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Mid-Market (\$10–250M) Client GTM

A go-to-market playbook for a \$10–250M B2B firm — the mid-market scale-up a Zinnov-style advisor guides from founder-led selling to a repeatable, efficient revenue engine.

For A \$10–250M B2B firm

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Type reusable archetype

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Who this is for

The \$10–250M firm that grew on founder energy, a few marquee logos and inbound luck — and has now hit the wall where the next \$50M won't come the way the first \$50M did.

At this size the problem isn't the product; it's the **repeatability of revenue**. Growth is lumpy, the pipeline is founder-dependent, positioning has drifted as you said yes to everyone, and the CAC is creeping while win rates soften. The board (often a PE sponsor) wants a plan, not a hope.

The fix is not "more leads." It's **choosing a sharper ICP, a defensible position, and one or two motions you can actually run well** — then building the operating rhythm and unit economics to scale them. This playbook is the archetype; adapt every number and choice to the real firm.

The mid-market growth wall

SYMPTOM Founder-dependent pipeline

The best deals still route through the founder.

- No repeatable sourcing motion
- Reps miss without warm intros
- Forecast is a guess

SYMPTOM Positioning drift

Saying yes to everyone blurred the story.

- "We do everything for everyone"
- Losing to focused competitors
- Discounting to win on price

SYMPTOM Leaky, expensive funnel

CAC up, win-rate & expansion down.

- Weak qualification
- Long, stalled cycles
- Flat net revenue retention

SYMPTOM No GTM operating model

Marketing, sales & CS aren't one system.

- Handoffs drop
- No shared ICP or metrics
- Data can't answer "what's working?"

Step 1 — sharpen the ICP

Growth at this stage comes from narrowing, not widening. Pick the segment you win, keep, and expand — and say no to the rest on purpose.

Define it with evidence: mine your own wins — which segment has the highest win-rate, fastest cycle, best retention and largest expansion? That's the ICP, not the biggest TAM slide.

Write the anti-ICP: the deals that look good but churn, discount or drag. Disqualifying them is the fastest margin win available.

Name the trigger: the event that makes the ICP buy now (a mandate, a deadline, a pain crossing a threshold). Sell to the trigger, not the demographic.

Step 2 — a position you can defend

Pick a category and a wedge. "Best for [specific ICP] with [specific problem]" beats "a platform for everyone." Own a narrow claim you can prove.

Lead with the outcome, priced to value. Mid-market buyers fund business outcomes, not feature lists — anchor the story and the price to the result.

Make the competitive frame explicit. Against the incumbent: focus & fit. Against the cheap alternative: total cost of the wrong choice. Against do-nothing: the cost of the status quo.

Step 3 — pick one or two motions and run them well

At \$10–250M you cannot run every motion. Choose the one or two that fit your ACV and buyer, and build the rhythm to execute them repeatably.

1. **Choose** — Match motion to deal size: founder/rep-led outbound + partner-led for larger ACV; product-led + inbound for smaller. Don't split focus across all four.
2. **Systematize demand** — Replace founder luck with a repeatable sourcing engine — targeted outbound to the sharpened ICP, thought-leadership inbound, and 1–2 partner/channel plays.
3. **Tighten the funnel** — Install qualification (a real MEDDIC/qual bar), stage exit criteria, and a shared CRM so the forecast is trustworthy.
4. **Land & expand** — Design for net revenue retention from day one — onboarding, success milestones, and an expansion motion. Keeping and growing a customer is cheaper than winning a new one.
5. **Instrument** — One dashboard: pipeline coverage, win-rate by segment, CAC payback, NRR. Decisions follow data, not anecdotes.

Step 4 — packaging & pricing discipline

Why: a clear ladder removes discounting-by-default, creates a built-in expansion path (the NRR engine), and lets the buyer say yes small and grow — the mid-market's natural buying rhythm.

Offer	Promise	Price · time
Land offer	A fast, low-risk entry that proves value on the ICP's trigger	fixed, easy-to-buy
Core platform / retainer	The main value tier, priced to the outcome	annual / per-seat / usage
Expansion modules	Add-ons that grow the account without a new sale	usage / tier upgrades
Strategic / enterprise	Bespoke for the largest accounts	custom

Step 5 — the GTM operating model

One revenue system, not three silos. Marketing, sales and customer success share one ICP, one funnel definition, one set of metrics, and one weekly operating rhythm.

Right-size the team to the motion. Don't hire a 10-rep sales floor for a product-led motion, or a PLG growth team for a 6-figure-ACV enterprise sale. Structure follows the chosen motion.

Unit economics are the guardrail. CAC payback under ~18 months, NRR above 100%, LTV:CAC above 3:1 — if a motion can't hit these, fix or kill it before scaling spend.

The plans — 30, 90, 180 days and 1 year

30 days Diagnose & focus

Goal. Replace opinions with evidence: sharpen the ICP, position, and pick the motion.

- **Win/loss mining.** Analyze the last 12–24 months of deals; find the segment you actually win, keep and expand.
- **ICP & anti-ICP.** Write the sharpened ICP, the disqualify list, and the buying trigger.
- **Positioning.** Lock a defensible category + wedge and the competitive frames.
- **Motion choice.** Pick the 1–2 motions that fit ACV and buyer; stop the rest.
- **Baseline metrics.** Establish current CAC, win-rate by segment, cycle time, and NRR as the before-picture.

Exit. Evidence-based ICP/anti-ICP, defensible positioning, chosen motion(s), baseline metrics captured.

90 days Build the repeatable engine

Goal. Stand up a repeatable sourcing motion and a trustworthy funnel — off founder dependence.

- **Demand engine.** Launch the chosen sourcing motion (targeted outbound + thought-leadership inbound) against the sharpened ICP.
- **Qualification.** Install a qualification bar and stage exit criteria; clean the CRM and forecast.
- **Packaging.** Ship the land offer + priced ladder; kill default discounting.
- **Enablement.** Give reps the ICP story, competitive frames and the land offer — so deals don't need the founder.
- **Dashboard.** One GTM dashboard live: pipeline coverage, win-rate, CAC payback, NRR.

Exit. Repeatable sourcing live, qualified pipeline building without the founder, priced ladder shipping, GTM dashboard running.

180 days Tune efficiency & expansion

Goal. Improve unit economics and turn on the net-revenue-retention engine.

- **Win-rate.** Iterate positioning & qualification to lift win-rate in the ICP; prune the anti-ICP from pipeline.
- **Expansion motion.** Stand up onboarding + success milestones + an expansion play; drive NRR above 100%.
- **Partner play.** Add one partner/channel motion for reach the core team can't get alone.
- **Efficiency.** Drive CAC payback toward <18 months; reallocate spend from motions that miss.
- **Forecast rigor.** Weekly operating rhythm; forecast within tolerance two months running.

Exit. Rising ICP win-rate, NRR >100%, one partner motion live, CAC payback improving, a trustworthy forecast.

1 year A scalable, board-ready revenue machine

Goal. Turn founder-led growth into a repeatable, efficient, board-defensible revenue engine ready for the next stage (or exit).

- **Repeatability.** Growth no longer depends on the founder; multiple reps hit quota on the same motion.
- **Healthy economics.** LTV:CAC >3:1, CAC payback <18 months, NRR comfortably >100%.
- **Predictability.** A forecast the board trusts; pipeline coverage managed to target.
- **Second motion.** A validated second motion (partner or PLG) adding a distinct growth lever.
- **Scale-ready.** The GTM operating model, data and team can absorb the next raise or acquisition.

↓ to <25%
Founder-sourced deals

materially
up
ICP win-rate

>100%
Net revenue retention

<18 months
CAC payback

>3:1
LTV:CAC

within
tolerance
Forecast accuracy

Exit. Repeatable multi-rep growth, healthy unit economics, a board-trusted forecast, a validated second motion, scale-ready ops.

A reusable GTM framework for a \$10–250M mid-market firm — an archetype, not a named company, and not specific advice for any one business. Every ICP, motion, price and target must be adapted to the real firm's data and market. Illustrative of the go-to-market guidance a Zinnov-style advisor would tailor; not affiliated with or endorsed by Zinnov.