

IMPACT

SUMMIT

EUROPE 2025

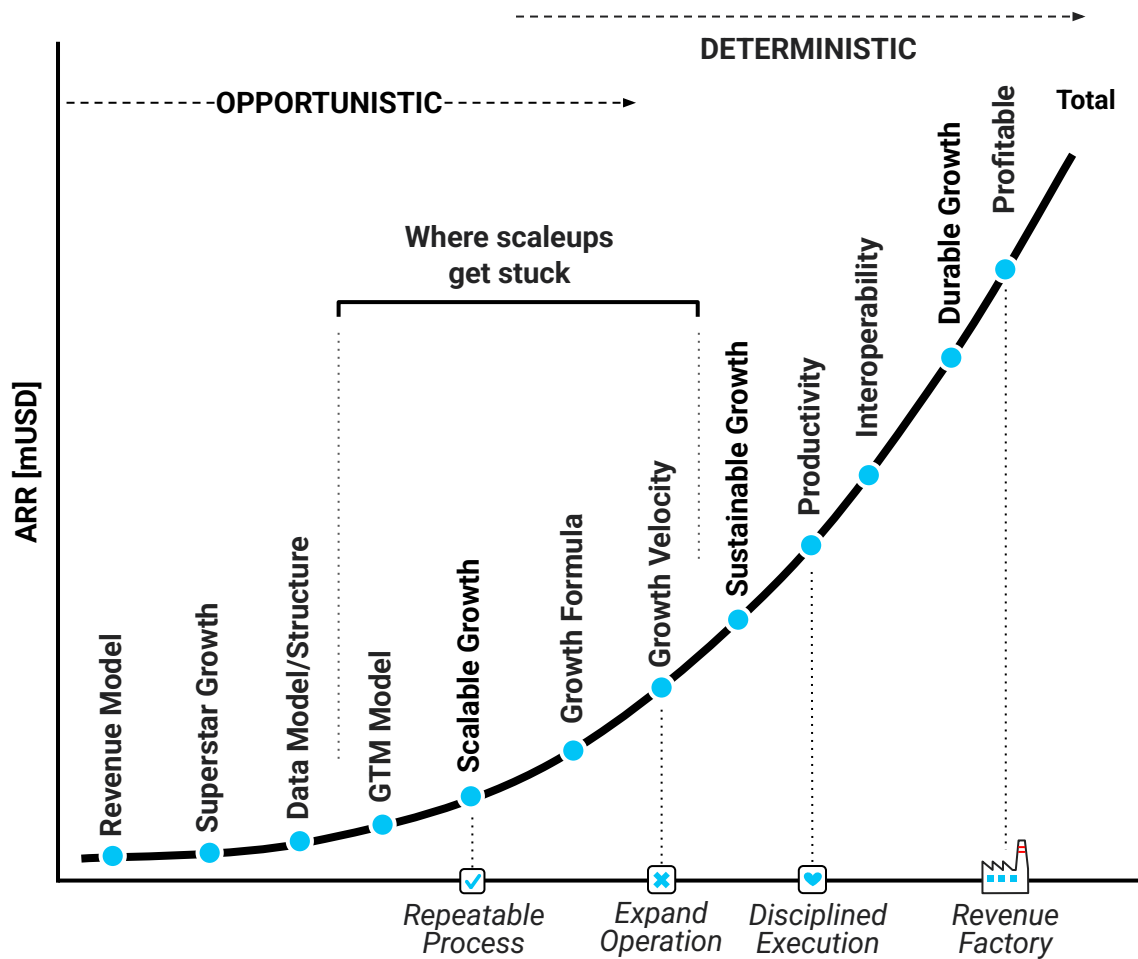
WORKBOOK

October 9, 2025, Ghent Belgium

Growth Model

This growth curve maps the 12 revenue breakpoints that a scale-up runs into which evolves from opportunistic growth to a deterministic, AI-powered Revenue Factory.

The growth model serves as the foundation for the broader maturity model, showing where most scaleups stall—and what it takes to move beyond.



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GTM AI Archetypes

The maturity of AI integration within your GTM reflects the progression from organizations that are unaware or inactive, to those using AI in assistive roles (like content generation or lead research), and onward to agentic systems that take over very specific human tasks.

At higher levels, AI becomes orchestrated across functions—aligning sales, marketing, and success in real time. Ultimately, the most advanced stage is full autonomy, where AI systems independently adapt GTM strategies and drive decisions within a framework of predefined business constraints.

Level of Complexity	Assistive ● ○ ○	Agentic ● ● ○	Orchestrative ● ● ●	Autonomous ● ● ●
	Empower humans by automating repetitive tasks, speeding up research, and closing skill gaps.	Systematically transition lower-complexity, high-volume human tasks to AI while maintaining or improving performance.	Integrated across functions and stages of a GTM process ensuring smooth, optimized, and consistent workflows.	Enable systems to make decisions independently within human-set boundaries, frameworks, and objectives.
Use cases	<ul style="list-style-type: none"> + Account research and lead intelligence gathering + Content creation and messaging personalization + Ideal Customer Profile (ICP) analysis and segmentation + Marketing campaign generation and optimization + Automated meeting note-taking and summarizing + Project management task automation 	<ul style="list-style-type: none"> + AI SDRs (Sales Development Reps) for outbound prospecting + AI onboarding agents for customer setup and FAQ handling + AI-powered CS (Customer Success) chatbots for ticket deflection 	<ul style="list-style-type: none"> + AI-driven lead-to-customer journey management + Automatic task routing and prioritization based on account scoring + Intelligent revenue forecasting and pipeline management + Marketing-to-sales alignment through real-time campaign insights 	<ul style="list-style-type: none"> + Fully autonomous revenue teams (sales, marketing, success) operating on set targets + AI systems self-adjusting GTM strategies based on market signals without human prompts
Key considerations	<ul style="list-style-type: none"> ★ Tool access, team training, security, reinforcement ★ Prompt engineering ★ Cross sharing and top down support 	<ul style="list-style-type: none"> ★ End to end workflow to hire, onboard, train and manage your AI agent ★ Continuous training and enablement for improvement 	<ul style="list-style-type: none"> ★ Integration with existing tech stack (CRM, ERP, CPQ systems) ★ Central governance of data sources and process flows ★ Change management and executive sponsorship 	<ul style="list-style-type: none"> ★ Framework design and guardrail enforcement ★ Exception handling protocols for edge cases

GTM Archetypes: AI Readiness Worksheet

Path 1: Assistive (Individual Efficiency)

Planning Area	Notes / Team Input
Key Bottlenecks to Solve	What recurring tasks or processes are inefficient or time-consuming?
Skills Gaps Identified	Where do individuals or teams need support (e.g. writing, research, data analysis)?
Initial Use Cases	What tools or AI assistants could help today? List 2–3 (e.g., ChatGPT for writing, Apollo for research).
Data/Tool Access Needs	What access or licenses are needed for tools to be effective across the team?
Security & Compliance Concerns	What guardrails or approvals are needed before using tools?
Success Metrics	How will we measure success (e.g., time saved, output quality, team feedback)?
Owner & Timeline	Who is leading this and what are the next steps?

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GTM Archetypes: AI Readiness Worksheet

Path 2: Agentic (Replacing Humans)

Planning Area	Notes / Team Input
GTM Role Candidates for Automation	What roles or tasks could be enhanced or replaced (e.g., call summaries, onboarding checklists)?
Entry Point Tools or Technologies	What AI platforms can be tested in tandem with human reps (e.g., call coaching tools like Gong or Avoma)?
Role & Goal Design	What would an AI “job description” look like? What success criteria would it be held to?
Process & Workflow Design	How well are our current processes documented? How will AI integrate into current workflows? What needs to change?
ICP, Product and Use Case documentation	How well is our ICP documented? The job to be done? Expected Pain and rational / emotional Impact? Our product features and benefits that deliver Impact?
Enablement & Iteration Plan	How will the AI system be trained, monitored, and improved over time?
Change Management Considerations	How will this be communicated to teams? What support is needed?
Owner & Timeline	Who is leading this and what are the next steps?

Data Model: The Maturity Model

The maturity of your organization's data infrastructure tracks how well your data is structured, connected, and usable across the customer journey. It begins with adopting the Bowtie model to unify GTM stages.

Level 1: Bowtie Data Model

Your organization has shifted from a linear funnel to a Bowtie model, mapping all stages of the customer journey from awareness to expansion. This creates a shared foundation and language for recurring revenue growth.

- **Enables:** Visibility across Acquisition, Retention, and Expansion
- **Limits:** Still siloed without structural consistency across teams

Level 2: Standardized Data Structure

All volume (VM), conversion (CR), and velocity (Δt) metrics are consistently defined and measured across GTM motions (PLG, AiLG, HLG).

- **Enables:** Unified tracking across functions
- **Limits:** Requires manual analysis; not yet actionable by machines

Level 3: Multi-Layered Metric Model

Metrics are organized across operator, strategic, and investor layers (e.g., VM/CR/ Δt at the base; CAC, LTV, NRR at the top) with clear causal relationships.

- **Enables:** FP&A integration, cross-team planning, and internal benchmarking
- **Limits:** Still backward-looking; lacks system-wide responsiveness

Level 4: Cohort & Segment Intelligence

Data is segmented by customer cohorts, GTM motions, or behavioral groups. Enables advanced analysis like retention curves, expansion trends, and root cause patterns.

- **Enables:** Predictive insights, impact-based segmentation, forward modeling
- **Limits:** Insights still require human interpretation and intervention

Level 5: Real-Time Operational Readiness

Metrics are updated continuously or near-real-time, powering dashboards that reflect current GTM status. Benchmarking tools (like BenchSights) are deployed.

- **Enables:** Event-driven alerts, responsive diagnostics
- **Limits:** Still dependent on human-in-the-loop for strategic decisions

Level 6: AI-Operable & Autonomous Guidance

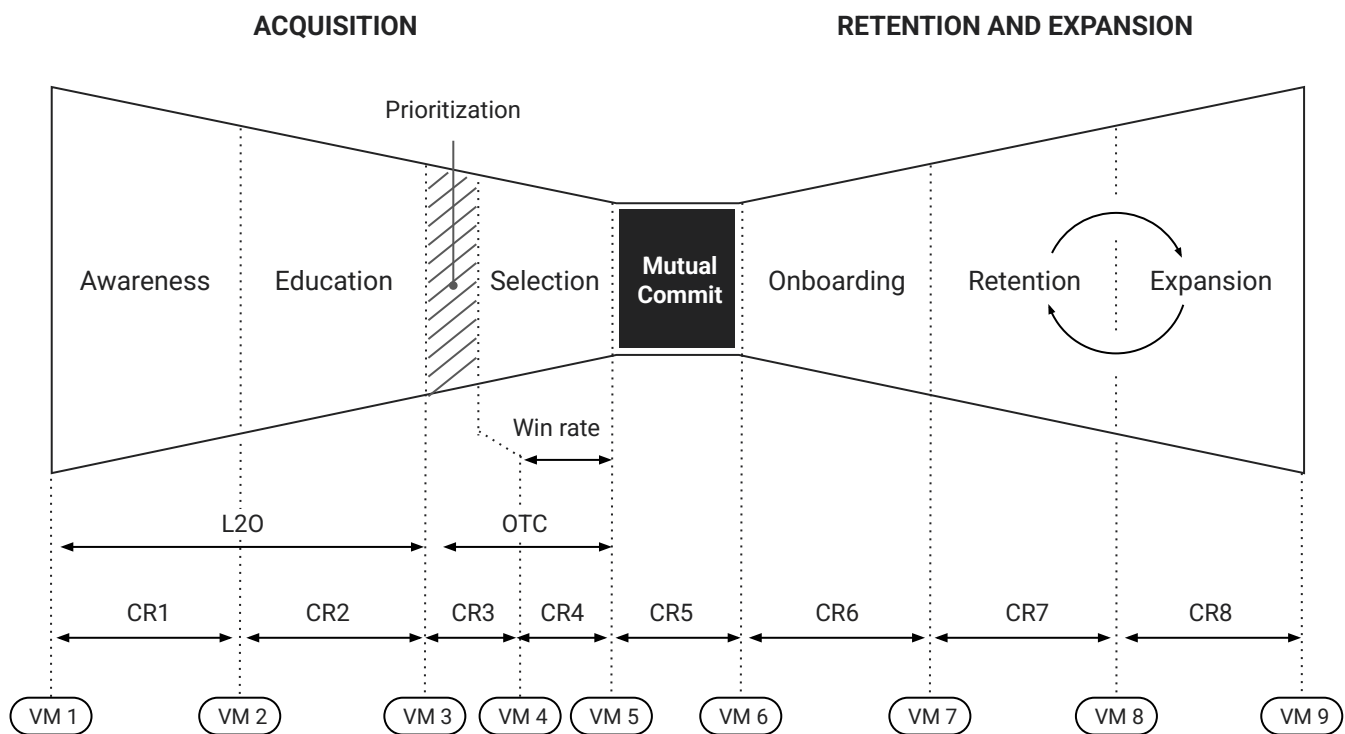
Continuous ingestion by AI systems that model risk, simulate growth scenarios, recommend resource shifts, and trigger corrective action autonomously.

- **Enables:** Closed-loop optimization, autonomous GTM decision-making, AI-native growth loops
- **Requires:** Causal data structures, feedback loops, and system interoperability

Data Model: The Bowtie

The maturity of your organization's data infrastructure tracks how well your data is structured, connected, and usable across the customer journey. It begins with adopting the Bowtie model to unify GTM stages.

It then progresses through standardizing metrics, layering data for financial and operational insight, and enabling cohort-based segmentation. As maturity increases, real-time readiness emerges, ultimately leading to AI-operable systems that power autonomous growth guidance.

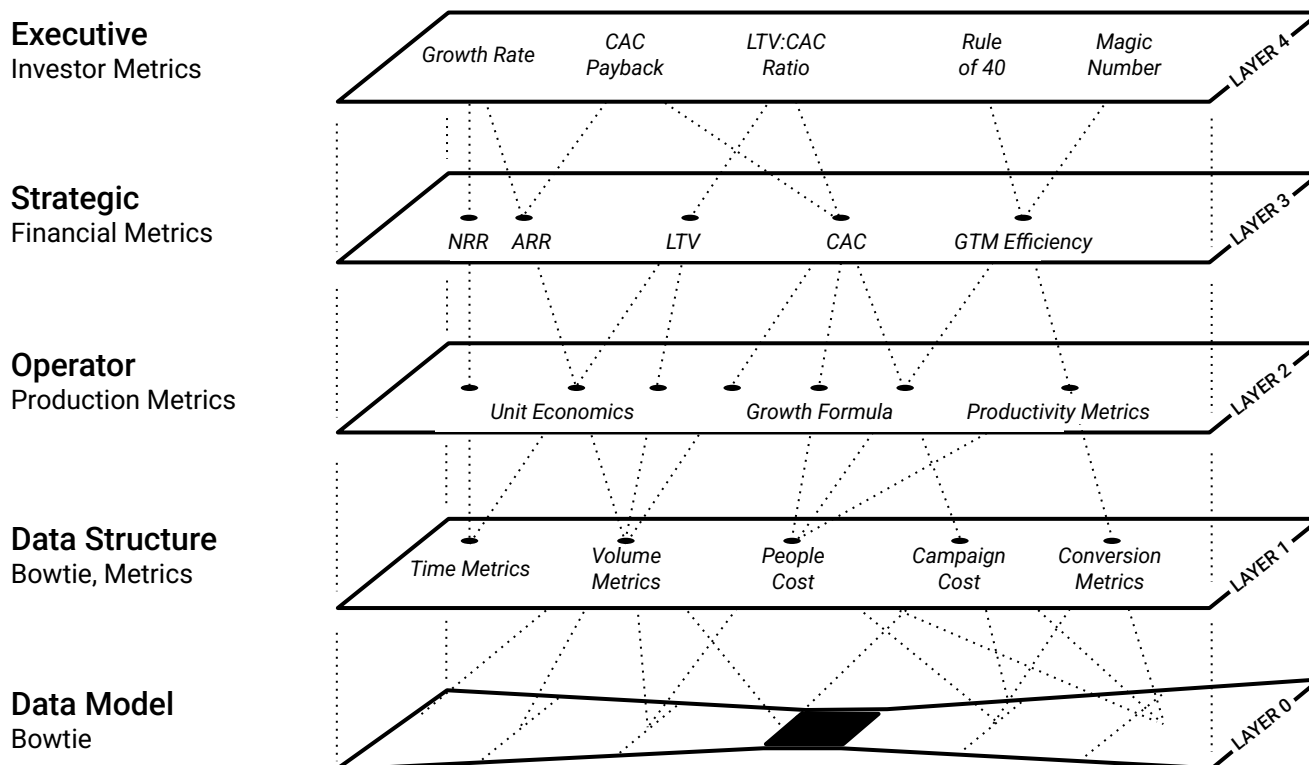


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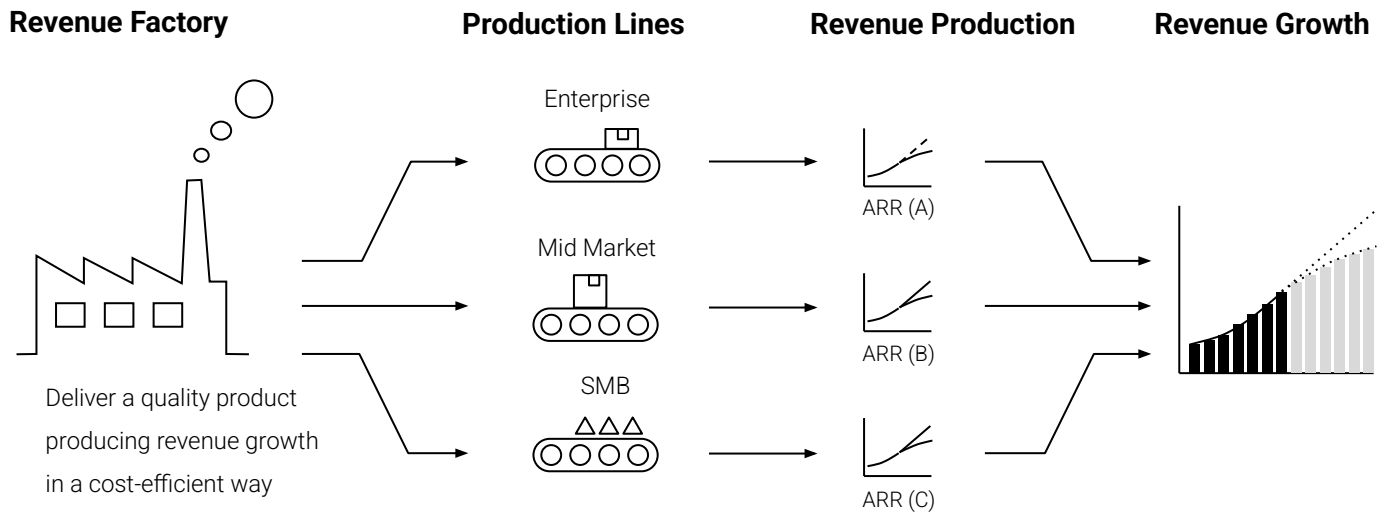


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Revenue Factory

The Revenue Factory applies factory principles to Go-to-Market. It separates revenue into distinct production lines (e.g., Enterprise, Mid-Market, SMB), each measured by a standardized data model.

For every production line, a growth formula is defined, then used to build a growth guidance system that monitors output and applies corrective actions based on real-time performance metrics. Each production line can be at a different revenue breakpoint in the Growth Model.



As AI becomes embedded in GTM, achieving growth is no longer just about speed—it's about precision, efficiency, and adaptability. The Revenue Factory framework defines this evolution in three stages: from Scalable to Sustainable to Durable growth.

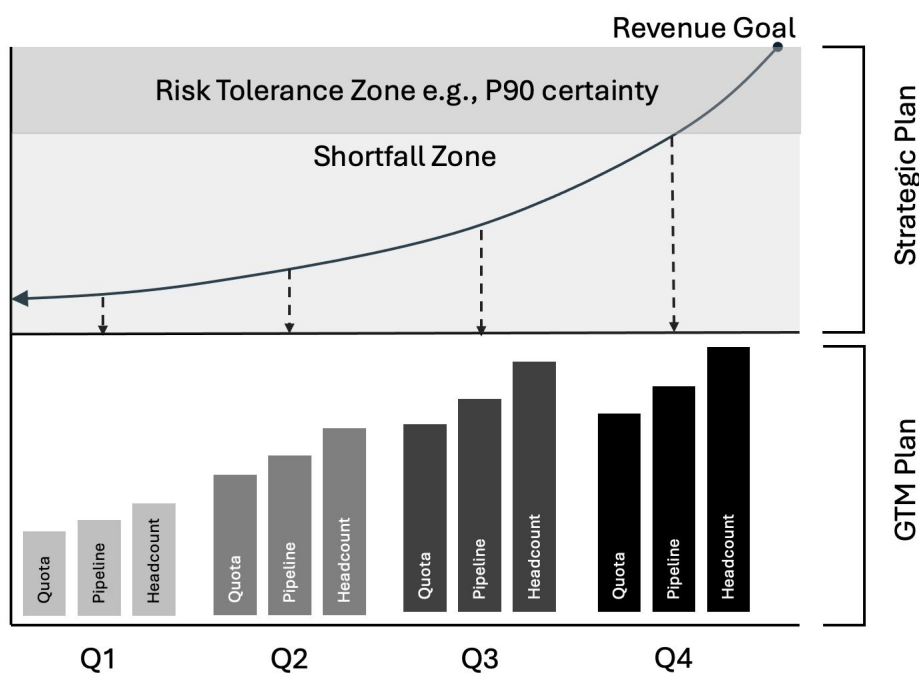
- **Scalable growth** prioritizes speed and alignment between product and GTM motion.
- **Sustainable growth** adds efficiency, balancing velocity with resource discipline.
- **Durable growth** emphasizes quality—driven by recurring customer impact and long-term retention.

Each stage builds upon the last, requiring increased system maturity, smarter data use, and greater alignment between product, GTM motion, and customer impact. This journey sets the foundation for autonomous growth systems powered by AI.

Growth Guidance

Growth Guidance represents the shift from forecasting to precision planning.

Rather than chasing top-down targets, mature companies model growth bottom-up using historical performance, confidence thresholds, and risk-adjusted execution paths. As AI becomes embedded in GTM, Growth Guidance transforms into a closed-loop system—one that not only predicts outcomes, but actively detects risks and triggers corrective action to stay on course.



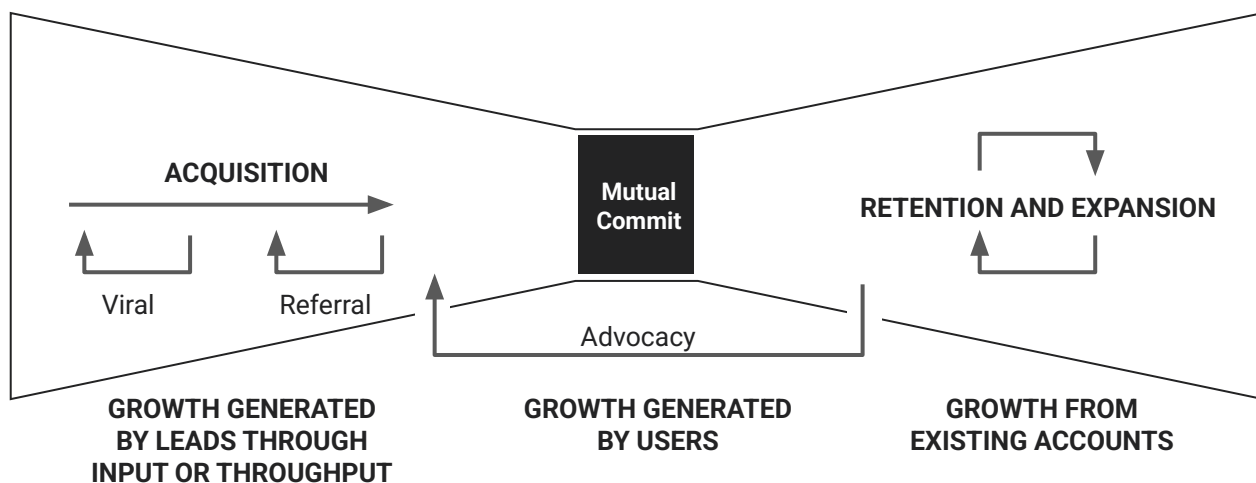
We have identified 6 Levels of Growth Planning Maturity (and their drivers) as it stands today.

1. **Valuation-Based:** This is very *Investor-Driven*. Growth targets are imposed based on valuation expectations, not operational feasibility.
2. **Forecasting:** This is very *Sales-Driven*. Near-term visibility focused on pipeline coverage and deal probability, but lacks strategic alignment.
3. **Budgeting & Planning:** This is commonly driven by the *FP&A team*. Top-line growth is aligned to financial models and spend capacity, but are often static and siloed.
4. **Probability Modeling:** This is driven by *Strategy* but it is a gap in today's GTM organizations. Risk-adjusted growth scenarios are modeled bottom-up based on executional capacity, confidence levels, and performance history.
5. **Course Correction:** *Operations-Driven*. Real-time monitoring and quarterly adjustments use tools like the Revenue Range Factor to stay within plan thresholds.
6. **Autonomous Growth Guidance:** *AI-Driven*. AI systems dynamically ingest performance data, model risk, reallocate resources, and recommend adjustments—continuously and at scale. Human oversight remains, but decision velocity and precision are exponentially increased.

Next Generation Playbook

Traditional GTM systems rely on acquisition to fuel momentum—leads flow into sales, and revenue is driven deal by deal. On the right side, retention and expansion efforts protect and grow existing accounts. But what's been missing is the loop: users generating new pipeline.

AI-native companies increasingly operate in this closed-loop model, where active users drive awareness, advocacy, and ultimately new opportunities—creating a system where growth no longer starts from scratch every quarter, but builds on itself.



Most companies follow a predictable progression of the pursuit of growth. The five stages below are commonly seen across companies—and can apply to any GTM motion.

- **Phase 1. Input-Dependent Growth (Open-Loop):** Growth is fueled by market availability. More inputs (leads, reps, campaigns) = more revenue. This works—until it doesn't.
- **Phase 2. Throughput-Dependent Growth (Closed-Loop):** As input volume rises, lead quality declines. Growth now relies on improving conversion rates and pipeline efficiency.
- **Phase 3. Missed Retention (Closed-Loop):** Retention takes too long to show results. It's deprioritized or underfunded—despite being the most efficient long-term lever.
- **Phase 4. Misapplied Acquisition Tactics (Closed-Loop):** Under pressure, teams repurpose outbound tactics for expansion. This inflates costs and burns trust.
- **Phase 5. User-Led Growth (Closed-Loop):** Growth compounds as users generate pipeline. The more users you have, the more opportunities they create—at stable cost and high trust.

Understanding these is key to diagnosing where the system is stuck—and how to unlock compounding momentum.

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