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	Course
10	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Defining your market	Relevant	
11	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	5 habits of successful	Relevant	
12	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	SaaS playbook: learn-	Relevant	
13	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	What does saas have	Relevant	
14	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	General
15	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Entering a new mar-	Relevant	
16	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Introducing the #de-	Relevant	
17	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Decoding buyer ma-	Relevant	
18	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	General
19	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Future of edtech -	Relevant	
20	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Align your sales &	Relevant	
21	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	What can you expect	Not rele-	Course
22	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	The future of work di-	Not rele-	Event
23	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Deep dive into	Not rele-	Course
24	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	Not avail-
25	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Removing buyer fric-	Relevant	
26	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	Team
27	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	Not avail-
28	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	Seo best practices	Relevant	
29	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>		Not rele-	Not avail-
30	<a href="https://www.seedtoscale.co">https://www.seedtoscale.co</a>	SaaS	Not rele-	

**Table 7***A16z – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Keywords</i>
1	<a href="https://a16z.com/cate-">https://a16z.com/cate-</a>	sales & go-to-market	Not rel-	General
2	<a href="https://a16z.com/category/com-">https://a16z.com/category/com-</a>	sales & go-to-market	Not rel-	General
3	<a href="https://a16z.com/scaling-your-">https://a16z.com/scaling-your-</a>	scaling your go-to-	Rele-	Go-to-
4	<a href="https://a16z.com/growthsales-">https://a16z.com/growthsales-</a>	growth+sales: the new	Rele-	Go-to-
5	<a href="https://a16z.com/aligning-prod-">https://a16z.com/aligning-prod-</a>	aligning product and	Rele-	Customer

6	<a href="https://a16z.com/segmenting-">https://a16z.com/segmenting-</a>	segmenting markets	Rele-	Segmenta-
7	<a href="https://a16z.com/mapping-go-">https://a16z.com/mapping-go-</a>	mapping go-to-market	Rele-	Mapping
8	<a href="https://a16z.com/go-to-market-">https://a16z.com/go-to-market-</a>	go-to-market best	Not rel-	No access
9	<a href="https://a16z.com/go-to-market-">https://a16z.com/go-to-market-</a>	go-to-market boot	Rele-	Go-to-
10	<a href="https://a16z.com/the-new-go-to-">https://a16z.com/the-new-go-to-</a>	the new go-to-market	Rele-	Digital
11	<a href="https://a16z.com/podcast/a16z-">https://a16z.com/podcast/a16z-</a>	a16z podcast: finding	Rele-	Product-
12	<a href="https://a16z.com/podcast/eco-">https://a16z.com/podcast/eco-</a>	how ecosystem-led	Rele-	Growth;
13	<a href="https://a16zcrypto.com/posts/ar-">https://a16zcrypto.com/posts/ar-</a>	go-to-market in web3:	Rele-	Gtm in in-
14	<a href="https://a16z.com/selling-to-">https://a16z.com/selling-to-</a>	selling to smbs	Rele-	Small
15	<a href="https://a16z.com/going-to-mar-">https://a16z.com/going-to-mar-</a>	going to market when	Rele-	s the mar-
16	<a href="https://a16z.com/market-an-">https://a16z.com/market-an-</a>	Market annealing:	Rele-	From
17	<a href="https://a16z.com/author/mi-">https://a16z.com/author/mi-</a>	More about michael	Not rel-	Author
18	<a href="https://a16z.com/podcast/a16z-">https://a16z.com/podcast/a16z-</a>	Saas go-to-upmarket	Rele-	Product
19	<a href="https://a16z.com/the-20m-to-">https://a16z.com/the-20m-to-</a>	The “\$20m to \$500m”	Rele-	Go-to-
20	<a href="https://a16z.com/getting-ready-">https://a16z.com/getting-ready-</a>	Getting ready to move	Rele-	Upmarket;
21		All growth content	Not rel-	General
22	<a href="https://a16z.com/11-key-gtm-">https://a16z.com/11-key-gtm-</a>	11 key gtm metrics	Rele-	Metrics to
23	<a href="https://a16z.com/growth-sales-">https://a16z.com/growth-sales-</a>	Growth, sales, and a	Rele-	Network
24	<a href="https://a16z.com/engaging-">https://a16z.com/engaging-</a>	Engaging sales: how	Rele-	Costs;
25	<a href="https://future.com/pod-">https://future.com/pod-</a>	Product-market sales	Rele-	Prioritiz-
26		Paul oates: author at	Not rel-	Author
27	<a href="https://future.com/cate-">https://future.com/cate-</a>	Sales & go to market	Not rel-	General
28	<a href="https://future.com/community-">https://future.com/community-</a>	Community ≠ market-	Rele-	“bottom
29	<a href="https://future.com/the-key-to-">https://future.com/the-key-to-</a>	The key to enterprise	Rele-	Pros, cons,

**Table 8***500 global – Long List*

<i>N</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Keywords</i>
1	<a href="https://500.co/acceler-">https://500.co/acceler-</a>	Accelerate Aichi: Landing	Not rele-	No results
2	<a href="https://500.co/con-">https://500.co/con-</a>	How Growth Stage Software	Relevant	Pricing
3	<a href="https://500.co/con-">https://500.co/con-</a>	The Flagship Accelerator,	Not rele-	Program
4	<a href="https://sea.500.co/con">https://sea.500.co/con</a>	How Global Launch Is	Not rele-	Program
5	<a href="https://latam.500.co/c">https://latam.500.co/c</a>	Christine's Quarterly Letter:	Not rele-	Program
6	<a href="https://500.co/stan-">https://500.co/stan-</a>	Stanford Program Alumni	Not rele-	Program
7	<a href="https://500.co/con-">https://500.co/con-</a>	5 Fast Ways To Know	Relevant	Pricing
8	<a href="https://events.500.co/">https://events.500.co/</a>	The Art of B2B Engagement	Not rele-	Webinar
9	<a href="https://500.co/found-">https://500.co/found-</a>	Flagship Accelerator	Not rele-	Program
1	<a href="https://500.co/con-">https://500.co/con-</a>	A Decade of saas	Relevant	Price; fi-
1	<a href="https://ee.500.co/con-">https://ee.500.co/con-</a>	Yellowpad: Revolutionizing	Relevant	Case
1	<a href="https://500.co/500-">https://500.co/500-</a>	500 Global Accelerator Pro-	Not rele-	Program
1	<a href="https://ee.500.co/con-">https://ee.500.co/con-</a>	Six Key Ingredients to Ac-	Relevant	Not SV
1	<a href="https://500.co/found-">https://500.co/found-</a>	Angkor 500: Growth Pro-	Not rele-	Program
1	<a href="https://jp.aplica.500.c">https://jp.aplica.500.c</a>	Aplica	Not rele-	Job an-
1	<a href="https://events.500.co/">https://events.500.co/</a>	Applying a Sales Mindset to	Not rele-	

1	<a href="https://500.co/con-">https://500.co/con-</a>	How arbilex is bringing AI	Relevant	Not gtm fo-
1	<a href="https://500.co/found-">https://500.co/found-</a>	Angkor 500: Accelerator	Not rele-	Program
2	<a href="https://500.co/found-">https://500.co/found-</a>	Founder Programs	Not rele-	Program
2	<a href="https://500.co/media-">https://500.co/media-</a>	Media Kit	Not rele-	General
2	<a href="https://500.co/con-">https://500.co/con-</a>	500 Blockchain Wants You!	Not rele-	Jobs an-
2	<a href="https://500.co/con-">https://500.co/con-</a>	Breaking into the  	Not rele-	Presentation
2	<a href="https://500.co/con-">https://500.co/con-</a>	500 & Huobi Labs Proudly	Not rele-	Presentation
2	<a href="https://ko-">https://ko-</a>	Huobi Labs! Meet 500	Not rele-	
2	<a href="https://500.co/con-">https://500.co/con-</a>	Ready to scale in Southeast	Not rele-	
2	<a href="https://500.co/con-">https://500.co/con-</a>	Q&A with Christian Hernan-	Not rele-	
2	<a href="https://go.500.co/pre">https://go.500.co/pre</a>	Premoney 2021   Speakers	Not rele-	

**Table 9***Nea – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.nea.com/blog/genera-">https://www.nea.com/blog/genera-</a>	How Generative	Relevant	Ai in
2	<a href="https://www.nea.com/blog">https://www.nea.com/blog</a>	Diverse perspec-	Not rele-	general
3	<a href="https://www.nea.com/team/alex-">https://www.nea.com/team/alex-</a>	Alex Sharata	Not rele-	Team
4		C. Richard ‘Dick’	Not rele-	Team
5	<a href="https://www.nea.com/blog/the-fu-">https://www.nea.com/blog/the-fu-</a>	The Future of Da-	Relevant	case
6	<a href="https://www.nea.com/blog/the-">https://www.nea.com/blog/the-</a>	The Hard Work	Relevant	product;
7	<a href="https://www.nea.com/blog/nea-">https://www.nea.com/blog/nea-</a>	Our investment in	Relevant	Nea sug-
8	<a href="https://www.nea.com/blog/biz-dev-">https://www.nea.com/blog/biz-dev-</a>	Biz Dev Can	Relevant	gtm;
9	<a href="https://www.nea.com/news/press-">https://www.nea.com/news/press-</a>	NEA Welcomes	Not rele-	team
10	<a href="https://www.nea.com/blog/the-">https://www.nea.com/blog/the-</a>	The View From	Relevant	datacen-
11	<a href="https://www.nea.com/blog/tomor-">https://www.nea.com/blog/tomor-</a>	Tomorrow’s Ti-	Relevant	gtm in ai
12	<a href="https://www.nea.com/blog/founder-">https://www.nea.com/blog/founder-</a>	Founder Mode:	Relevant	early
13	<a href="https://www.nea.com/blog/eleven-">https://www.nea.com/blog/eleven-</a>	ElevenLabs: AI’s	Not rele-	job an-
14	<a href="https://www.nea.com/blog/imagin-">https://www.nea.com/blog/imagin-</a>	Imagining Gen Z	Relevant	netwroks
15	<a href="https://www.nea.com/news/press-">https://www.nea.com/news/press-</a>	NEA Appoints	Not rele-	job an-
16	<a href="https://www.nea.com/team/tiffany-">https://www.nea.com/team/tiffany-</a>	Tiffany Luck	Not rele-	job an-
17	<a href="https://www.nea.com/blog/arkestro-">https://www.nea.com/blog/arkestro-</a>	Arkestro: Super-	Relevant	case
18	<a href="https://www.nea.com/blog/covid-">https://www.nea.com/blog/covid-</a>	COVID-19’s ini-	Relevant	impact

**Table 10***Lsvp – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Keywords</i>
1	<a href="https://lsvp.com/stories/zero-">https://lsvp.com/stories/zero-</a>	Zero to 1: Product	Relevant	product.
2	<a href="https://lsvp.com/stories/genera-">https://lsvp.com/stories/genera-</a>	Generative SF: How	Relevant	Ai in gtm
3	<a href="https://lsvp.com/stories/the-">https://lsvp.com/stories/the-</a>	The do’s and don’ts	Relevant	gtm, fo-
4	<a href="https://lsvp.com/stories/five-">https://lsvp.com/stories/five-</a>	Five Lessons From	Relevant	Product-
5	<a href="https://lsvp.com/stories/the-fu-">https://lsvp.com/stories/the-fu-</a>	The Future of Voice:	Relevant	communi-
6	<a href="https://lsvp.com/team-mem-">https://lsvp.com/team-mem-</a>	Prateek Raj	Not rele-	team

7	<a href="https://lsvp.com/stories/why-">https://lsvp.com/stories/why-</a>	Why customer cen-	Relevant	Ai in
8	<a href="https://lsvp.com/stories/what-i-">https://lsvp.com/stories/what-i-</a>	What I look for in an	Relevant	metrcis,
9	<a href="https://lsvp.com/stories/how-">https://lsvp.com/stories/how-</a>	How AppDynamics	Relevant	product;
10	<a href="https://lsvp.com/stories/from-">https://lsvp.com/stories/from-</a>	From Seed to A with	Relevant	gtm; mar-
11	<a href="https://lsvp.com/stories/pric-">https://lsvp.com/stories/pric-</a>	Pricing for your Au-	Relevant	price
12	<a href="https://lsvp.com/stories/the-fu-">https://lsvp.com/stories/the-fu-</a>	The Future is Con-	Relevant	Story of
13	<a href="https://lsvp.com/stories/ex-">https://lsvp.com/stories/ex-</a>	Expanding The SaaS	Relevant	Ai, plat-
14	<a href="https://lsvp.com/stories/meet-">https://lsvp.com/stories/meet-</a>	Meet the newest	Not rele-	team
15	<a href="https://lsvp.com/stories/intro-">https://lsvp.com/stories/intro-</a>	Introducing the	Relevant	gtm in
16	<a href="https://lsvp.com/stories/wel-">https://lsvp.com/stories/wel-</a>	Welcome Sam Eis-	Not rele-	team
17	<a href="https://lsvp.com/stories/meet-">https://lsvp.com/stories/meet-</a>	Meet the Newest	Not rele-	team
18	<a href="https://lsvp.com/sto-">https://lsvp.com/sto-</a>	Reimagining Com-	Relevant	Ai; con-
19	<a href="https://lsvp.com/sto-">https://lsvp.com/sto-</a>	Healthcare AI: A	Relevant	testing
20	<a href="https://lsvp.com/stories/light-">https://lsvp.com/stories/light-</a>	Lightspeed Scout	Relevant	customer;
21	<a href="https://lsvp.com/stories/look-">https://lsvp.com/stories/look-</a>	Looking Back At	Relevant	customer;
22	<a href="https://lsvp.com/stories/from-">https://lsvp.com/stories/from-</a>	From Tel Aviv to	Not rele-	team
23	<a href="https://lsvp.com/stories/how-">https://lsvp.com/stories/how-</a>	How do VCs inter-	Relevant	decision
24	<a href="https://lsvp.com/stories/con-">https://lsvp.com/stories/con-</a>	Consumer Social is	Relevant	ad-
25	<a href="https://lsvp.com/stories/12-les-">https://lsvp.com/stories/12-les-</a>	12 lessons from	Relevant	merging;
26	<a href="https://lsvp.com/stories/saas-">https://lsvp.com/stories/saas-</a>	SaaS CEO Interview	Relevant	early
27	<a href="https://lsvp.com/team-mem-">https://lsvp.com/team-mem-</a>	Justin Overdorff	Not rele-	team
28	<a href="https://lsvp.com/stories/light-">https://lsvp.com/stories/light-</a>	Lightspeed Intro-	Not rele-	page in-
29	<a href="https://lsvp.com/stories/our-">https://lsvp.com/stories/our-</a>	Our Journey with	Not rele-	case
30	<a href="https://lsvp.com/stories/enter-">https://lsvp.com/stories/enter-</a>	Enterprise Scale	Relevant	gtm im-
31	<a href="https://lsvp.com/stories/start-">https://lsvp.com/stories/start-</a>	Starting with ecom-	Relevant	returns;
32	<a href="https://lsvp.com/event/founder-">https://lsvp.com/event/founder-</a>	Founder insights on	Relevant	sugges-

**Table 11***General catalyst – Long List*

N	Link	Title	Rele-	Key-
1	<a href="https://www.general-">https://www.general-</a>	Our investment in rox	Relevant	Go-to-
2	<a href="https://www.general-">https://www.general-</a>	Yield is all you need	Relevant	Go-to-
3	<a href="https://www.general-">https://www.general-</a>	Our investment in pylon	Relevant	Gtm for
4	<a href="https://www.general-">https://www.general-</a>	Sales-led vs. Product-led	Relevant	Product-
5	<a href="https://www.general-">https://www.general-</a>	the unbundling of	Relevant	Customer
6	<a href="https://www.general-">https://www.general-</a>	Wealth solutions for the next	Relevant	Cus-
7	<a href="https://www.general-">https://www.general-</a>	How fivetran scaled its	Relevant	Product-
8	<a href="https://www.general-">https://www.general-</a>	The early stage founder's	Relevant	Go-to-
9	<a href="https://www.general-">https://www.general-</a>	Our investment in kandji	Relevant	Case; gtm
1	<a href="https://www.general-">https://www.general-</a>	Experimenting with product-	Relevant	product-
1	<a href="https://www.general-">https://www.general-</a>	our investment in clarium	Relevant	Case
1	<a href="https://www.general-">https://www.general-</a>	Democratizing market re-	Relevant	Case
1	<a href="https://www.general-">https://www.general-</a>	Introducing health assurance	Relevant	Case
1	<a href="https://www.general-">https://www.general-</a>	Business transformation	Relevant	Role of ai

1	<a href="https://www.general-">https://www.general-</a>	Our creation of crescendo	Relevant	Role of ai
1	<a href="https://www.general-">https://www.general-</a>	Cac is the new capex,	Relevant	Growth;
1	<a href="https://www.general-">https://www.general-</a>	A milestone for samsara	Relevant	Case
1	<a href="https://www.general-">https://www.general-</a>	Building globally resilient	<i>Relevant</i>	<i>Resilient</i>
1	<a href="https://www.general-">https://www.general-</a>	Our investment in	Relevant	No focus
2	<a href="https://www.general-">https://www.general-</a>	Ogsystems joins forces with	Not relevant	Team

**Table 12***Bvp – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.bvp.com/atlas/the-">https://www.bvp.com/atlas/the-</a>	The 101 guide on	Relevant	Gtm in
2		Gtm course	Not rele-	General
3	<a href="https://www.bvp.com/atlas/the-">https://www.bvp.com/atlas/the-</a>	The gtm guide to	Relevant	Chan-
4	<a href="https://www.bvp.com/atlas/scal-">https://www.bvp.com/atlas/scal-</a>	Scaling to \$100 mil-	Relevant	Gtm
5	<a href="https://www.bvp.com/atlas/scal-">https://www.bvp.com/atlas/scal-</a>	Scaling gtm from	Relevant	Gtm
6	<a href="https://www.bvp.com/news/un-">https://www.bvp.com/news/un-</a>	Unlocking revenue	Relevant	Gtm;
7	<a href="https://www.bvp.com/atlas/the-">https://www.bvp.com/atlas/the-</a>	The go-to-market	Relevant	Gtm;
8	<a href="https://www.bvp.com/atlas/how-">https://www.bvp.com/atlas/how-</a>	How to build a data-	Relevant	Flexing
9	<a href="https://www.bvp.com/atlas/prod-">https://www.bvp.com/atlas/prod-</a>	Product marketing	Relevant	saas po-
10	<a href="https://www.bvp.com/news/bes-">https://www.bvp.com/news/bes-</a>	Bessemer venture	Not rele-	Wel-
11	<a href="https://www.bvp.com/atlas/how-">https://www.bvp.com/atlas/how-</a>	<a href="#">how to generate</a>	Relevant	Gtm
12	<a href="https://www.bvp.com/news/data-">https://www.bvp.com/news/data-</a>	Databook: the new	Relevant	Software
13	<a href="https://www.bvp.com/atlas/the-">https://www.bvp.com/atlas/the-</a>	The founder's play-	Relevant	Cus-
14	<a href="https://www.bvp.com/atlas/intro-">https://www.bvp.com/atlas/intro-</a>	Introducing enter-	Relevant	Go-to-
15	<a href="https://www.bvp.com/atlas/per-">https://www.bvp.com/atlas/per-</a>	Perspective: optimiz-		Remote
16	<a href="https://www.bvp.com/atlas/scal-">https://www.bvp.com/atlas/scal-</a>	Scaling from \$1 to	Relevant	Grow;
17	<a href="https://www.bvp.com/startup-">https://www.bvp.com/startup-</a>	<a href="#">startup growth guide</a>	Not rele-	General
18	<a href="https://www.bvp.com/atlas/10-">https://www.bvp.com/atlas/10-</a>	<a href="#">10 product-led</a>	Relevant	Gtm; plg
19	<a href="https://www.bvp.com/atlas/ex-">https://www.bvp.com/atlas/ex-</a>	<a href="#">how to approach en-</a>	Relevant	Gtm
20	<a href="https://www.bvp.com/atlas/mov-">https://www.bvp.com/atlas/mov-</a>	Moving upmarket	Relevant	Move
21	<a href="https://www.bvp.com/atlas/pr-">https://www.bvp.com/atlas/pr-</a>	Pr fundamentals for	Relevant	Adver-
22	<a href="https://www.bvp.com/year-in-re-">https://www.bvp.com/year-in-re-</a>	2024 year in review	Not rele-	General
23	<a href="https://www.bvp.com/atlas/ten-">https://www.bvp.com/atlas/ten-</a>	Ten lessons from a	Relevant	Insights
24	<a href="https://www.bvp.com/compa-">https://www.bvp.com/compa-</a>	<a href="#">reputation</a>	Not rele-	General
25	<a href="https://www.bvp.com/at-">https://www.bvp.com/at-</a>	Power to the prod-	Relevant	Expo-
26	<a href="https://www.bvp.com/team/zoe-">https://www.bvp.com/team/zoe-</a>	<a href="#">zoë diamadi</a>	Not rele-	Team
27	<a href="https://www.bvp.com/at-">https://www.bvp.com/at-</a>	Roadmap: software	Relevant	Product-
28	<a href="https://www.bvp.com/compa-">https://www.bvp.com/compa-</a>	<a href="#">weave</a>	Not rele-	No in-
29	<a href="https://www.bvp.com/atlas">https://www.bvp.com/atlas</a>	<a href="#">atlas</a>	Not rele-	General
30	<a href="https://www.bvp.com/atlas/how-">https://www.bvp.com/atlas/how-</a>	<a href="#">how developer plat-</a>	Relevant	Plat-

**Table 13***Fundesfund – Long List*

N.	Link	Title	Rele-	Key-
1	<a href="https://founders-">https://founders-</a>	When tailwinds	Relevant	Internet,
2	<a href="https://founders-">https://founders-</a>	Rippling and the	Relevant	Product
3	<a href="https://founders-">https://founders-</a>	ellie pearson	Not rele-	Team

**Table 14***Fundersclub – Long List*

N.	Link	Title	Rele-	Key-
1	<a href="https://fun-">https://fun-</a>	Fundersclub	Not rele-	News-
2	<a href="https://fun-">https://fun-</a>	<a href="#">fundersclub</a>	Not rele-	News-
3	<a href="https://fun-">https://fun-</a>	Building a world-	Relevant	Case,
4	<a href="https://fun-">https://fun-</a>	<a href="#">fundersclub</a>	Not rele-	News-
5	<a href="https://fundersclub.com/ac-">https://fundersclub.com/ac-</a>	gerardo (gary) ra-	Not rele-	Team
6	<a href="https://fun-">https://fun-</a>	<a href="#">fundersclub</a>	Not rele-	News-
7	<a href="https://fun-">https://fun-</a>	<a href="#">fundersclub</a>	Not rele-	News-
8	<a href="https://fundersclub.com/compa-">https://fundersclub.com/compa-</a>	weave	Not rele-	General
9	<a href="https://fun-">https://fun-</a>	the uncertain fu-	Relevant	Not fo-
10	<a href="https://staging.fun-">https://staging.fun-</a>	<a href="#">fundersclub</a>	Not rele-	News-

**Table 15***Kleiner perkins – Long List*

N	Link	Title	Rele-	Key-
1	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">lindsey keller</a>	Not rel-	Team
2	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">liam mulcahy</a>	Not rel-	Team
3	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">suzanne holloway -</a>	Not rel-	Team
4	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">calixa: the customer</a>	Not rel-	Nor
5	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">announcing kp21 and</a>	Rele-	Invest-
6	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">announcing kp 20 &amp; kp</a>	Not rel-	Team
7	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">ilya fushman joins</a>	Not rel-	Team
8	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">lucas oliveira</a>	Not rel-	Team
9	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">careers at allium</a>	Not rel-	Team
1	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">computing and data in-</a>	Rele-	Cloud
1	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	<a href="#">specialists archives -</a>	Not rel-	Team
1	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">jobs at allium</a>	Not rel-	Job an-
1	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">jobs at enterpret</a>	Not rel-	Job an-
1	<a href="https://www.kleinerper-">https://www.kleinerper-</a>	Former dropbox exec	Not rel-	Team
1	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">jobs at glean</a>	Not rel-	Job an-

1	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">jobs at multiply</a>	Not rel-	Job an-
1	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">jobs at watershed</a>	Not rel-	Job an-
1	<a href="https://jobs.kleinerper-">https://jobs.kleinerper-</a>	<a href="#">jobs at multiply</a>	Not rel-	Job an-
1	<a href="https://www.google.com/search?">https://www.google.com/search?</a>	Other links are only re-	Not rel-	Job an-

**Table 16***Insightpartners – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.insightpart-">https://www.insightpart-</a>	Secrets of top per-	Relevant	Gtm in
2	<a href="https://www.insightpart-">https://www.insightpart-</a>	A blueprint for scal-	Not rele-	General
3	<a href="https://www.insightpart-">https://www.insightpart-</a>	Predictions for	Relevant	Growth;
4	<a href="https://www.insightpart-">https://www.insightpart-</a>	Actionable ap-	Relevant	Ai in
5	<a href="https://www.insightpart-">https://www.insightpart-</a>	How to make your	Relevant	Cus-
6	<a href="https://www.insightpart-">https://www.insightpart-</a>	Go-to-market strate-	Not rele-	Work-
7	<a href="https://www.insightpart-">https://www.insightpart-</a>	<a href="#">saas growth accelera-</a>	Not rele-	General
8	<a href="https://www.insightpart-">https://www.insightpart-</a>	[scaleup blueprint]	Relevant	Market
9	<a href="https://www.insightpart-">https://www.insightpart-</a>	[scaleup blueprint]	Relevant	Mergers
10	<a href="https://www.insightpart-">https://www.insightpart-</a>	Choosing your next	Relevant	Market
11	<a href="https://www.insightpart-">https://www.insightpart-</a>	The top 3 questions	Relevant	Scaling;
12	<a href="https://jobs.insightpart-">https://jobs.insightpart-</a>	<a href="#">director of go-to-mar-</a>	Not rele-	Team
13	<a href="https://www.insightpart-">https://www.insightpart-</a>	Decoding plg: navi-	Relevant	Product-
14	<a href="https://www.insightpart-">https://www.insightpart-</a>	How to grow by mar-	Relevant	Cus-
15	<a href="https://www.insightpart-">https://www.insightpart-</a>	Scaleup:ceo – 5 in-	Relevant	Market-
16	<a href="https://www.insightpart-">https://www.insightpart-</a>	Myth-busting 3 com-	Relevant	Miscon-
17	<a href="https://www.insightpart-">https://www.insightpart-</a>	The scaleup guide to	Relevant	Gtm for
18	<a href="https://www.insightpart-">https://www.insightpart-</a>	The marketing lead-	Relevant	Sugges-
19	<a href="https://www.insightpart-">https://www.insightpart-</a>	Introducing the 2022	Relevant	Post-
20	<a href="https://www.insightpart-">https://www.insightpart-</a>	How plg companies	Relevant	Product-
21	<a href="https://jobs.insightpart-">https://jobs.insightpart-</a>	<a href="#">go-to market &amp; sales</a>	Not rele-	Job
22	<a href="https://www.insightpart-">https://www.insightpart-</a>	M&a needs a pot	Relevant	Not
23	<a href="https://www.insightpart-">https://www.insightpart-</a>	Everything to know	Relevant	Product
24	<a href="https://www.insightpart-">https://www.insightpart-</a>	Blueprint for building	Relevant	Gtm
25	<a href="https://www.insightpart-">https://www.insightpart-</a>	Founder 101: why	Relevant	Brand,
26	<a href="#">founder 101: how to build your</a>	Founder 101: how to	Relevant	Position-
27	<a href="https://jobs.insightpart-">https://jobs.insightpart-</a>	<a href="#">director, global go-to-</a>	Not rele-	Team
28	<a href="https://www.insightpart-">https://www.insightpart-</a>	Getting into more	Relevant	Target-
29	<a href="https://www.insightpart-">https://www.insightpart-</a>	How to build a win-	Relevant	Product-
30	<a href="https://www.insightpart-">https://www.insightpart-</a>	What ceos need to	Relevant	Product

**Table 17***Firstround – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://re-">https://re-</a>	the go-to-market guide	Relevant	Gtm
2	<a href="https://re-">https://re-</a>	building a hybrid go-	Relevant	Compo-
3	<a href="https://re-">https://re-</a>	rich rao's advice from	Relevant	Pricing
4	<a href="https://re-">https://re-</a>	how to measure prod-	Relevant	Pmf
5	<a href="https://re-">https://re-</a>	founders: here's how	Relevant	Sales,
6	<a href="https://re-">https://re-</a>	never done sales be-	Relevant	Found-
7	<a href="https://re-">https://re-</a>	inside clay's uncon-	Relevant	Clay
8	<a href="https://re-">https://re-</a>	airtable's path to prod-	Relevant	Gtm
9	<a href="https://re-">https://re-</a>	clay's path to product-	Relevant	There is
10	<a href="https://re-">https://re-</a>	finding product-market	Relevant	Market-
11	<a href="https://re-">https://re-</a>	notion's head of mar-	Relevant	Growt
12	<a href="https://re-">https://re-</a>	a deep-dive into prod-	Relevant	Pricing,
13	<a href="https://re-">https://re-</a>	jessica mckellar, cto of	Relevant	Product
14	<a href="https://re-">https://re-</a>	inside marketing at	Relevant	Market-
15	<a href="https://re-">https://re-</a>	take your design org	Relevant	No high
16	<a href="https://re-">https://re-</a>	buy or build? Focus on	Relevant	Gtm les-
17	<a href="https://re-">https://re-</a>	how to find prod-	Relevant	Not fo-
18	<a href="https://re-">https://re-</a>	unpacking all the non-	Relevant	Pricing,
19	<a href="https://re-">https://re-</a>	from a narrow icp to a	Relevant	Not gtm
20	<a href="https://re-">https://re-</a>	anneka gupta (rubrik,	Relevant	Cus-
21	<a href="https://re-">https://re-</a>	how to design a high-	Relevant	Pricing,
22	<a href="https://re-">https://re-</a>	oliver jay (asana, drop-	Relevant	Not fo-
23	<a href="https://re-">https://re-</a>	adam guild (co-	Relevant	Not spe-
24	<a href="https://re-">https://re-</a>	what startups can learn	Relevant	No gtm
25	<a href="https://re-">https://re-</a>	podcast - first round	Not rele-	
26	<a href="https://re-">https://re-</a>	the zero to one b2b	Relevant	No gtm
27	<a href="https://re-">https://re-</a>	eric berg on okta, intel	Relevant	Gtm les-
28	<a href="https://re-">https://re-</a>	how to hire the right	Relevant	No gtm
29	<a href="https://re-">https://re-</a>	how to find and pull	Relevant	Cus-
30	<a href="https://re-">https://re-</a>	a customer success	Relevant	Team

**Table 18***Founderscollective – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.thefounderscollec-">https://www.thefounderscollec-</a>	How to scale your go-	Relevant	Case;
2	<a href="https://www.thefounderscollec-">https://www.thefounderscollec-</a>	the nomadic entrepre-	Relevant	Not

**Table 19***Plugandplay – Long List*

<i>N</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	Is your startup ready for	Rele-	Gtm;
2	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	Scitodate	Not rel-	Com-
3	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	Chain reactions	Not rel-	General
4	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	uh haslam sports innova-	Not rel-	Program
5	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	plug and play's global	Rele-	Case not
6	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	Plug and play, a global	Not rel-	Not fo-
7	<a href="https://www.plugandplay-">https://www.plugandplay-</a>	The 9th mobility innova-	Not rel-	Event

**Table 20***Felicis – Long List*

<i>N</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	Ai has killed the tradi-	Rele-	Gtm,
2	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>		Not rel-	General
3	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	What gtm leaders are	Rele-	Ai in
4	<a href="https://www.feli-">https://www.feli-</a>	eric wagner   team	Not rel-	Team
5	<a href="https://www.felicis.com/sec-">https://www.felicis.com/sec-</a>	infra	Not rel-	General
6	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	Opsera raises \$15m for	Not rel-	General
7	<a href="https://www.google.com/search">https://www.google.com/search</a>	viviana faga   team	Not rel-	Team
8	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	Investing in madkudu:	Rele-	Plg;
9	<a href="https://www.felicis.com/sec-">https://www.felicis.com/sec-</a>	director, go to market	Not rel-	Job an-
1	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	Software and a service	Rele-	Soft-
1	<a href="https://www.felicis.com/">https://www.felicis.com/</a>	program manager, gtm	Not rel-	Job an-
1	<a href="https://www.felicis.com/">https://www.felicis.com/</a>	strategic finance, gtm @	Not rel-	Job an-
1	<a href="https://www.felicis.com/sec-">https://www.felicis.com/sec-</a>	global resilience	Not rel-	General
1	<a href="https://www.felicis.com/">https://www.felicis.com/</a>	associate product mar-	Not rel-	Job an-
1	<a href="https://www.felicis.com/">https://www.felicis.com/</a>	go to market/channel	Not rel-	Job an-
1	<a href="https://www.felicis.com/">https://www.felicis.com/</a>	gtm operations manager	Not rel-	Job an-
1	<a href="https://www.felicis.com/sec-">https://www.felicis.com/sec-</a>	senior gtm systems ma-	Not rel-	Job an-
1	<a href="https://www.feli-">https://www.feli-</a>	lead product marketing	Not rel-	Job an-
1	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	senior data analyst - gtm	Not rel-	Job an-
2	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	product marketing man-	Not rel-	Job an-
2	<a href="https://www.feli-">https://www.feli-</a>	jen wang   team	Not rel-	Team
2	<a href="https://www.feli-">https://www.feli-</a>	michelle delcambre	Not rel-	Team
2	<a href="https://jobs.felicis.com/compa-">https://jobs.felicis.com/compa-</a>	sr gtm fp&a manager @	Not rel-	Job an-
2	<a href="https://www.feli-">https://www.feli-</a>	victoria treyger   team	Not rel-	Team
2	<a href="https://www.felicis.com/sec-">https://www.felicis.com/sec-</a>	ai	Not rel-	General
2	<a href="https://www.felicis.com/">https://www.felicis.com/</a>	felicis	Not rel-	General
2	<a href="https://events.felicis.com/gtminai">https://events.felicis.com/gtminai</a>	gtm for ai/ml startups	Not rel-	Event
2	<a href="https://www.felicis.com/in-">https://www.felicis.com/in-</a>	product marketing man-	Not rel-	Job an-

2	<a href="https://www.felicis.com/mission">https://www.felicis.com/mission</a>	mission	Not rel-	General
3	<a href="https://www.felicis.com/privacy-">https://www.felicis.com/privacy-</a>	sales operations analyst,	Not rel-	Job an-

**Table 21***Fidelity – Long List*

<i>N</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://jobs.fi-">https://jobs.fi-</a>	Senior marketing manager, product mar-	Not rel-	Job an-
2	<a href="https://jobs.fi-">https://jobs.fi-</a>	Vice-president, growth strategy lead - fi-	Not rel-	Job an-
3	<a href="https://clear-">https://clear-</a>	Growth hub: prospect marketing for finan-	Not rel-	Gen-
4		Illinois finance authority to sell green	Rele-	Not
5		Rochester's mayo clinic bonds support	Rele-	No
6	<a href="https://clear-">https://clear-</a>	Digital asset at fidelity investments - oper-	Not rel-	Gen-
7	<a href="https://clear-">https://clear-</a>	About us - fidelity institutional wealth	Not rel-	Gen-
8	<a href="https://jobs.fi-">https://jobs.fi-</a>	Senior manager- Fidelity careers	Not rel-	Job an-
9	<a href="https://institu-">https://institu-</a>	Digital empowerment	Rele-	Tech-
1		A guide on stock splits: learn about what	Not rel-	Posts
1		Investing in big ideas with etfs	Not rel-	No
1		Cfra maintains hold rating on shares of ptc	Rele-	No
1		Director of saas sales - fidelity careers	Not rel-	Job an-
1		Senior manager, b2b marketing - fidelity	Not rel-	Job an-
1		Director, customer solutions – personal-	Not rel-	Job an-
1		Fcat - blockchain female founders panel	Not rel-	Job an-
1		Senior manager, data analytics and in-	Not rel-	Job an-
1		Engagement lead, fidelity consulting	Not rel-	Job an-
1		Fidelity consulting   defining new paths	Not rel-	Job an-
2		Freddie mac to bring tax-exempt loan	Rele-	No
2		Fidelity youth account   teen investors	Not rel-	Pro-
2		Careers	Not rel-	Job an-
2		Backblaze, inc.	Rele-	No
2		Chicago public schools mulls debt refi-	Rele-	No
2		Squad leader - debit card/fidelity health,	Not rel-	Job an-
2		Fixed income news results	Not rel-	Gen-
2		Fixed income news results	Not rel-	Gen-
2		Fixed income news results	Not rel-	Gen-

**Table 22***Gv – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.gv.com/news/synthe-">https://www.gv.com/news/synthe-</a>	Synthesia's \$2B+ Se-	Relevant	PMF;
2	<a href="https://www.gv.com/news/cribl-en-">https://www.gv.com/news/cribl-en-</a>	Cribl: How Enter-	Relevant	Data
3	<a href="https://antmurphy.medium.com/">https://antmurphy.medium.com/</a>	Ant Murphy - Me-	Not rele-	Team
4	<a href="https://pouryam.medium.com/">https://pouryam.medium.com/</a>	Pourya Moradi	Not rele-	Team

5	<a href="https://www.gv.com/news/mcbride-">https://www.gv.com/news/mcbride-</a>	Welcoming GV Gen-	Not rele-	Team
6	<a href="https://medium.com/@rocketscale">https://medium.com/@rocketscale</a>	AI Campa	Not rele-	Team
7		Cacheflow: Modern-	Relevant	Not
8		Michael mcbride -	Not rele-	Team
9		Allie Hexner - GV	Not rele-	Team
10		Typeface: Generative	Relevant	Ai, Not
11		Jobs at Rattle   GV	Not rele-	Team
12		Jobs at Hebbia AI	Not rele-	Team
13		The following are	Not rele-	Team

**Table 23***Generalatlantic – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://www.gen-">https://www.gen-</a>	Value creation	Not rele-	General
2		Our Approach	Not rele-	
3	<a href="https://www.gen-">https://www.gen-</a>	Vuori Announces \$825 Million	Relevant	
4	<a href="https://www.gen-">https://www.gen-</a>	General Atlantic Announces In-	Relevant	Invest-
5		David Buckley	Not rele-	Team
6		Andrea Beer	Not rele-	Team
7		Ellen Williams	Not rele-	Team
8	<a href="https://www.gen-">https://www.gen-</a>	Author Health Debuts to Care	Relevant	Not fo-
9	<a href="https://www.gen-">https://www.gen-</a>	Lepure Biotech Closes Series C	Not rele-	Not fo-
10	<a href="https://www.gen-">https://www.gen-</a>	Typeform Secures \$35 Million	Relevant	Not fo-
11	<a href="https://www.gen-">https://www.gen-</a>	ANNUAL REPORT	Relevant	Not fo-
12	<a href="https://www.gen-">https://www.gen-</a>	Motif Ingredients Rebrands to	Relevant	Not fo-

**Table 24***Bain venture capital – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Keywords</i>
1	<a href="https://baincapitalventures.com/insight/de-">https://baincapitalventures.com/insight/de-</a>	Deploying	Relevant	Early
2	<a href="https://baincapitalventures.com/insight/how-">https://baincapitalventures.com/insight/how-</a>	How to	Relevant	Gtm,
3	<a href="https://baincapitalventures.com/insight/ac-">https://baincapitalventures.com/insight/ac-</a>	Actively	Relevant	Ai in gtm
4	<a href="https://baincapitalventures.com/insight/to-">https://baincapitalventures.com/insight/to-</a>	Topogra-	Relevant	Gtm
5	<a href="https://baincapitalventures.com/in-">https://baincapitalventures.com/in-</a>	Poolside	Not rele-	Case
6	<a href="https://baincapitalventures.com/insight/wel-">https://baincapitalventures.com/insight/wel-</a>	Welcom-	Not rele-	Team
7	<a href="https://baincapitalventures.com/insight/in-">https://baincapitalventures.com/insight/in-</a>	Index	Relevant	Ai in gtm
8	<a href="https://baincapitalventures.com/insight/ship-">https://baincapitalventures.com/insight/ship-</a>	Shipbob	Relevant	Case
9	<a href="https://baincapitalventures.com/insight/clari/">https://baincapitalventures.com/insight/clari/</a>	Clari -	Not rele-	Case
10	<a href="https://baincapitalventures.com/hive/">https://baincapitalventures.com/hive/</a>	BCV Plat-	Not rele-	Program
11		Joe di-	Not rele-	Team
12	<a href="https://baincapitalventures.com/insight/how-">https://baincapitalventures.com/insight/how-</a>	How	Relevant	Product-
13	<a href="https://baincapitalventures.com/in-">https://baincapitalventures.com/in-</a>	Clockwise	Not rele-	Team

14	<a href="https://cms.baincapitalventures.com/in-">https://cms.baincapitalventures.com/in-</a>	How To	Relevant	There's
15	<a href="https://baincapitalventures.com/insight/5-">https://baincapitalventures.com/insight/5-</a>	5 Metrics	Relevant	Metrics
16	<a href="https://baincapitalventures.com/team/dawit-">https://baincapitalventures.com/team/dawit-</a>	Dawit	Not rele-	Team
17	<a href="https://baincapitalventures.com/">https://baincapitalventures.com/</a>	Bain Cap-	Not rele-	General
18	<a href="https://baincapitalventures.com/in-">https://baincapitalventures.com/in-</a>	AI apps	Relevant	AI
19	<a href="https://baincapitalventures.com/team/nicole-">https://baincapitalventures.com/team/nicole-</a>	Nicole lo-	Not rele-	Team
20	<a href="https://baincapitalventures.com/team/merritt-">https://baincapitalventures.com/team/merritt-</a>	Merritt	Not rele-	Team
21	<a href="https://baincapitalventures.com/in-">https://baincapitalventures.com/in-</a>	'You've	Relevant	GTM fo-
22		Ankor-	Not rele-	Team
23		Charting a	Not rele-	Not GTM
24	<a href="#">Congratulating cloudgenix On Its \$420M</a>	Congratu-	Not rele-	Invest-
25	<a href="https://baincapitalventures.com/in-">https://baincapitalventures.com/in-</a>	Orum -	Not rel-	Invest-
26	<a href="https://baincapitalventures.com/insight/de-">https://baincapitalventures.com/insight/de-</a>	Deciding	Not rele-	General
27	<a href="https://baincapitalventures.com/insight/art-">https://baincapitalventures.com/insight/art-</a>	Artists vs.	Not rele-	Not GTM

**Table 25***Initialized – Long List*

N.	Link	Title	Rele-	Key-
1	<a href="https://jobs.initial-">https://jobs.initial-</a>	Initialized Jobs	Job An-	
2	<a href="https://blog.initial-">https://blog.initial-</a>	5 sales strategies to weather	Relevant	What
3	<a href="https://blog.initial-">https://blog.initial-</a>	Founder Q&A with tigereye's	Non Rel-	
4	<a href="https://blog.initial-">https://blog.initial-</a>	Your First: Customer Event	Relevant	Not
5	<a href="https://blog.initial-">https://blog.initial-</a>	Your First: Brand Considera-	Non Rel-	

**Table 26***Venrock – Long List*

N.	Link	Title	Rele-	Keywords
1	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	A Go-To-	Relevant	Product led;
2	<a href="https://www.venrock.com/in-">https://www.venrock.com/in-</a>	Goldilocks	Relevant	Saas; price; gtm
3	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	Electrifying	Relevant	Gtm; case
4	<a href="https://www.venrock.com/in-">https://www.venrock.com/in-</a>	Building	Relevant	Distribution;
5	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	Know What	Relevant	GTM; new
6	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	The Outer	Not rele-	General page
7	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	How Early	Relevant	Marketing;early
8	<a href="https://jobs.venrock.com/compa-">https://jobs.venrock.com/compa-</a>	Consumer	Not rele-	Job announce-
9	<a href="https://www.venrock.com/in-">https://www.venrock.com/in-</a>	Building	Relevant	Business
10		Director,	Not rele-	Job announce-
11	<a href="https://www.venrock.com/in-">https://www.venrock.com/in-</a>	To Measure	Relevant	Pmf; gtm; met-
12	<a href="https://www.venrock.com/in-">https://www.venrock.com/in-</a>	Building	Relevant	Open source;
13	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	Pioneering a	Relevant	Marketplace
14	<a href="https://www.venrock.com/in-">https://www.venrock.com/in-</a>	Why I Fell	Relevant	AI
15		Sr.	Not rele-	Job announce-

16		Sr. GTM	Not rele-	Job announce-
17	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	Selectively	Relevant	Gtm
18		Talent Part-	Not rele-	Job announce-
19		Director,	Not rele-	Job announce-
20		Ethan Ba-	Not rele-	Team composi-
21		Sr. GTM	Not rele-	Job announce-
22		Provider	Not rele-	Job announce-
23		Senior Di-	Not rele-	Job announce-
24		Sr. GTM	Not rele-	Job announce-
25		Product	Not rele-	Job announce-
26		Director,	Not rele-	Job announce-
27		Partnership	Not rele-	Job announce-
28		Partnership	Not rele-	Job announce-
29	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	The Biggest	Relevant	Growth; early
30	<a href="https://www.venrock.com/pod-">https://www.venrock.com/pod-</a>	An Inten-	Relevant	Open source;in-

**Table 27***Greylock – Long List*

<i>N.</i>	<i>Link/Title</i>	<i>Relevant/not</i>	<i>Keywords</i>
1	<a href="#">Building the GTM Foundations</a>	Relevant	GTM; growth
2	<a href="#">Want To Win? Create The Right Early</a>	Relevant	GTM; sales
3	<a href="#">Executing Successful Early-Stage Sales</a>	Relevant	GTM
4	<a href="#">Unit of Value™: A Framework for Scal-</a>	Relevant	Gtm framework
5	<a href="#">Winning Early GTM Strategy</a>	Not relevant	No information
6	<a href="#">Welcome Tom Levey</a>	Not relevant	Team composi-
7	<a href="#">Today's business is about survival of the</a>	Relevant	Blitzscaling;
8	<a href="#">Vertical AI</a>	Relevant	Market; GTM;
9	<a href="#">The State of Enterprise Software</a>	Relevant	Tech industry,
10	<a href="#">Blitzscaling Strategy — Making Key</a>	Relevant	Market; product
11	<a href="#">Specialists</a>	Not relevant	Program presen-
12	<a href="#">Greylock Partners</a>	Not relevant	Team presenta-
13	<a href="#">Lessons Learned Growing Successful</a>	Relevant	Marketplaces
14	<a href="#">Merci Victoria Grace – Medium</a>	Not relevant	Team presenta-
15	<a href="#">With Pepper, Independent Distributors</a>	Relevant	Case; b2b
16	<a href="#">Greymatter</a>	Not relevant	General page
17	<a href="#">Blog</a>	Not relevant	General page
18	<a href="#">Al Campa</a>	Not relevant	General page
19	<a href="#">Okta's Frederic kerrest, instructive expe-</a>	Relevant	Not too focus on
20	<a href="#">Next-Level Observability</a>	Relevant	Not too focus on
21	<a href="#">How To Inject Speed and Transparency</a>	Relevant	GTM; market
22	<a href="#">Michael Korcuska Joins Greylock Part-</a>	Not relevant	Team composi-
23	<a href="#">The Modern Pricing Platform</a>	Relevant	Not too focus on
24	<a href="#">Micro Pessimism, Macro Optimism</a>	Relevant	Platfrom; e-
25	<a href="#">Infrastructure</a>	Not relevant	General page

26	<a href="#">Open Source vs. Cloud Castles</a>	Relevant	Cloud focus
27	<a href="#">Value-Based Sales</a>	Relevant	Sales
28	<a href="#">Myths About Failure</a>	Relevant	Challenges;
29	<a href="#">Being Open to Open Source - Greylock</a>	Relevant	Opensource and
30	<a href="#">David mcjannet Joins Greylock as EIR</a>	Not relevant	Team presenta-

**Table 28***Salesforce – Long List*

<i>N.</i>	<i>Link</i>	<i>Title</i>	<i>Rele-</i>	<i>Key-</i>
1	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Shaping an	Relevant	Gtm;
2	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Scaling in	Relevant	Gtm,
3	<a href="https://salesforceventures.com/the-startup-">https://salesforceventures.com/the-startup-</a>	The startup	Relevant	Gtm
4	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	How can	Relevant	Gtm
5	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	How enter-	Relevant	Gtm;
6	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Unlocking	Relevant	Ai in gtm
7	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Salesforce	Relevant	Eary gtm
8	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Elevate 2025	Not rele-	Presenta-
9	<a href="https://salesforceventures.com/case-stud-">https://salesforceventures.com/case-stud-</a>	How	Relevant	Llm
10	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Selling to	Relevant	Gtm in
11	<a href="https://salesforceventures.com/case-stud-">https://salesforceventures.com/case-stud-</a>	How arcadia	Relevant	Case
12	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Perspective	Not rele-	General
13	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Argmax ceo	Relevant	Case
14	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Elevate:	Not rele-	Program
15	<a href="https://salesforceventures.com/case-stud-">https://salesforceventures.com/case-stud-</a>	How quali-	Relevant	Case
16	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Welcome,	Relevant	Case
17	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Onevest ceo	Relevat	Case; not
18	<a href="https://salesforceventures.com/compa-">https://salesforceventures.com/compa-</a>	Playbuilt	Not rele-	General
19	<a href="https://salesforceventures.com/compa-">https://salesforceventures.com/compa-</a>	Primer	Not rele-	General
20	<a href="https://salesforceventures.com/compa-">https://salesforceventures.com/compa-</a>	Databook	Not rele-	General
21	<a href="https://salesforceventures.com/compa-">https://salesforceventures.com/compa-</a>	Calixa	Not rele-	General
22	<a href="https://salesforceven-">https://salesforceven-</a>	Power to the	Relevant	
23		<a href="#">gong</a>	Not rele-	
24	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Ai-driven	Relevant	Ai in
25		<a href="#">nowi kallen</a>	Not rele-	Team
26	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Introducing:	Not rele-	Program
27		<a href="#">crossbeam</a>	Not rele-	General
28		<a href="#">emily zhao</a>	Not rele-	Team
29	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Perspective	Not rele-	General
30	<a href="https://salesforceventures.com/perspec-">https://salesforceventures.com/perspec-</a>	Signs of re-	Relevant	Changing

1 **Table 29**2 *Websites Description*

		<b>Source</b>	<b>Year</b>	<b>N.</b>	<b>N.</b>	<b>Interviewer</b>	<b>Interview</b>
1	<a href="https://www.sequoiacap.com/Podcast/training-data-kareem-amin/">https://www.sequoiacap.com/Podcast/training-data-kareem-amin/</a>	Podcast	2024	8370		Alfred Lin	Kareem Amin: Clay's founder
2	<a href="https://www.sequoiacap.com/article/the-sales-learning-curve/">https://www.sequoiacap.com/article/the-sales-learning-curve/</a>	Blog	2016	1389		Mark Leslie, Sequoia partner fo-	
3	<a href="https://www.sequoiacap.com/Podcast/crucible-moments-hubspot/">https://www.sequoiacap.com/Podcast/crucible-moments-hubspot/</a>	Podcast	2023	5875		Roelof Botha:Seed/Earlly and	Brian Halligan and Dharmesh Shah:
4	<a href="https://www.sequoiacap.com/article/the-bet-the-company-pivot-that-led-to-nimble-storage-ipo/">https://www.sequoiacap.com/article/the-bet-the-company-pivot-that-led-to-nimble-storage-ipo/</a>	Blog	2013	847		Team Sequoia	
5	<a href="https://www.sequoiacap.com/Podcast/training-data-christopher-odonnell/">https://www.sequoiacap.com/Podcast/training-data-christopher-odonnell/</a>	Podcast	2025	11994		Pat Grady; partners in sequoia	Christopher O'Donnell: HubSpot
6	<a href="https://www.sequoiacap.com/Podcast/crucible-moments-mongodb/">https://www.sequoiacap.com/Podcast/crucible-moments-mongodb/</a>	Podcast	2024	7639		Roelof Botha:Sequoia partner	Dwight Merriman: MongoDB
7	<a href="https://www.sequoiacap.com/article/the-life-of-the-party/">https://www.sequoiacap.com/article/the-life-of-the-party/</a>	Blog	2017	3117		Mike Vernal	
8	<a href="https://articles.sequoiacap.com/palo-alto-networks-story">https://articles.sequoiacap.com/palo-alto-networks-story</a>	Blog	No	716		Sequoia team: Jim Goetz	Nir Zuk, Rajiv Batra, Mark
9	<a href="https://articles.sequoiacap.com/meraki-story">https://articles.sequoiacap.com/meraki-story</a>	Blog	No	700		Sequoia partner: Doug Leone	Sanjit Biswas, John Bicket, Hans
10	<a href="https://www.sequoiacap.com/Podcast/crucible-moments-jawbone/">https://www.sequoiacap.com/Podcast/crucible-moments-jawbone/</a>	Podcast	2023	6578		Roelof Botha:Sequoia partner	Hosain Rahman and Alex Asseily:
11	<a href="https://www.sequoiacap.com/Podcast/crucible-moments-nvidia/">https://www.sequoiacap.com/Podcast/crucible-moments-nvidia/</a>	Podcast	2023	6623		Roelof Botha:Sequoia partner	Jensen Huang_: Nvidia founder and
12	<a href="https://www.seedtoscale.com/Blog/how-to-build-a-clear-and-actionable-gtm-strategy">https://www.seedtoscale.com/Blog/how-to-build-a-clear-and-actionable-gtm-strategy</a>	Blog	No	1906		Shekhar Kirani: tech leadership	

13	<a href="https://www.seedtoscale.com/Blog/where-are-the-next-big-gtm-startups-going-to-come-from">https://www.seedtoscale.com/Blog/where-are-the-next-big-gtm-startups-going-to-come-from</a>	Blog	No	650		Dinesh Katiyar: lives out of the	
14	<a href="https://www.seedtoscale.com/Blog/product-led-growth-for-saas-companies">https://www.seedtoscale.com/Blog/product-led-growth-for-saas-companies</a>	Blog	No	2911		Dr Ajay Sethi: venture partner	
15	<a href="https://www.seedtoscale.com/Blog/defining-your-market">https://www.seedtoscale.com/Blog/defining-your-market</a>	Blog	No	2958		Accel in India: Early Stage VC	
16	<a href="https://www.seedtoscale.com/Blog/5-habits-of-successful-product-teams">https://www.seedtoscale.com/Blog/5-habits-of-successful-product-teams</a>	Blog	No	1365		Sairam Krishnan: Marketer in	
17	<a href="https://www.seedtoscale.com/Blog/decoding-buyer-matrix-buyer-journey-for-your-saas-business">https://www.seedtoscale.com/Blog/decoding-buyer-matrix-buyer-journey-for-your-saas-business</a>	Blog	No	1390		Ankit Agarwal	Venture Development, Ex-Accel
18	<a href="https://www.seedtoscale.com/Podcast/future-of-edtech-learning-from-the-duolingo-journey">https://www.seedtoscale.com/Podcast/future-of-edtech-learning-from-the-duolingo-journey</a>	Podcast	No		59	Anand Daniel, Accel partner	Bob Meese, Chief Business Officer
19	<a href="https://www.seedtoscale.com/Blog/align-your-sales-marketing-with-the-buyer-journey">https://www.seedtoscale.com/Blog/align-your-sales-marketing-with-the-buyer-journey</a>	Blog	No	2077		Ankit Agarwal	Venture Development, Ex-Accel
20	<a href="https://www.seedtoscale.com/Blog/seo-best-practices-adopted-by-market-leaders">https://www.seedtoscale.com/Blog/seo-best-practices-adopted-by-market-leaders</a>	Blog	No	1386		Kiran Hota	Venture Development, Ex-Accel
21	<a href="https://a16z.com/scaling-your-go-to-market-org/">https://a16z.com/scaling-your-go-to-market-org/</a>	Blog	2023	1236		Joe Morrissey, Peter Levine, An-	
22	<a href="https://a16z.com/growthsales-the-new-era-of-enterprise-go-to-market/">https://a16z.com/growthsales-the-new-era-of-enterprise-go-to-market/</a>	Blog	2020	3345		Peter Lauten: partner on the	
23	<a href="#">Aligning Product and GTM Teams with Better Segmentation</a>	Blog	2023	2605		Zeya Yang and Baker Shogry:	
24	<a href="#">Mapping Go-to-Market to Customers: 'The Coverage Matrix'</a>	Video	2018	415	3	Peter Levine:he focuses on en-	
25	<a href="#">Go-to-Market Boot Camp for Startups: Field Sales</a>	Video	2017	7028	55	Mark Cranney: focused on ven-	
26	<a href="https://a16z.com/Podcast/a16z-Podcast-finding-go-to-market-fit-in-the-enterprise/">https://a16z.com/Podcast/a16z-Podcast-finding-go-to-market-fit-in-the-enterprise/</a>	Podcast	2019	7220	37	Peter Levine, Bob Tinker, and	

27	<a href="https://a16z.com/Podcast/ecosystem-led-growth-the-next-generation-of-gtm/">https://a16z.com/Podcast/ecosystem-led-growth-the-next-generation-of-gtm/</a>	Podcast	2024	6306	34	Bob Moore (CEO of Cross-	Sarah Wang: focused on AI and en-
28	<a href="#">Going to Market When No Market Exists</a>	Blog	2022	6546		Martin Casado: investor and co-	
29	<a href="https://a16z.com/market-annealing-getting-to-10m-arr-in-very-early-markets/">https://a16z.com/market-annealing-getting-to-10m-arr-in-very-early-markets/</a>	Blog	2023	2676		Martin Casado; Peter Levine fo-	
30	<a href="https://a16z.com/Podcast/a16z-Podcast-saas-go-to-upmarket/">https://a16z.com/Podcast/a16z-Podcast-saas-go-to-upmarket/</a>	Podcast	2020	4388	21	David Ulevitch, Ulevitch is a	Kristina Shen, and Das Rush
31	<a href="https://a16z.com/the-20m-to-500m-question-adding-top-down-sales/">https://a16z.com/the-20m-to-500m-question-adding-top-down-sales/</a>	Blog	2020	4905		Sarah Wang and David George:	
32	<a href="https://a16z.com/getting-ready-to-move-upmarket/">https://a16z.com/getting-ready-to-move-upmarket/</a>	Blog	2022	2202		Joe Morrissey: focus on enter-	
33	<a href="https://a16z.com/11-key-gtm-metrics-for-b2b-startups/">https://a16z.com/11-key-gtm-metrics-for-b2b-startups/</a>	Blog	2020	490		Martin Casado: investor and co-	
34	<a href="https://a16z.com/growth-sales-and-a-new-era-of-b2b/">https://a16z.com/growth-sales-and-a-new-era-of-b2b/</a>	Video	2019	2496	16	Martin Casado: investor and co-	
35	<a href="https://a16z.com/engaging-sales-how-much-to-spend-on-marketing-vs-sales/">https://a16z.com/engaging-sales-how-much-to-spend-on-marketing-vs-sales/</a>	Video	2018	649		Peter Levine: he focuses on en-	
36	<a href="https://future.com/Podcasts/product-market-sales-fit-product-go-to-market/">https://future.com/Podcasts/product-market-sales-fit-product-go-to-market/</a>	Podcast	2019	10388	50	Jyoti Bansal, Peter Levine, Sat-	
37	<a href="https://future.com/community/%E2%89%AB-marketing-why-we-need-go-to-community-not-just-go-to-market/">https://future.com/community/%E2%89%AB-marketing-why-we-need-go-to-community-not-just-go-to-market/</a>	Blog	2021	3175		Patrick Woods: CEO of Orbit.	
38	<a href="https://future.com/the-key-to-enterprise-sales/">https://future.com/the-key-to-enterprise-sales/</a>	Blog	2022	1923		Patrick Woods, CEO of Orbit.	Gary Hoberman is founder and CEO
39	<a href="https://500.co/content/how-growth-stage-software-companies-can-set-the-right-price">https://500.co/content/how-growth-stage-software-companies-can-set-the-right-price</a>	Podcast	2022	4725	28	500 global team	Ammanuel Selameab: pricing expert
40	<a href="https://500.co/content/5-fast-ways-to-know-you-re-underpriced-and-how-to-fix-it">https://500.co/content/5-fast-ways-to-know-you-re-underpriced-and-how-to-fix-it</a>	Blog	2020	1650		NEMO CHU: entrepreneur, di-	

41	<a href="https://www.nea.com/Blog/generative-ai-for-go-to-market-gtm-strategy">https://www.nea.com/Blog/generative-ai-for-go-to-market-gtm-strategy</a>	Blog	2023	1713		Hilarie Koplow-McAdams: fo-	
42	<a href="https://www.nea.com/Blog/the-future-of-dating">https://www.nea.com/Blog/the-future-of-dating</a>	Blog	2022	2229		Danielle Lay: She is a New	Danielle joined NEA in 2017. She is
43	<a href="https://www.nea.com/Blog/the-hard-work-behind-making-money-easy-seven-founder-strategies-that-drove-success-at-phila">https://www.nea.com/Blog/the-hard-work-behind-making-money-easy-seven-founder-strategies-that-drove-success-at-phila</a>	Blog	2020	1055		Rick Yang: Partner, Head of	
44	<a href="https://www.nea.com/Blog/biz-dev-can-make-or-break-your-startup-10-rules-for-getting-it-right">https://www.nea.com/Blog/biz-dev-can-make-or-break-your-startup-10-rules-for-getting-it-right</a>	Blog	2017	2266		Nea Team	
45	<a href="https://lsvp.com/stories/zero-to-1-product-fundamentals-for-go-to-market/">https://lsvp.com/stories/zero-to-1-product-fundamentals-for-go-to-market/</a>	Blog	2020	2748		Lightspeed team	
46	<a href="https://lsvp.com/stories/the-dos-and-donts-of-cross-border-gtm/">https://lsvp.com/stories/the-dos-and-donts-of-cross-border-gtm/</a>	Blog	2023	752		Dev Khare, product manager	
47	<a href="https://lsvp.com/stories/five-crucial-startup-lessons-from-founders-of-product-led-growth-companies/">https://lsvp.com/stories/five-crucial-startup-lessons-from-founders-of-product-led-growth-companies/</a>	Blog	2022	1945		Anoushka Vaswani: Partner.	
48	<a href="https://lsvp.com/stories/why-customer-centricity-is-the-key-to-success-in-generative-ai/">https://lsvp.com/stories/why-customer-centricity-is-the-key-to-success-in-generative-ai/</a>	Blog	2024	1079		Alex Kayyal: Partner. Menlo	
49	<a href="https://lsvp.com/stories/what-i-look-for-in-an-early-stage-b2b-startup/">https://lsvp.com/stories/what-i-look-for-in-an-early-stage-b2b-startup/</a>	Blog	2016	829		Nakul Mandan: Venture Partner.	
50	<a href="https://lsvp.com/stories/how-appdynamics-went-from-100m-to-3-7b-in-4-1-2-C2%BD-years/">https://lsvp.com/stories/how-appdynamics-went-from-100m-to-3-7b-in-4-1-2-C2%BD-years/</a>	Blog	2017	2331		Lightspeed team	
51	<a href="https://lsvp.com/stories/pricing-for-your-audience-with-reggie-yativ-cro-and-coo-of-agera/">https://lsvp.com/stories/pricing-for-your-audience-with-reggie-yativ-cro-and-coo-of-agera/</a>	Blog	2021	1928		Anoushka Vaswani: Partner.	
52	<a href="https://lsvp.com/stories/looking-back-at-how-we-exited-dremio-from-stealth/">https://lsvp.com/stories/looking-back-at-how-we-exited-dremio-from-stealth/</a>	Blog	2017	1431		Lightspeed team	
53	<a href="https://lsvp.com/stories/saas-ceo-interview-series-tony-zingale-on-hiring-and-managing-sales-leaders/">https://lsvp.com/stories/saas-ceo-interview-series-tony-zingale-on-hiring-and-managing-sales-leaders/</a>	Blog	2017	3111		Nakul Mandan: Venture Partner.	
54	<a href="https://www.generalcatalyst.com/stories/yield-is-all-you-need">https://www.generalcatalyst.com/stories/yield-is-all-you-need</a>	Blog	2024	1812		Harry Elliott: Investment Team,	

55	<a href="https://www.generalcatalyst.com/stories/sales-led-vs-product-led-growth">https://www.generalcatalyst.com/stories/sales-led-vs-product-led-growth</a>	Blog	2024	2324		Jeanne DeWitt Grosser and oth-
56	<a href="https://www.generalcatalyst.com/stories/the-early-stage-founders-guide-to-product-led-growth">https://www.generalcatalyst.com/stories/the-early-stage-founders-guide-to-product-led-growth</a>	Blog	No	2181		Janie Lee, Head of product at
57	<a href="https://www.generalcatalyst.com/stories/experimenting-with-product-led-growth">https://www.generalcatalyst.com/stories/experimenting-with-product-led-growth</a>	Blog	2024	1279		General Catalyst team
58	<a href="https://www.bvp.com/atlas/the-101-guide-on-gtm-operations-for-saas-founders">https://www.bvp.com/atlas/the-101-guide-on-gtm-operations-for-saas-founders</a>	Blog	2023	3559		Atlas Editors
59	<a href="https://www.bvp.com/atlas/the-gtm-guide-to-building-saas-channel-partnerships">https://www.bvp.com/atlas/the-gtm-guide-to-building-saas-channel-partnerships</a>	Blog	2023	3148		Atlas Editors
60	<a href="https://www.bvp.com/atlas/scaling-to-100-million-ramping-your-cloud-gtm-engine">https://www.bvp.com/atlas/scaling-to-100-million-ramping-your-cloud-gtm-engine</a>	Blog	2022	2470		Janelle Teng, partner at Besse-
61	<a href="https://www.bvp.com/atlas/scaling-gtm-from-25-to-50-million-arr">https://www.bvp.com/atlas/scaling-gtm-from-25-to-50-million-arr</a>	Blog	2022	2813		Janelle Teng, partner at Besse-
62	<a href="https://www.bvp.com/atlas/the-go-to-market-learning-curve">https://www.bvp.com/atlas/the-go-to-market-learning-curve</a>	Video	2020	4240	21	Atlas Editors
63	<a href="https://www.bvp.com/atlas/how-to-build-a-data-driven-sales-team-to-turbocharge-growth">https://www.bvp.com/atlas/how-to-build-a-data-driven-sales-team-to-turbocharge-growth</a>	Blog	2025	2821		Atlas Editors
64	<a href="https://www.bvp.com/atlas/product-marketing-101-a-beginners-guide-to-building-the-function">https://www.bvp.com/atlas/product-marketing-101-a-beginners-guide-to-building-the-function</a>	Blog	2024	2913		Atlas Editors
65	How to generate more top-of-funnel leads in B2B SaaS	Blog	2023	2196		Atlas Editors
66	<a href="https://www.bvp.com/atlas/the-founders-playbook-for-scaling-to-1-million-arr">https://www.bvp.com/atlas/the-founders-playbook-for-scaling-to-1-million-arr</a>	Blog	2025	4124		Atlas Editors
67	<a href="https://www.bvp.com/atlas/introducing-enterprise-sales-to-a-product-led-growth-organisation">https://www.bvp.com/atlas/introducing-enterprise-sales-to-a-product-led-growth-organisation</a>	Blog	2022	3025		Janelle Teng, partner at Besse-
68	<a href="https://www.bvp.com/atlas/scaling-from-1-to-10-million-arr">https://www.bvp.com/atlas/scaling-from-1-to-10-million-arr</a>	Blog	2022	3783		Janelle Teng and Ethan Ding

69	<a href="https://www.bvp.com/atlas/10-product-led-growth-principles">https://www.bvp.com/atlas/10-product-led-growth-principles</a>	Blog	2022	2900	Janelle Teng; Ethan Kurzweil
70	<a href="https://www.bvp.com/atlas/explainer-how-to-approach-enterprise-sales-at-a-developer-centric-company">https://www.bvp.com/atlas/explainer-how-to-approach-enterprise-sales-at-a-developer-centric-company</a>	Blog	2020	2397	Alyson Welch
71	<a href="https://www.bvp.com/atlas/moving-upmarket-and-the-ascent-of-smb-saas">https://www.bvp.com/atlas/moving-upmarket-and-the-ascent-of-smb-saas</a>	Blog	2020	2196	Adam Fisher is one of the most
72	<a href="https://www.bvp.com/atlas/pr-fundamentals-for-early-stage-founders">https://www.bvp.com/atlas/pr-fundamentals-for-early-stage-founders</a>	Blog	2024	7509	Atlas Editors
73	<a href="https://www.bvp.com/atlas/power-to-the-product">https://www.bvp.com/atlas/power-to-the-product</a>	Blog	2021	1138	Janelle Teng, partner at Besse-
74	<a href="https://www.bvp.com/atlas/how-developer-platforms-scale-with-product-led-growth-strategies">https://www.bvp.com/atlas/how-developer-platforms-scale-with-product-led-growth-strategies</a>	Blog	2021	2807	Janelle Teng; Ethan Kurzweil
75	<a href="https://www.insightpartners.com/ideas/secrets-of-top-performers-gtm-strategies/">https://www.insightpartners.com/ideas/secrets-of-top-performers-gtm-strategies/</a>	Blog	2024	592	Jeremy Donovan: Executive
76	<a href="https://www.insightpartners.com/ideas/gtm-leaders-founder-predictions-2025/">https://www.insightpartners.com/ideas/gtm-leaders-founder-predictions-2025/</a>	Blog	2025	4628	Insight onsite
77	<a href="https://www.insightpartners.com/ideas/how-to-make-your-product-release-go-to-market-ready/">https://www.insightpartners.com/ideas/how-to-make-your-product-release-go-to-market-ready/</a>	Blog	2020	778	Insight partners
78	<a href="https://www.insightpartners.com/ideas/entering-new-market-growth-framework/">https://www.insightpartners.com/ideas/entering-new-market-growth-framework/</a>	Blog	2024	1304	Pablo Dominguez, Travis Kas-
79	<a href="https://www.insightpartners.com/ideas/choosing-your-next-market-a-data-driven-approach-to-global-expansion/">https://www.insightpartners.com/ideas/choosing-your-next-market-a-data-driven-approach-to-global-expansion/</a>	Blog	2025	865	Insight partners
80	<a href="https://www.insightpartners.com/ideas/decoding-plg-strategy/">https://www.insightpartners.com/ideas/decoding-plg-strategy/</a>	Blog	2023	2637	Michael Yamnitsky; Evan Pe-
81	<a href="https://www.insightpartners.com/ideas/myth-busters-common-product-led-growth-misconceptions-that-can-hold-you-back/">https://www.insightpartners.com/ideas/myth-busters-common-product-led-growth-misconceptions-that-can-hold-you-back/</a>	Blog	2023	1215	Insight partners
82	<a href="https://www.insightpartners.com/ideas/introducing-the-2022-post-sales-gtm-report/">https://www.insightpartners.com/ideas/introducing-the-2022-post-sales-gtm-report/</a>	Report	2022		Insight partners

83	<a href="https://www.insightpartners.com/ideas/plg-to-hybrid-sales/">https://www.insightpartners.com/ideas/plg-to-hybrid-sales/</a>	Blog	2023	1068		Pablo Dominguez, Rohan Pu-	
84	<a href="https://www.insightpartners.com/ideas/product-led-growth-the-new-paradigm-in-software-selling/">https://www.insightpartners.com/ideas/product-led-growth-the-new-paradigm-in-software-selling/</a>	Blog	2023	1965		Inisght partners	
85	<a href="https://www.insightpartners.com/ideas/blueprint-for-building-a-world-class-sales-engine/">https://www.insightpartners.com/ideas/blueprint-for-building-a-world-class-sales-engine/</a>	Blog	2017	1154		Insight onsite	
86	<a href="https://www.insightpartners.com/ideas/founder-101-brand-guide/">https://www.insightpartners.com/ideas/founder-101-brand-guide/</a>	Blog	2023	946		Meg Fitzgerald: Senior Vice	
87	Founder 101: How to build your brand at every stage of ...	Blog	2023	1194		Meg Fitzgerald and Irene Gar-	
88	<a href="https://www.insightpartners.com/ideas/getting-into-more-sales-opportunities-earlier/">https://www.insightpartners.com/ideas/getting-into-more-sales-opportunities-earlier/</a>	Blog	2022	649		Jared Brickman: leading invest-	
89	<a href="https://www.insightpartners.com/ideas/how-to-build-a-winning-gig-revenue-model-part-1-3-should-you-go-freemium/">https://www.insightpartners.com/ideas/how-to-build-a-winning-gig-revenue-model-part-1-3-should-you-go-freemium/</a>	Blog	2021	2931		Insight partners	
90	<a href="https://review.firstround.com/Podcast/the-go-to-market-guide-for-open-source-companies-douglas-hanna-coo-epifano-lab/">https://review.firstround.com/Podcast/the-go-to-market-guide-for-open-source-companies-douglas-hanna-coo-epifano-lab/</a>	Podcast	2023	12122	64	Brett Berson, He's carved out a	Douglas Hanna: Chief Operating Of-
91	<a href="https://review.firstround.com/Podcast/building-a-hybrid-go-to-market-motion-gig-the-lessons-from-conflict-dropout-a-bossini/">https://review.firstround.com/Podcast/building-a-hybrid-go-to-market-motion-gig-the-lessons-from-conflict-dropout-a-bossini/</a>	Podcast	2021	12083	66	Brett Berson	Giancarlo 'GC' Lionetti: the former
92	<a href="https://www.google.com/url?https://review.firstround.com/Podcast/the-go-to-market-guide-for-open-source-companies-douglas-hanna-coo-epifano-lab/">https://www.google.com/url?https://review.firstround.com/Podcast/the-go-to-market-guide-for-open-source-companies-douglas-hanna-coo-epifano-lab/</a>	Podcast	2022	11942	59	Brett Berson	Rich Rao: the VP of the Small Busi-
93	<a href="https://www.google.com/url?https://review.firstround.com/Podcast/how-to-get-your-idea-to-the-top-of-the-app-store-the-lessons-from-100-million-to-100-million/">https://www.google.com/url?https://review.firstround.com/Podcast/how-to-get-your-idea-to-the-top-of-the-app-store-the-lessons-from-100-million-to-100-million/</a>	Podcast	2022	11888	60	Brett Berson	Peter Kazanjy, co-founder of Atrium
94	<a href="https://review.firstround.com/Podcast/never-does-sales-before-what-works-when-it-works-from-a-100-million-to-100-million-founders-4-first-round/">https://review.firstround.com/Podcast/never-does-sales-before-what-works-when-it-works-from-a-100-million-to-100-million-founders-4-first-round/</a>	Podcast	2022	12927	66	Brett Berson	Meka Asonye, a Partner at First
95	<a href="https://review.firstround.com/Podcast/inside-clays-unconventional-path-to-1-25b/">https://review.firstround.com/Podcast/inside-clays-unconventional-path-to-1-25b/</a>	Podcast	2025	13497	62	Brett Berson	Varun Anand, co-founder and Head
96	<a href="https://review.firstround.com/Podcast/inside-clays-unconventional-path-to-1-25b/">https://review.firstround.com/Podcast/inside-clays-unconventional-path-to-1-25b/</a>	Podcast	2022	12000	45	Todd Jackson, who worked with	Andrew Ofstad



- 3 *Note: The links present in this table are the ones that compose the short list. They are used in the data analysis but not quoted*
- 4 *in the bibliography since they are not present in the text*

