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If you are trying to scale GTM by adding tactics, you are already too late.

More channels  
More campaigns  
More experiments  
Before you have a system

That mistake quietly kills momentum.

It's not that the ideas are bad.  
But there's nothing underneath that can carry the weight.

This map is not a list of things to implement.

It is a maturity order.  
You do not skip layers.  
You move bottom → up.  
You do not climb it sideways.  
You do not cherry-pick blocks.

Layer 1: Build  
This is where GTM either exists or doesn't.  
→ Who it's for  
→ What problem you solve  
→ What you sell  
→ How you explain it

If these are fuzzy, everything above becomes interpretation.  
No amount of campaigns fixes that.

Rule:  
Pick one domain and start at the bottom block.  
Ask: does this truly exist and is it written down?

If not, stop.  
Build it.  
Lock it.  
Only then move one block up.

Layer 2: Operate  
Now the question changes:  
Can the team run this without heroics?  
→ Shared language  
→ Clear handoffs  
→ Repeatable motions  
→ Decisions that do not live in people's heads

If your system needs constant explaining, it is not operational.

Rule:  
Do not add scale until the motion runs without force.

Layer 3: Grow  
Only now does growth make sense.  
→ More channels  
→ More segments  
→ Pricing leverage  
→ Expansion as a system

Growth is not adding complexity.  
Growth is applying pressure to something stable.

Most GTM failures are not execution failures.  
They are premature scaling failures.

Foundation first.



**Aubrey, explore relevant opportunities with Banyan Canopy Group**

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Then operations.  
Then growth.

Never the other way around.

Joris van Kappen Go-To-Market Architecture

# Premature GTM **scaling**

breaks more startups than bad product

### 3. Grow

Segment expansion	Pricing leverage	Narrative consistency	Internationalisation	Deal desk	Referrals
Verticals	Expansion SKUs	Brand as filter	Partnerships	Multi-motion sales	Advocacy
ICP prioritisation by LTV/CAC	Modular packaging	Category narrative	Channel portfolio	Specialised roles	Expansion playbooks

### 2. Operate

Feedback loops	Micro-moments	Handoffs			
Objections	Angles	Attribution	CRM Stages	QBRs	
Buyer journeys	Roadmap governance	Internal language alignment	Campaign cadence	Deal qualification (SPICED or MEDDIC)	Health scores
Segmentation rules	Feature-to-value mapping	Message ownership	Channel playbooks	Customer lifecycle	Onboarding playbooks

### 1. Build

Alternatives	Buying triggers	Roadmap hypothesis	Proof		
Buyer roles	Initial packaging	Messaging hierarchy	Content pillars	Qualifications criteria	
ICP definition	Core offer	Narrative	Funnel	Pricing model	Activation milestones
Clear problems in customer language	Value proposition	Positioning	Channel selection	Sales motion	Onboarding concept

Market & Customer    Product & Offer    Messaging & Positioning    Distribution & Demand    Revenue Motion    Activation, Retention & Expansion

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This is spot on scaling GTM by adding people and tools without fixing the system just multiplies inefficiency. The real leverage comes from clarity in ICP, messaging, and handoffs before headcount. Strong reminder to scale systems, not chaos.

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**Hala Sedki** • 2nd    1w    ⋮  
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True!!! Most GTM "experiments" fail not due to poor execution, but because they're built on assumptions that were never locked at the foundation level. You can't scale clarity you don't have. Premature growth always looks like n ...more

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**Arvind K** • 3rd+    1w    ⋮  
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What got you here won't get you there! Help...

Yep - crawl, walk, run. Too often people either "spray & pray" or trying to emulate "playbooks" which are outdated by the time they go mainstream and/or using wrong rulers/metrics (given their role/silo) not aligned with grow ...more

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