TRY IT THIS WEEK · WORKBOOK

GTM, decoded: the four bets

One sentence per bet, and the line that says when it's wrong.

1. Write one sentence for each of the four bets: who you sell to, what you say, how you reach them, how you keep them.
2. Under each, write "We'll know this is wrong if…" and finish it with something you can count, such as replies, meetings or renewals.
3. Note today's value for each line, even if it's rough or "not enough yet". That's your starting point.
4. Put a date on the page to look again, a month or a quarter out, so the lines get checked rather than admired.
5. Give the page to your first hire (or the person you'd hire next) and ask them to explain each line back.

THE BET	OUR SENTENCE	WE'LL KNOW IT'S WRONG IF…	TODAY
Who we sell to			
What we say			
How we reach them			
How we keep them			

Look again on: .....

Then give it to your first hire and ask them to explain it back. The line they can't explain is the one still only in your head.

WORKED EXAMPLE

Tallybird, filled in

Tallybird is a made-up company: a 12-person startup, four months past its Series A, selling month-end close software to small in-house finance teams. Its buyer is the head of finance or controller; ACV is about $24K a year; won deals take about 60 days; the founder sells today and the first seller starts next month. Every detail and number here is made up.

Who we sell to	**B2B software companies with 50–300 staff and a 1–4 person finance team, that raised a Series A or B in the last 9 months.** WRONG IF strong-fit leads don't reply or turn into deals at least twice as often as the rest.
What we say	**"Your month-end close shouldn't take 12 days and a spreadsheet nobody trusts."** WRONG IF fewer than 1 in 3 replies mention the close taking too long.
How we reach them	**Founder outbound to heads of finance, plus referrals from their accountants.** WRONG IF 200 people contacted gives us fewer than 8 first meetings.
How we keep them	**Customers close the month a third faster within 90 days.** WRONG IF fewer than half of customers are closing faster by day 90.

Every "wrong if" line names something you can count (replies, meetings, days to close), so each bet can come back false. The "who" line checks deals as well as replies, because a low reply rate can also mean the message is off. Each line can fail. That's what makes it a bet.

THE GLOSSARY

GTM (go-to-market)
How your product finds the people who'll buy it, and keeps them.

Motion
The repeatable way you sell: who does it, and how.

Founder-led
The founder runs the deals.

Sales-led
Sellers run the deals.

Product-led
People sign up and the product does most of the selling.

ACV (average contract value)
Roughly what one customer pays you in a year.

Channel
How buyers first hear from you: outbound, inbound, referrals or partners.

Retention
Keeping the customers you've won.

YOUR TURN

> **Which of the four would be hardest for your first seller to explain today?**