EIC Scaling Club

European Deep-Tech Scaleups:
Go-To-Market Strategy

Scaleup Series | Roadmap 1 out of 10 - Challenges

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Collection	Scaleup Series
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Go-to-market refers to the strategy employed by a company to bring a product or service to market and reach its target customers effectively. Although it is crucial for companies, only 29% of top executives believe their organizations implement it effectively, according to a recent Harvard Business Review piece. This report aims to shed some light on how European deep-tech companies can better craft this strategy.

Our findings reveal that within this strategy, the analyzed sample often considers five core development areas: **market**, **customer**, **sales**, **expansion**, and **operations**. The study has segmented each area into the four most relevant priority actions that companies implement to tackle these areas to identify the most frequent initiatives, transitions in time, and existing misalignments.

To identify transitions in time, priority actions were ranked by relevance based on both the past –what companies did during the last 12 months– and the future – what they aim to prioritize during the next 12 months. Then, for identifying misalignments, the analysis has compared two perspectives: the companies as well as expert stakeholders including investors, corporations, mentors, and policymakers. Moreover, 30 principles of do's and don'ts are provided, jointly with several examples.

Within the go-to-market strategy, the results showcase:

- The **most relevant actions** are targeting and forecasting the right market, crafting an irresistible value proposition, leadership to secure sales targets, inbound sales prospects, and data-driven decision-making with OKRs and KPIs.

- The **most pivotal temporal shifts** are the increases in optimizing customer reach and delivery, forecasting sales, and improving OKRs as well as KPIs.

- The **most significant misalignments in priorities** between the analyzed companies and the stakeholders are that the stakeholders value more than the companies to assess the competition, optimize the business model, scalability of production, and brand standardization as well as setting and optimizing metrics to guide decisions.

This document also provides a **self-assessment** to benchmark your company (or your portfolio's) against the sample, and then showcase some possible objectives and results as well as key performance indicators for each core development area to support you in developing a 6-month improvement plan.

The **conclusions are based** on a literature review, expert interviews, online and onsite workshops, and surveys –involving 43 international experts– as well as the analysis of primary data from a subset of the 48 companies of the EIC Scaling Club at the time of this publication. Currently, they have an average valuation of €57.8M and an average fundraised amount of €34.8M.
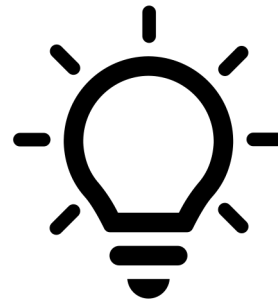
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1. European deep-tech scaleups

Empowering your scaleup journey, receiving actionable strategies for an exponential growth.
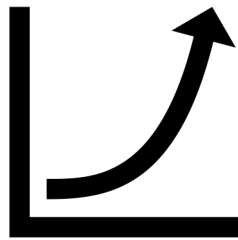
2. Deep-tech scaleup mentors

Enhancing your mentoring capabilities in supporting EU deep-tech scaleups, based on primary data and peer insights.

3. Deep-tech experts

Elevate your expertise on this challenge about the most relevant pains and solutions for European deep-tech scaleups.

Note 1. 'Deep tech' is "a group of emerging technologies based on scientific discoveries or meaningful engineering innovations, seeking to tackle some of the world's fundamental challenges". For example: artificial intelligence, advanced materials, blockchain, photonics, etc. (IESE Business School, 2022).

Note 2. 'Scaleups' or 'scaling companies' refers to a subset of high-growth firms that have successfully navigated the early startup phase and entered a period of rapid growth. (Journal of Business Venturing, 2003) (Organisation for Economic Co-operation and Development, 2021). They have an average annualized growth rate of more than 40% for at least two out of three years and have at least 10 employees at the beginning of this period. Moreover, they are 10 years old or younger. 'Scaling' is the organizational and strategic routines by which firms grow exponentially through the expansion, replication, and synchronization of resources and practices over time. (Journal of Management Studies, 2023).

"Deep tech is key to a brighter future. To fully harness this potential, we need to empower the scaleup companies that will help innovation flourish in Europe."

Iliana Ivanova

European Commission | Commissioner for Innovation, Research, Culture, Education and Youth.

Source: EIC Scaling Club's Ignition Forum in Brussels, April 2024.

"In Europe, we need to attract private investors in the later growth stage of companies for rapid scaling up, especially in deep tech. [...] When we launched this initiative, the EIC Scaling Club, the objective was to create a community with the relevant stakeholders on the sides of technology, investment, and advising to provide additional means to the most promising innovative companies, [...] the ambitious scaleups that will drive Europe's technological leadership."

Jean-David Malo

European Commission | Director of European Innovation Council (EIC) and SMEs Executive Agency (EISMEA).

Source: EIC Scaling Club's online interview, April 2024.

Note. The European Innovation Council's Scaling Club is a curated community where more than a hundred European deep-tech scaleups, with the potential to build world-class businesses and solve major global challenges, come together with investors, corporate innovators, and other industry stakeholders to spur growth.

Scaleup Series – Roadmaps of 10 Challenges

1. Go-To-Market Strategy
2. Strong Board
3. Investment Thesis
4. Lead Investor
5. Corporate Partnerships
6. Leadership and Talent Development
7. Gender and Diversity Balance
8. European and Institutional Partnerships
9. Building an Ecosystem
10. Policy and Regulatory Framework

Note: These are the most frequent challenges that European deep-tech scaleups face, according to the previous edition of this initiative and the European Innovation Agenda announced in July 2022. Please, keep in mind that some of the challenges are related. Moreover, the ten publications are complementary.

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Deep-tech startups are different

They need longer time-horizons, higher CAPEX, with higher tech and market risks associated.

Figure 1. Comparison of deep-tech vs. non-deep-tech startup characteristics

	Tech	Deep tech
Technology risk	Existing proven techs.	Novel tech.
Market risk	Existing demand and alternatives.	Usually no comparable products.
Competition risk	Network effect and market leadership.	Tech edge.
Development speed	Quick – within months.	Slow.
Capex intensity	Basic MPV.	Heavy CAPEX ahead of revenue and PMF.
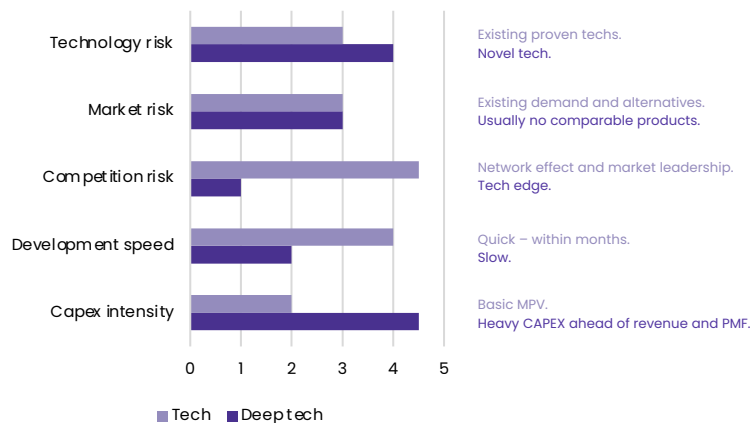
Source: IESE (2021) and McKinsey (2022). **Note**: CAPEX is capital expenditure. MPV is minimum viable product. PMF is product-market fit.
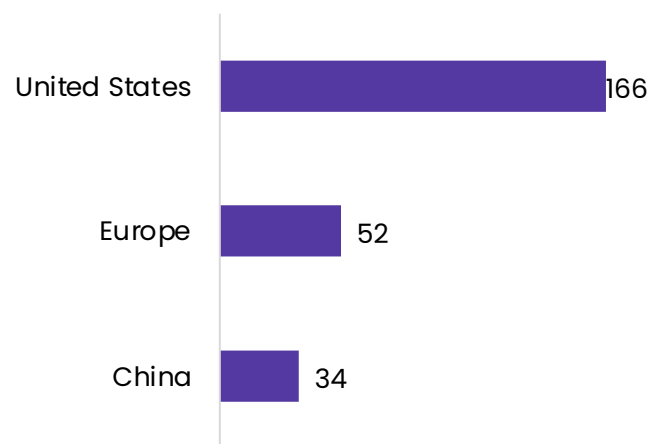
Growth opportunity in Europe

Europe has the potential to grow its venture capital (VC) investment in deep-tech startups.

Figure 2. Global VC investment ($ billion) in deep-tech startups by headquarters (2020-2022)

- United States: 166
- Europe: 52
- China: 34

Source: Dealroom (2022). **Note**: China investment is partially representative due to limited visibility. In this measurement, Europe also considers the UK.

Go-to-market effectiveness

A go-to-market strategy is crucial for companies. Yet, most of them don't implement it effectively.

Only 29% of top executives, globally, believe their organizations implement an effective go-to-market strategy.
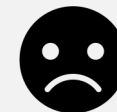
However, an effective strategy raises product awareness, generates and converts leads into clients, maximizes market share, and influences a company's bottom line by providing product or service adoption.

'Go-to-market' refers to the comprehensive strategy employed by a company to bring a product or service to market and reach its target customers effectively.

Source: Harvard Business Review (2022), Journal of Business Review (2018), and Journal of Marketing (2011).

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Market	Customer	Sales	Expansion	Operations

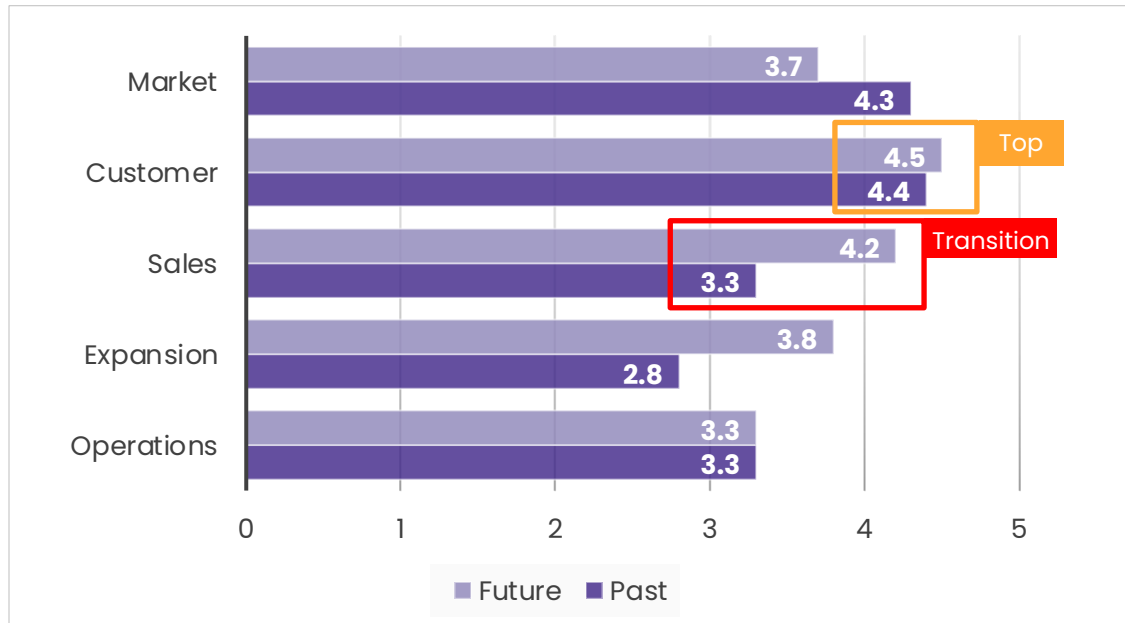|	Core development area	Priority actions	Description
1.	**Market:** Understanding and positioning	**Target** and forecast market segment	Define serviceable market segments. Forecast the size
		Risk and regulation assessment	Assess regulation and trends
		Competitive analysis and position	Assess competitors and set differentiation
		Persona and journey	Describe customer persona, experience, and journey
2.	**Customer:** Engagement and validation	**Customer** list and target	List existing and target customers
		Value proposition and tech refinement	Align tech features with customer value and benefits
		Channel and delivery	Optimize customer reach and delivery
		Pricing and business model	Optimize business model, pricing, and payment models
3.	**Sales:** Team and execution	**Forecast** sales	Estimate future sales
		Leadership of the team	Ensure sales targets and lead the team
		Team hire, train, retain	Develop a skilled sales force
		Partner development	Develop value-added partners or resellers
4.	**Expansion:** Scaling and widening	**Marketing** and promotion	Generate inbound sales prospects
		Media and industry recognition	Level up the brand and industry leadership
		Geographic expansion	Enter additional markets
		Industry expansion	Expand to new products, sectors, applications
5.	**Operations:** Excellence and analytics	**OKRs and KPIs** for data-driven decision-making	Set and optimize metrics to guide decisions
		CRM and ERP digital support systems	Enhance sales and/or business process software
		Digital sales and service support systems	Online sales and service support systems
		Scalability of production and brand standardization	Design scalable systems while standardizing brand experience

Most relevant areas

During past vs. future (year)

Market	3.7 (Future) / 4.3 (Past)
Customer	4.5 (Future) / 4.4 (Past) — **Top**
Sales	4.2 (Future) / 3.3 (Past) — **Transition**
Expansion	3.8 (Future) / 2.8 (Past)
Operations	3.3 (Future) / 3.3 (Past)

Legend: ▪ Future ▪ Past

For companies vs. other stakeholders

Market	4.0 (Other Stakeholders) / 4.0 (Companies)
Customer	4.5 (Other Stakeholders) / 4.4 (Companies) — **Top**
Sales	3.8 (Other Stakeholders) / 3.7 (Companies)
Expansion	3.2 (Other Stakeholders) / 3.5 (Companies) — **Misalignment**
Operations	3.4 (Other Stakeholders) / 3.4 (Companies)

Legend: ▪ Other Stakeholders ▪ Companies

Notes: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year. Data were reviewed at the date of publication.
Source: Prepared by the authors (see Annex 3: Methodology). N = 24 (50% are companies and 50% are expert stakeholders including investors, corporations, mentors, and policy makers).

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Most relevant actions

During past vs. future (year)

- Persona and journey: Future 4.0, Past 3.5
- Competitive analysis: Future 4.0, Past 3.8
- Risk assessment: Future 2.9, Past 2.9
- Target and forecast market: Future 4.1, Past 4.4

Legend: ■ Future ■ Past

For companies vs. other stakeholders

- Persona and journey: Other Stakeholders 3.4, Companies 4.2
- Competitive analysis: Other Stakeholders 4.0, Companies 3.9
- Risk assessment: Other Stakeholders 3.2, Companies 2.6
- Target and forecast market: Other Stakeholders 4.3, Companies 4.3

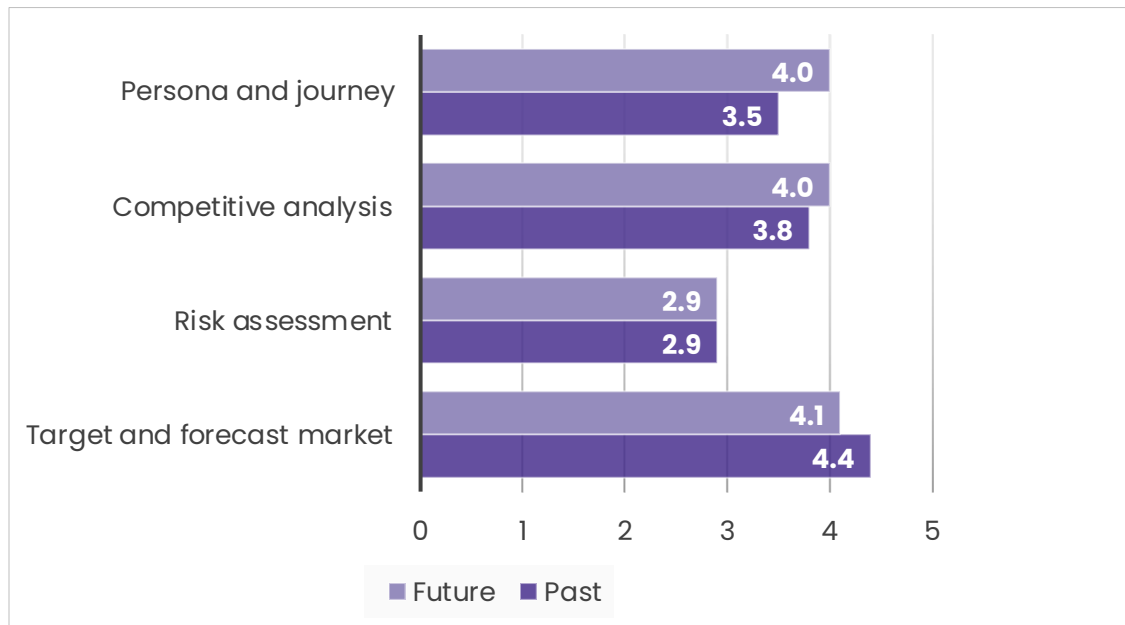Legend: ■ Other Stakeholders ■ Companies

Notes: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year. Data were reviewed at the date of publication.
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Do's and Don'ts

DO's	DON'ts
Validate your market by talking to customers. Engage with them early and often.	Don't rely on assumptions. Avoid decisions based on untested hypotheses but on data as well as feedback.
Segment your addressable market and focus on target groups.	Do not treat all segments the same. Customization can lead to better penetration.
Maximize the willingness to pay. Pick the market where you can provide the highest value.	Don't ignore the competition. Failing to respond to their strategies and offerings can leave you vulnerable.

Source: Expert workshops.

Assessing priorities

According to the previous slide's data:

- **Top relevant aspects**: To define serviceable market segments, forecast their size, and assess competitors to set differentiation (above 4.0/5.0 in most cases).

- **Top transitions:** From defining and forecasting a serviceable market (–0.3/5.0) to describing the customer journey (+0.5/5.0).

- **Top misalignments**: Companies give more value (+0.8/5.0) to describing the customer journey than stakeholders do. Meanwhile, stakeholders see risk and regulation assessment more relevant (+0.6/5.0) than companies do.

Insights

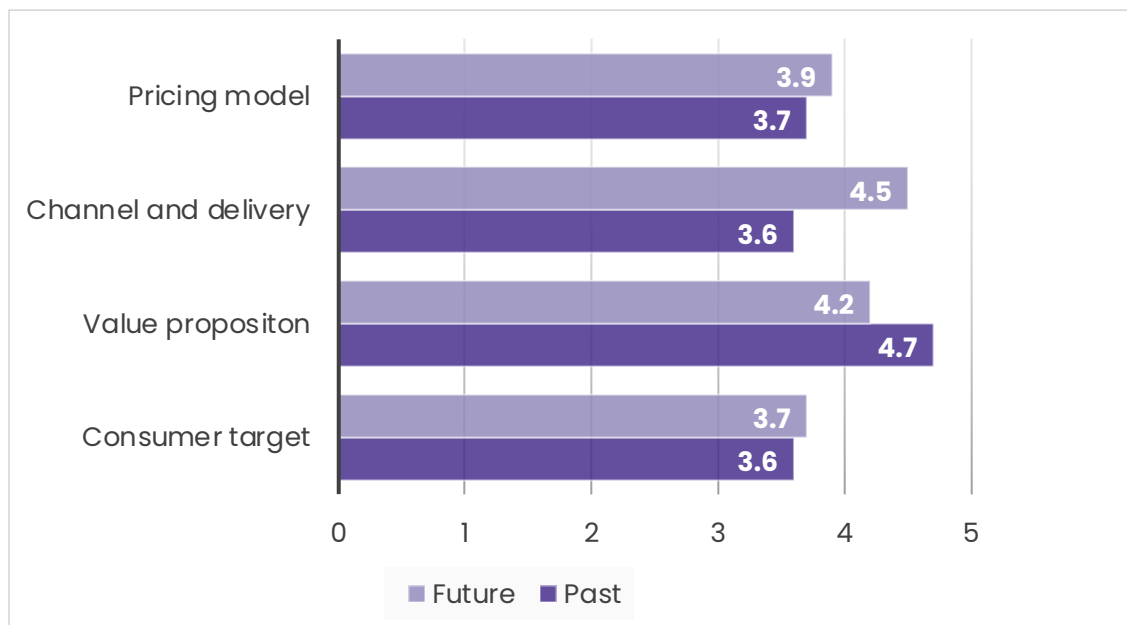| "Competitive analysis is essential to understand our position and strategize accordingly in the crowded marketplace."	Bernd Wacker
"Target and forecast market segments to identify where we can be most effective and expect the highest growth."	Kaija Pöysti

Case in point

GRAPHCORE

This scaleup leveraged partnerships with major tech firms (e.g., Dell and Microsoft) to validate its artificial intelligence processors and enhance market penetration, strengthening its credibility, and smoothing its market entry and customer acceptance.
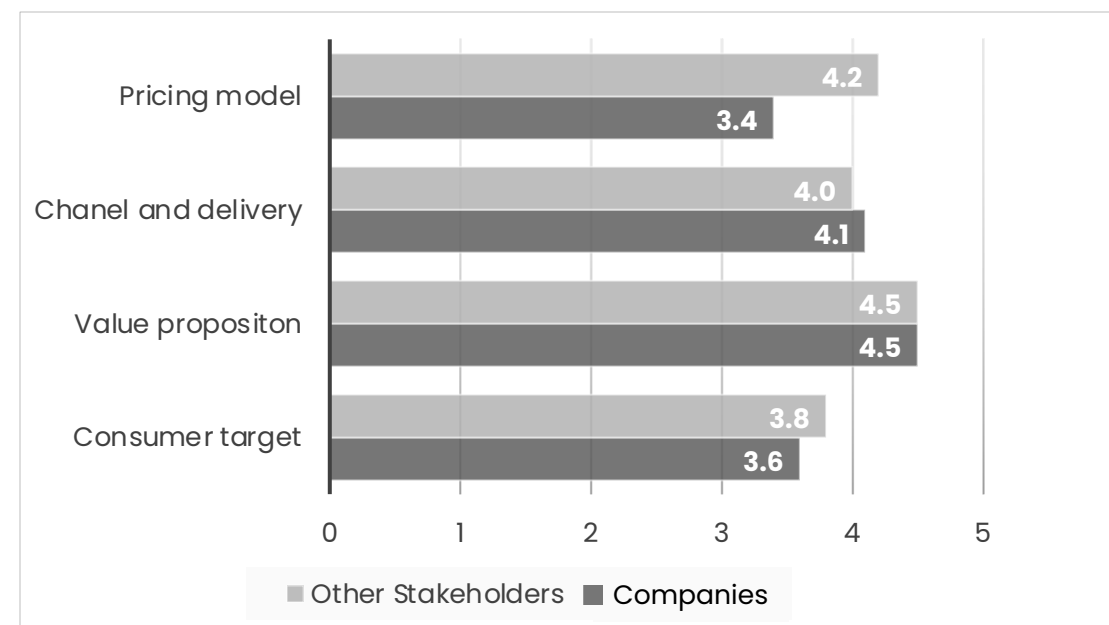
Source: Graphcore.

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Most relevant actions

During past vs. future (year)

- Pricing model: Future 3.9, Past 3.7
- Channel and delivery: Future 4.5, Past 3.6
- Value propositon: Future 4.2, Past 4.7
- Consumer target: Future 3.7, Past 3.6

Legend: Future, Past

For companies vs. other stakeholders

- Pricing model: Other Stakeholders 4.2, Companies 3.4
- Chanel and delivery: Other Stakeholders 4.0, Companies 4.1
- Value propositon: Other Stakeholders 4.5, Companies 4.5
- Consumer target: Other Stakeholders 3.8, Companies 3.6

Legend: Other Stakeholders, Companies

Notes: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year. Data were reviewed at the date of publication.
Source: Prepared by the authors (see Annex 3: Methodology). N = 24 (50% are companies and 50% are expert stakeholders including investors, corporations, mentors, and policy makers).

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Do's and don'ts

DO's	DON'ts
Validate your customer needs and product fit every 3-12 months depending on tech and company maturity.	Avoid "technologies looking for challenges" but challenges seeking solutions.
Translate your value proposition based into your customer needs.	Abstain from vague or overly technical value propositions.
Prioritize relationship building and customer education to enhance product adoption and loyalty.	Avoid ignoring customer feedback after the initial sale and do not delay integrating it into product development.

Source: Expert workshops.

Assessing priorities

According to the previous slide's data:

- **Top relevant aspects**: Design an irresistible value proposition by aligning tech features with customer value and benefits (above 4.5/5.0 in most cases).
- **Top transitions:** From crafting the value proposition (-0.5/5.0) to defining customer reach and delivery (+0.9/5.0).
- **Top misalignments**: Companies give less value (-0.8/5.0) to optimizing the business model, pricing and payment models than stakeholders do.

Insights

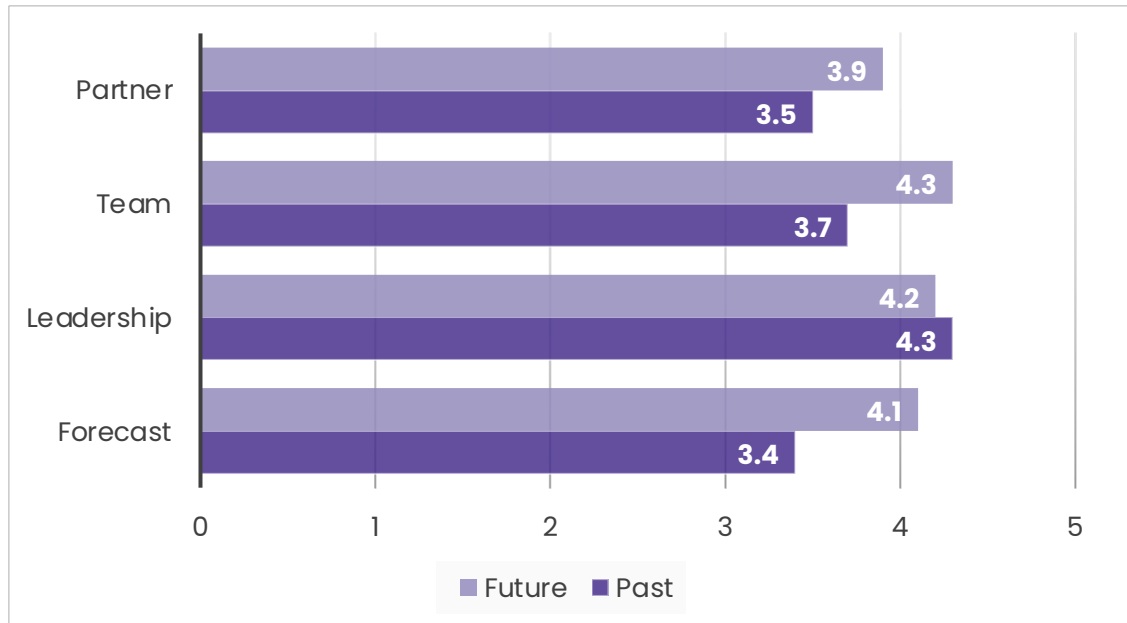|	
"The customer discovery process is vital; engaging with different customer types before focusing on a specific segment ensures we back the right market."	Mary McKenna
"Aligning product development with customer feedback and retention strategies is crucial for sustaining growth and relevance in the market."	Andrea Busch

Case in point

R Revolut

This scaleup launched a series of focus groups and beta testing phases to gather direct insights from users, allowing them to tailor their product features and services to better meet customer needs and preferences.
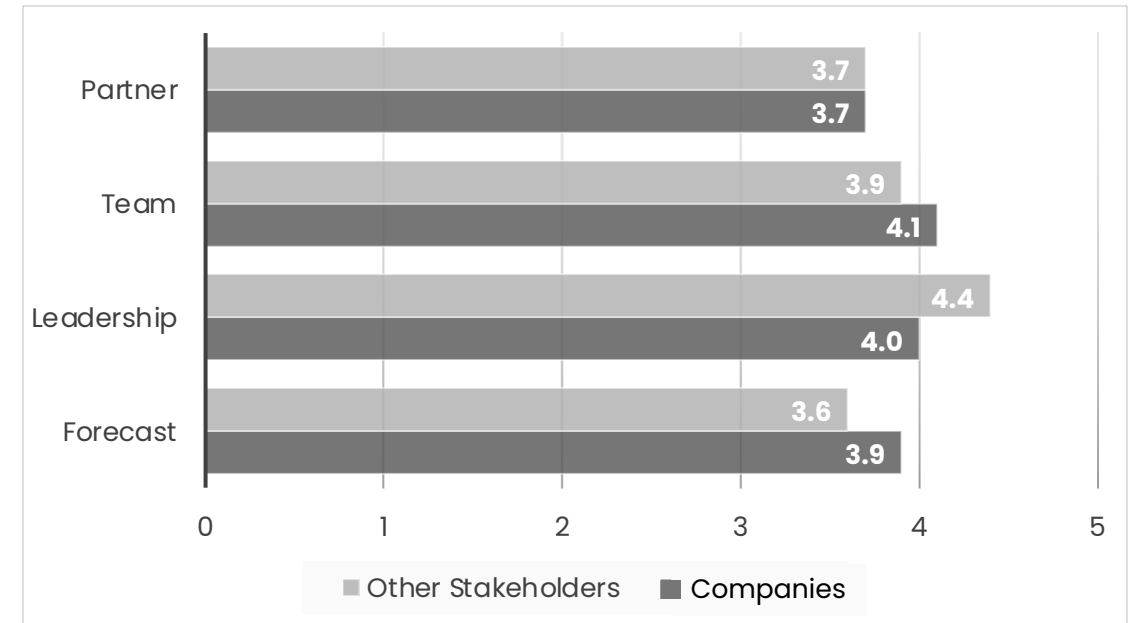
Source: Revolut.

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Most relevant actions

During past vs. future (year)

Partner — Future: 3.9, Past: 3.5
Team — Future: 4.3, Past: 3.7
Leadership — Future: 4.2, Past: 4.3
Forecast — Future: 4.1, Past: 3.4

Legend: Future, Past

For companies vs. other stakeholders

Partner — Other Stakeholders: 3.7, Companies: 3.7
Team — Other Stakeholders: 3.9, Companies: 4.1
Leadership — Other Stakeholders: 4.4, Companies: 4.0
Forecast — Other Stakeholders: 3.6, Companies: 3.9

Legend: Other Stakeholders, Companies

Notes: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year. Data were reviewed at the date of publication.
Source: Prepared by the authors (see Annex 3: Methodology). N = 24 (50% are companies and 50% are expert stakeholders including investors, corporations, mentors, and policy makers).

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Do's and don'ts

DO's	DON'ts
Train your sales team on new deep-tech products that may require complex or longer sales cycles.	Do not underestimate the importance of a knowledgeable sales team, especially in deep tech.
Utilize data-driven decision-making to optimize forecast and sales efforts by channel.	Avoid ignoring the analytics that can inform adjustments in the sales strategy.
Optimize your customer acquisition cost and retention (lifetime value). Leverage partners and aggregators of customers.	Do not rely solely on traditional sales tactics. Embrace tech and innovation on it.

Source: Expert workshops.

Assessing priorities

According to the previous slide's data:

- **Top relevant aspects**: Leading the sales team to secure sales targets (above 4.2/5.0 in most cases).
- **Top transitions:** An increase (+0.7/5.0) in forecasting sales.
- **Top misalignments**: Companies give less value (-0.4/5.0) to leading the team towards sales targets than stakeholders do but value the forecasting of sales higher (+0.3/5.0) than their stakeholder counterparts.

Insights

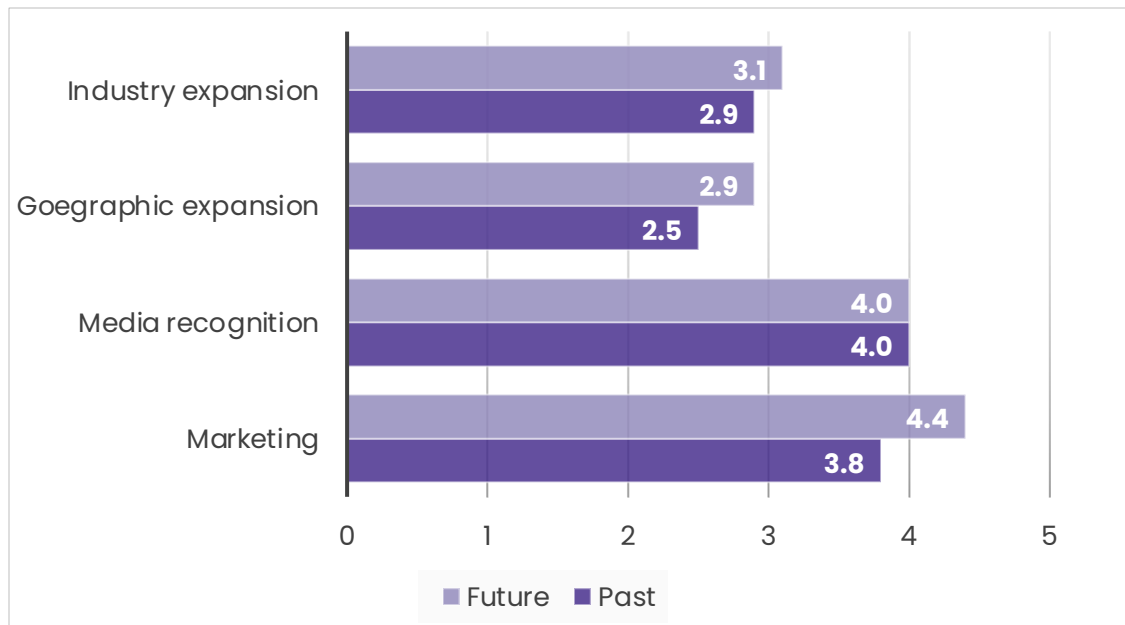| "Optimizing channel strategies is key to effective sales; choosing the right channels based on customer acquisition and retention metrics can make a significant difference."	Asparuh Koev
"Building a robust sales team and providing them with the right tools and training is fundamental to executing our go-to-market strategy."	Joseph Masini

Case in point

Klarna

Headquartered in Sweden, this scaleup optimized its customer acquisition cost (CAC) and lifetime value (LTV) through a seamless user experience, strong merchant partnerships, and data-driven marketing. Its sales strategy incorporated an Integration with major e-commerce platforms and collaboration with popular brands.
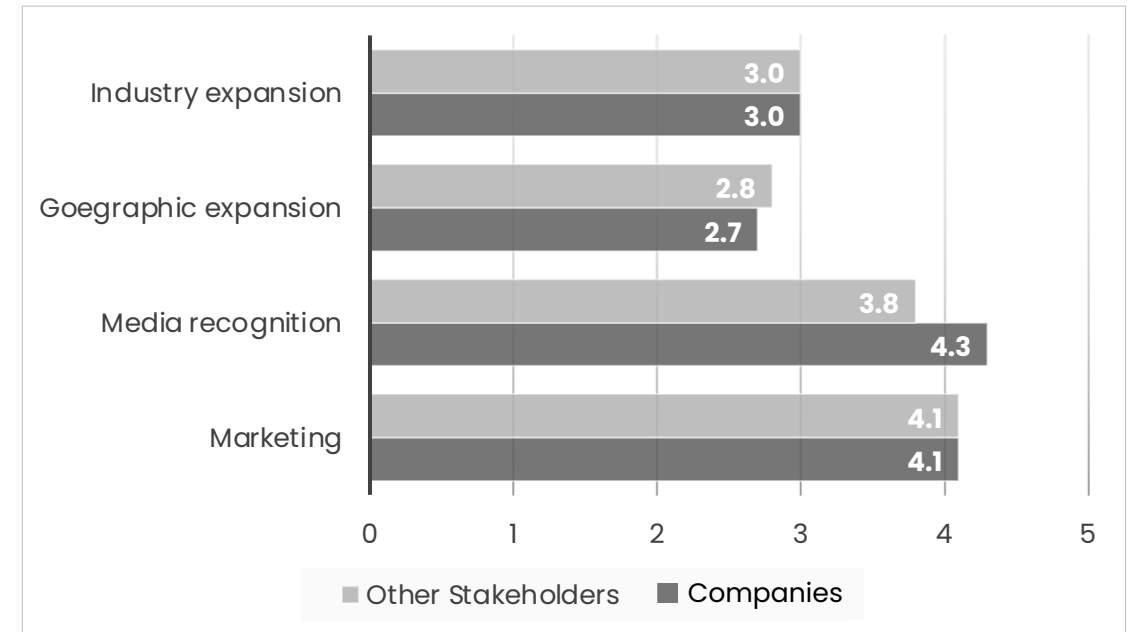
Source: Klarma.

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Most relevant actions

During past vs. future (year)

Action	Future	Past
Industry expansion	3.1	2.9
Goegraphic expansion	2.9	2.5
Media recognition	4.0	4.0
Marketing	4.4	3.8

■ Future ■ Past

For companies vs. other stakeholders

Action	Other Stakeholders	Companies
Industry expansion	3.0	3.0
Goegraphic expansion	2.8	2.7
Media recognition	3.8	4.3
Marketing	4.1	4.1

■ Other Stakeholders ■ Companies

Notes: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year. Data were reviewed at the date of publication.
Source: Prepared by the authors (see Annex 3: Methodology). N = 24 (50% are companies and 50% are expert stakeholders including investors, corporations, mentors, and policy makers).

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Do's and don'ts

DO's	DON'ts
Position as tech expert via thought leadership, media, and awards to pre-sell complex products.	Do not assume that your customer understands your technology's value.
Pilot regions before a broader rollout. Use a phased approach for market expansion.	Avoid underestimating the complexity of new market risks, regulations, culture, and unwritten rules.
Establish local partnerships to adapt quickly to new markets.	Don't neglect the local talent. Relying solely on your existing team for expansion can limit your effectiveness.

Source: Expert workshops.

Assessing priorities

According to the previous slide's data:

- **Top relevant aspects**: Media and industry recognition as well as generating inbound sales prospects (above 4.0/5.0 in most cases).
- **Top transitions:** An increase in both geographic expansion (+0.4/5.0) and marketing and promotion (+0.6/5.0)
- **Top misalignments**: Stakeholders give less recognition to media and industry recognition (-0.5/5.0) than companies do.

Insights

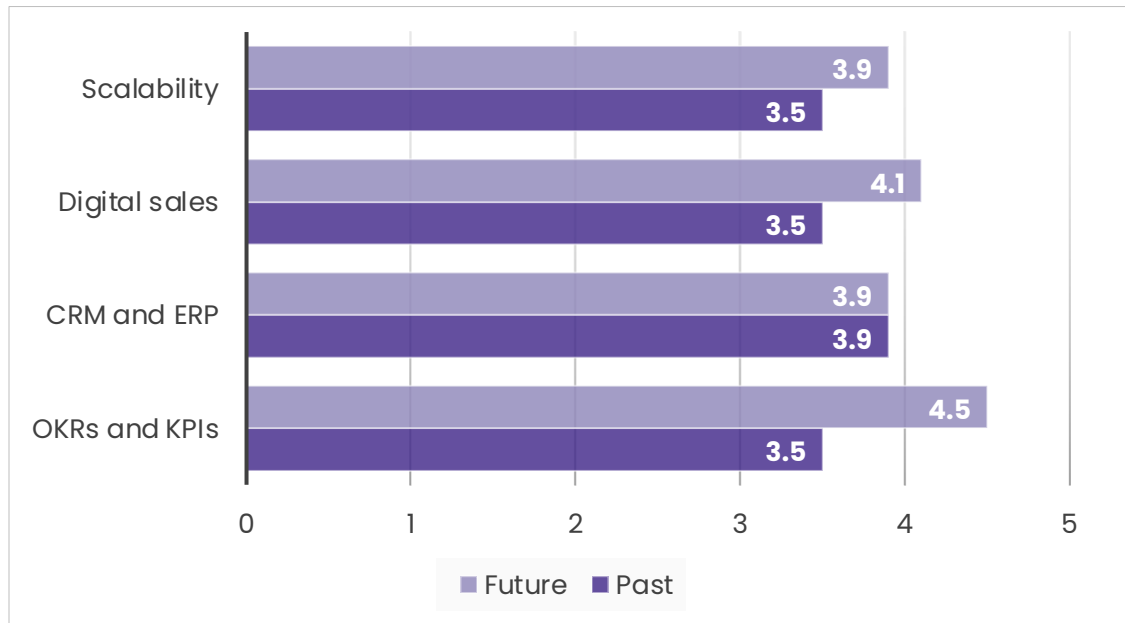| "Media and industry recognition plays a significant role in boosting our profile as we expand into new markets."	Marco Riccardi
"For effective expansion, aligning the goals and benefits for the channel and ensuring the channel has the types of customers for whom our solution brings the biggest value is critical."	Andrew Farrugia

Case in point

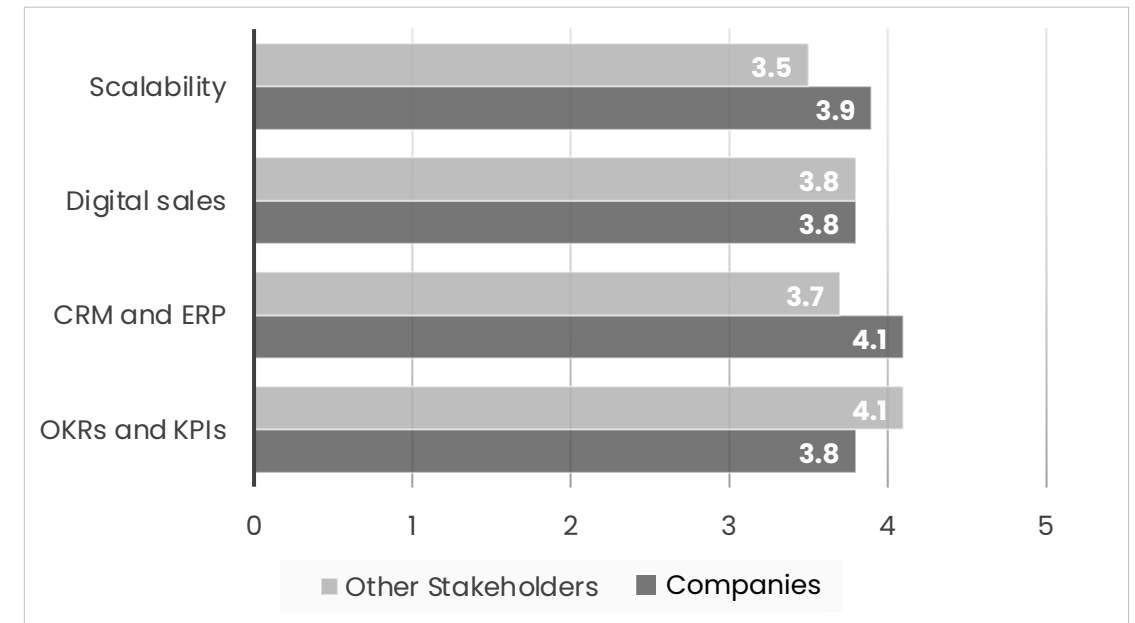| northvolt®	The strategic partnerships of this scaleup facilitated its entry into new markets. They used insights from early collaborations to refine their market approach and secure additional funding, which helped them navigate different regulatory and market environments effectively.

Source: Northvolt.

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Most relevant actions

During past vs. future (year)

	Future	Past
Scalability	3.9	3.5
Digital sales	4.1	3.5
CRM and ERP	3.9	3.9
OKRs and KPIs	4.5	3.5

For companies vs. other stakeholders

	Other Stakeholders	Companies
Scalability	3.5	3.9
Digital sales	3.8	3.8
CRM and ERP	3.7	4.1
OKRs and KPIs	4.1	3.8

Notes: In the horizontal axis, 0 means "least important" and 5 refers to "most important". Past and future refer to the previous and the next year. Data were reviewed at the date of publication.
Source: Prepared by the authors (see Annex 3: Methodology). N = 24 (50% are companies and 50% are expert stakeholders including investors, corporations, mentors, and policy makers).

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Do's and don'ts

DO's	DON'ts
Automate repetitive tasks and standardize operations to ensure consistency and quality, leveraging tech.	Avoid operational rigidity. Do not let bureaucracy or outdated processes hinder operational agility.
Set and optimize metrics to guide decisions and talent development. Invest in talent that is better than you.	Focusing solely on operational efficiency without fostering a positive culture can lead to high turnover and low morale.
Develop flexible supply chains, building relationships with multiple suppliers to ensure flexibility and reduce dependency.	Design products with scalability in mind, allowing for modular upgrades and expansions.

Source: Expert workshops.

Assessing priorities

According to the previous slide's data:

- **Top relevant aspects**: CRM and ERP digital support systems (above 3.9/5.0 in most cases).

- **Top transitions:** An increase (+1.0/5.0) in OKR and KPI driven decision making

- **Top misalignments**: Stakeholders give less value to scalability of production and brand standardization (-0.4/5.0) as well as implementing CRM and ERM digital support systems (-0.4/5.0) than compared do.
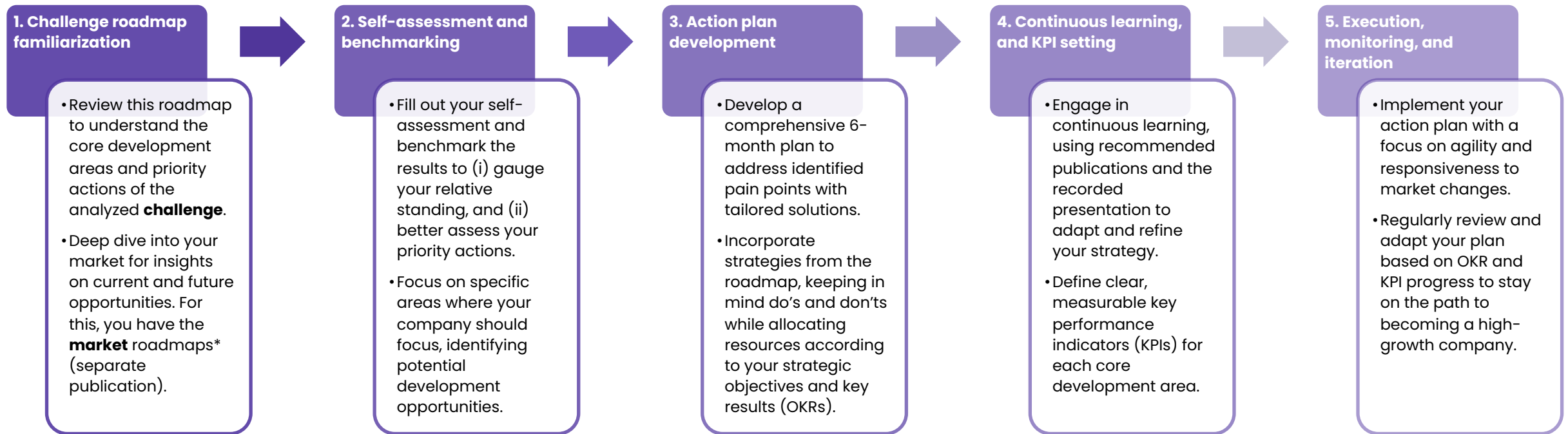
Insights

"Being data-driven in our approach allows us to measure performance effectively and make informed decisions to scale operations."	Anastasija Ivanovska
"Standardization of operations across different user experiences ensures consistency and quality as we scale."	Primoz Kunaver

Case in point

| celonis	Founded in Germany, this scaleup automates the discovery, monitoring, and enhancement of business processes, reducing the need for manual intervention and lowering operational costs via artificial intelligence and process mining automation.

Source: Celonis.

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A five-step guide for preparing an action plan in your core development areas

1. Challenge roadmap familiarization

- Review this roadmap to understand the core development areas and priority actions of the analyzed **challenge**.
- Deep dive into your market for insights on current and future opportunities. For this, you have the **market** roadmaps* (separate publication).

2. Self-assessment and benchmarking

- Fill out your self-assessment and benchmark the results to (i) gauge your relative standing, and (ii) better assess your priority actions.
- Focus on specific areas where your company should focus, identifying potential development opportunities.

3. Action plan development

- Develop a comprehensive 6-month plan to address identified pain points with tailored solutions.
- Incorporate strategies from the roadmap, keeping in mind do's and don'ts while allocating resources according to your strategic objectives and key results (OKRs).

4. Continuous learning, and KPI setting

- Engage in continuous learning, using recommended publications and the recorded presentation to adapt and refine your strategy.
- Define clear, measurable key performance indicators (KPIs) for each core development area.

5. Execution, monitoring, and iteration

- Implement your action plan with a focus on agility and responsiveness to market changes.
- Regularly review and adapt your plan based on OKR and KPI progress to stay on the path to becoming a high-growth company.

Source: Prepared by the authors. **Note**: The *market roadmaps* are another series of publications of the EIC Scaling Club.

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1) Self-assess your company with this survey: only 5'

What has been and will be your
most relevant priority **actions**?
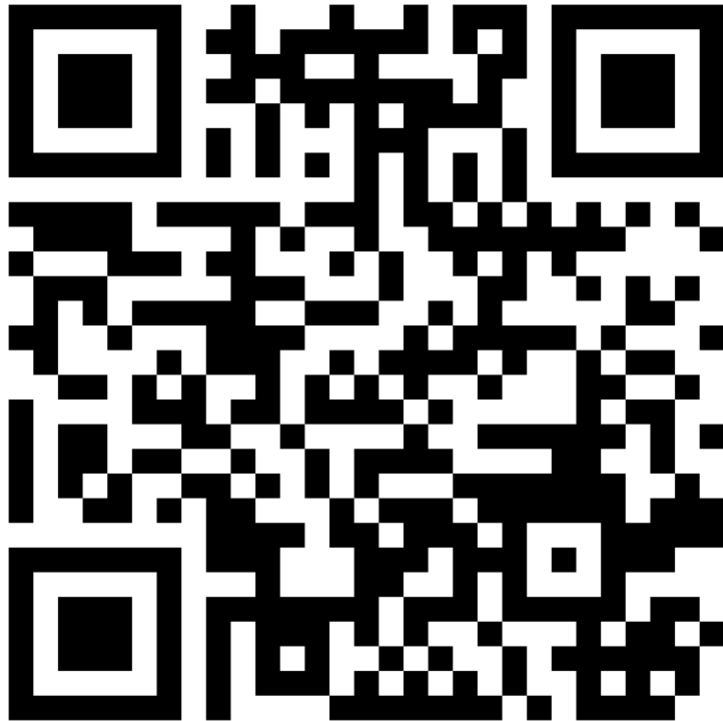
2) Benchmark yourself against the analyzed sample

Which **areas** are you going to improve?
What should be your main **objectives**?
How are you going to **measure** them?

Note: Data were reviewed at the date of publication.

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Then, you can annually compare your results from multiple angles

Source: Prepared by the authors.
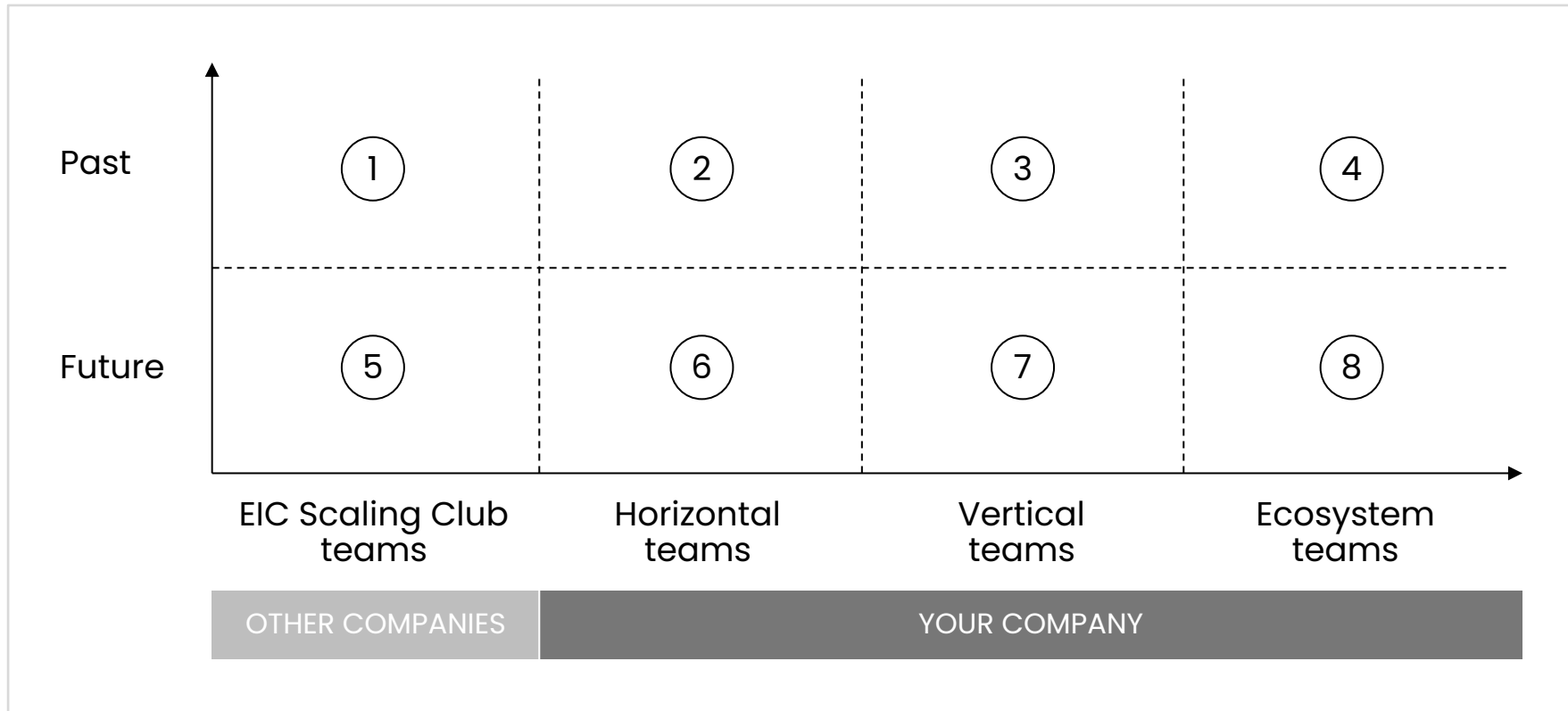
Target groups for comparison

- **EIC Scaling Club teams**: between you *(the company's CEO)* and the analyzed sample of companies in this document.

- **Horizontal teams**: between you and other peers (e.g., other executive committee members or cofounders) or between departments at the same company level (e.g., sales, product development, talent).

- **Vertical teams**: between you *(the company's CEO)* and departments below you.

- **Ecosystem teams**: between you and other stakeholders (e.g., investors, advisors, clients).

Potential dashboard for core development areas with OKRs

Zoom into the objectives and key results that you may track and improve based on your self-assessment

Area	1. Market	2. Customer	3. Sales	4. Expansion	5. Operations
Objective	• Achieve market leadership by delivering superior customer experiences based on a deep understanding of market segments and customer journeys.	• Increase customer base and retention rates by 50% within the next two years through enhanced value propositions and optimized delivery channels.	• Exceed annual sales targets by 30% through strategic sales planning, effective team leadership, and robust partner networks.	• Establish a strong presence in two new international markets each year, leveraging enhanced marketing strategies and industry recognition.	• Enhance operational efficiency by 30% through integrated digital systems and data-driven decision-making processes..
Key results	• Increase market share by 15% within the next fiscal year through targeted marketing and enhanced product offerings. • Achieve a customer satisfaction index of 85% by improving product quality and customer service responsiveness. • Grow the segment penetration rate by 20% annually by deploying tailored marketing strategies and expanding into underserved markets.	• Reduce customer acquisition cost by 30% within two years through optimized marketing strategies and automation. • Improve customer retention rates to 75% by enhancing the customer onboarding process and ongoing support. • Elevate the Net Promoter Score from 40 to 60, indicating improved customer loyalty and satisfaction, through product innovations and customer engagement initiatives.	• Achieve an annual sales growth rate of 25% by expanding sales territories and increasing the effectiveness of sales teams. • Meet or exceed 90% of the quarterly sales targets through improved sales training and performance incentives. • Increase the average deal size by 20% by introducing premium priced product versions and upselling existing clients.	• Successfully enter and establish a foothold in at least two new international markets each year, achieving a minimum of $1M in sales per market within the first year. • Win three major industry awards annually to boost brand recognition and credibility within new and existing markets. • Achieve a 50% annual growth rate in newly targeted industry sectors through strategic partnerships and new product applications.	• Improve operational efficiency by 25% through process automation and advanced analytics within the next 18 months. • Achieve 95% system integration across all operational platforms by the end of the next fiscal year to streamline operations and reduce redundancies. • Utilize data-driven strategies to drive a 30% reduction in decision-making time across all business units, enhancing agility and responsiveness

Source: Prepared by the authors. **Note**: This is just an example.

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**Potential dashboard for core development areas with KPIs**

Zoom into the key performance indicators you may track and improve based on your self-assessment

Area	1. Market	2. Customer	3. Sales	4. Expansion	5. Operations
KPIs to track	• **Market Share**: Percentage of the company's products or services in relation to the total market. • **Customer Satisfaction Index**: Measure of how products and services supplied by the company meet or surpass customer expectation. • **Segment Penetration Rate**: Percentage of potential customers that have been converted to actual customers.	• **Customer Acquisition Cost (CAC)**: Total cost of acquiring a new customer, including all marketing and sales expenses. • **Customer Retention Rate**: Percentage of customers who remain with the company over a specified period. • **Net Promoter Score (NPS)**: Index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products.	• **Sales Growth Rate**: Year-over-year growth rate of company sales. • **Sales Target Achievement Rate**: Percentage of sales targets achieved by the sales team. • **Average Deal Size**: Average revenue received per contract or sale.	• **New Market Entry Success Rate**: Success rate of entering and establishing operations in new geographies or markets. • **Brand Recognition Rate**: Measure of brand awareness in the target market, typically assessed through surveys and market studies. • **Annual Growth Rate in New Sectors**: Year-over-year growth rate in sectors the company has newly diversified into.	• **Operational Efficiency Ratio**: Ratio of operating expenses to net sales, indicating how efficiently the business is run. • **System Integration Level**: Degree to which critical business systems (CRM, ERP) are integrated and functional. • **Data Utilization Score**: Measure of how effectively data is used for decision-making, often evaluated by improvements in decision-making speed and accuracy.
Visual elements	• **Pie Chart**: Display market share distribution among competitors to visualize the company's position in the market. • **Bar Graph**: Illustrate customer satisfaction levels across different dimensions or time periods. • **Line Graph**: Show the trend of segment penetration rate over time, highlighting growth or decline in market capture.	• **Histogram**: Show the distribution of customer acquisition costs, helping to identify trends and outliers. • **Retention Curve**: Plot customer retention rates over time, showing how well customers are maintained after acquisition. • **Gauge Chart**: Use to display the Net Promoter Score, indicating overall customer satisfaction and loyalty.	• **Column Chart**: Compare sales growth rates year-over-year to assess performance trends. • **Funnel Chart**: Visualize the sales target achievement rate, from initial contact through to final sale, highlighting areas of drop-off. • **Scatter Plot**: Display average deal size against a variable like time or customer segment, identifying correlations or trends.	• **Map Visualization**: Use colored regions on a map to show new market entry points and their success rates. • **Line Chart**: Track brand recognition rates over time or across different regions to measure awareness and engagement. • **Area Chart**: Represent annual growth rates in new sectors, stacking different sectors to show proportionate growth contributions.	• **Dashboard**: Combine multiple metrics like operational efficiency ratio, system integration level, and data utilization score. • **Progress Bars**: Show the degree of system integration across different departments or software systems. • **Heat Map**: Use to visualize data utilization across different business units or projects, highlighting areas of high and low activity.

Source: Prepared by the authors. **Note**: This is just an example. To visualize this, there are plenty of business intelligence tools such as Tableau and Power BI.

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Unlocking Go-To-Market Success with Insight into Strategic Initiatives
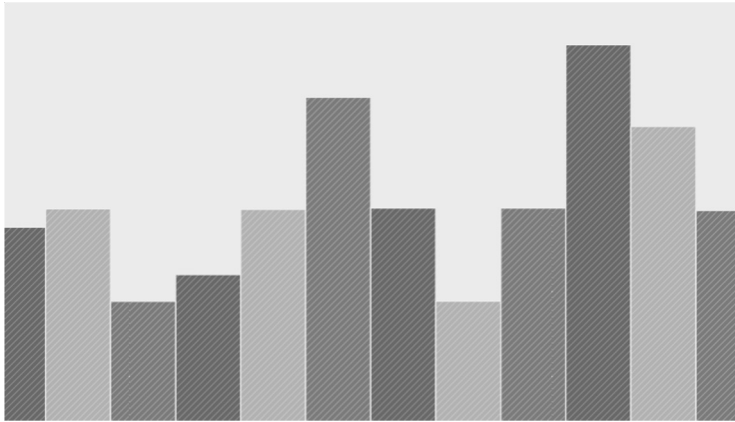
Read more:

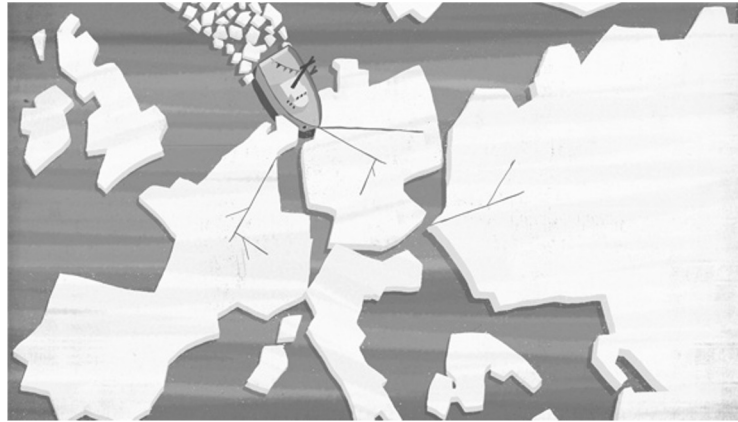**Source**: Harvard Business Review.

Entrepreneurial Icebreakers: Insights and Case Studies

Read more:

Source: IESE Business School and EU Foundation for Entrepren. Research.

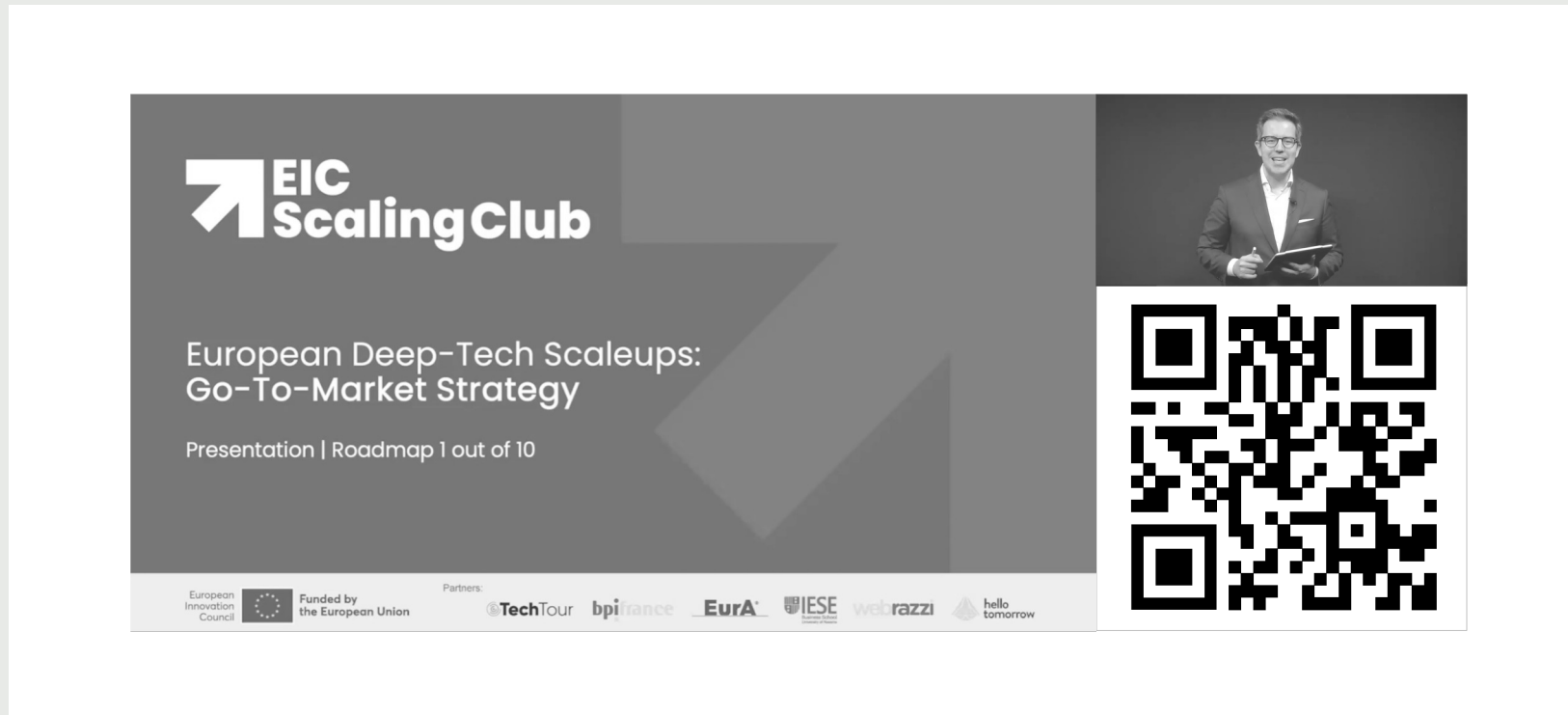## How Deep-Tech Startups Can Better Collaborate with Corporate Giants

Read more:

Source: IESE Business School.

EIC Scaling Club

Play the recorded presentation

Contribute to our satisfaction survey

Note: Data were reviewed at the date of publication.

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EIC ScalingClub

Scaleup Series – Roadmaps of 10 challenges

1. Go-To-Market Strategy
2. Strong Board
3. Investment Thesis
4. Lead Investor
5. Corporate Partnerships
6. Leadership and Talent Development
7. Gender and Diversity Balance
8. European and Institutional Partnerships
9. Building an Ecosystem
10. Policy and Regulatory Framework

Access to them

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Academic partner

IESE
Business School
University of Navarra

Collaborating partners

TechTour

bpifrance

webrazzi

EurA®

hello tomorrow

Methodology

This study was conducted to shed light on how European deep-tech scaleups can better develop their **go-to-market strategy**. To achieve this, the research team has conducted literature reviews, interviews, onsite and online workshops, surveys, and more.

- **Literature review**: comprehensive analysis of studies published in relevant academic journals, industry reports, news platforms, and secondary data, to name a few.

- **In-depth interviews (4 experts)**: later, a semi-structured interview protocol was developed with fixed open-ended questions. Each interview's introduction phase was established to align definitions, reduce ambiguity, and focus the scope — ensuring a common understanding. Four interviews were conducted and analyzed to validate the measurement indicators of core development areas and priority actions, among other factors.

- **Expert workshops and survey (43 experts):**

  - Afterward, four online and onsite workshops were moderated for further validation while gathering insights and primary data about the indicators, securing diversity in terms of geography, industry, and gender. Moreover, the selection of companies (and stakeholders' portfolios) aimed to be within a similar company's maturity stage. These companies were selected by a committee of experts based on their past and future potential results. These workshops were also developed to validate the framework for the self-assessment of companies, among other factors. Lastly, an additional survey was used.

  - A total of 43 experts were involved, encompassing scaleups, investors, corporations, media, policymakers, and mentors. In several cases, a triangulation process was applied using multiple data sources to ensure the validity of the information and gain a comprehensive understanding of this phenomenon.

  - The team analyzed the answers through several stages, including coding and classification of responses by repetition of keywords and frequency of concept reference, to identify initial categories. Several tests were conducted to develop a robust classification, avoiding redundancy and securing completeness. Data was quantified and visually analyzed, with percentages reflecting the relative importance of each aspect, rounded to the nearest unit. Three researchers carried out this process, increasing the robustness of the results. The entire study underwent a review by four additional peer reviewers, including three academics and one practitioner.

The study's primary challenges were the ambiguity of terminology used in the industry, creating a robust categorization that was neither too fragmented nor too aggregated, the limited size of the sample, the company's sector diversity, and the scope of companies' maturity stage. Countermeasures were put in place to address these challenges, as described in this section. The research team acknowledges the complexity of the phenomenon and the opportunity for further analysis, gathering more indicators within a bigger sample to better understand co-relation factors.

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Maturity
of companies

Overall group:
N: 48

Valuation (€M):
Average: 57.8
St. Dev: 62.10
N: 22 (46%)

Fundraised (€M):
Average: 34.8
St. Dev: 38.2
N: 34 (71%)

Smart mobility

Daze
DRONAMICS — Delivering Today
Easelink
Elaphe Propulsion Technologies Ltd
KONUX
MANNA
SHIPPEO
tallano
TERAKI
Transmetrics
Vay Technology GmbH
VIANOVA

Digital security and trust

Hadian
Probely
QUOINTELLIGENCE
salv
sekoia
SettleMint
sherpa.ai
ThreatMark
TILKAL
UMNAI
VAULTSPEED
XXII

Next-gen computing

LUMEN
AX
BASEMARK
dispelix
GSCAN
MULTIVERSE COMPUTING
QuiX QUANTUM
quobly
Quside
sensiBel
VisIC Technologies
XTPL

Renewable energies

AERONES
bound4blue
CorPower Ocean
ENEIDA.IO
eologix · ping
FOCUSED ENERGY
GA Drilling
Heimdall Power
modvion
ROSI
sweetch energy
sympower

Source: Pitchbook and Dealroom (2024 June 14). **Note**: The analyzed companies are a subset of this group. The information is based on the latest available data. "St. Dev." refers to the standard deviation. "N" refers to the size of available data for the chosen metric. Data were reviewed at the date of publication.

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EIC ScalingClub

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Source: LinkedIn.

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Organizations

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