

The GTM Question Guide for Investors

Why This Guide Exists

Most growth-dependent deals get thorough financial and product diligence. But go-to-market structure—the foundation that determines whether growth is repeatable, scalable, and resilient—is still rarely pressure-tested before capital gets deployed.

This guide gives you 9 questions designed to surface the risks data rooms can't show: misalignment between executives, gaps between strategy and execution, and whether the GTM motion is actually a system or just a collection of workarounds.

How to Use It

Ask these questions during management presentations, leadership interviews, or board discussions. Listen closely—not just to the answers, but to *how* they're answered. Weak answers might not kill deals, but they tell you exactly where post-close friction will surface and what needs to be fixed before you scale spend.

Strong companies can answer these questions with clarity, data, and evidence. Weak companies guess, deflect, or give answers that shift depending on who's talking.

The 9 Questions

1. How do you know your ICP is right?

Strong answer looks like:

"We validated our ICP through win/loss analysis across 50+ deals. Marketing, sales, and customer success all use the same definition. We track fit score at every stage and course-correct when patterns shift."

Weak answer looks like:

"We target mid-market B2B companies." (No data, no validation, no shared definition across teams.)

2. How does your GTM motion align with how your customers actually buy?

Strong answer looks like:

"Our buyers are committee-driven, so we've built a multi-threaded sales process with content designed for each stakeholder. Our average cycle is 90 days, which matches industry norms for deals this size."

Weak answer looks like:

"We have a proven sales process." (No connection to actual buyer behavior, internal process imposed on external reality.)

3. Where in your funnel is friction highest—and what's causing it?

Strong answer looks like:

"Deals stall at contract negotiation because our legal terms don't match enterprise procurement expectations. We're piloting a streamlined agreement for Q2."

Weak answer looks like:

"We just need more leads." (No diagnosis of where or why friction exists.)

4. What are the top 3 reasons you lose deals—and do you analyze wins and losses the same way?

Strong answer looks like:

"We analyze wins and losses through the same process. We're losing on price (28%), competitive positioning (22%), and timing mismatches (18%). But we also know we win when buyers prioritize speed to value over total cost of ownership—and we lose when procurement drives the decision and TCO becomes the primary metric."

Weak answer looks like:

"Budget issues, timing, or they went with the incumbent." (Blame external factors for losses while attributing wins to execution—no real analytical process.)

5. How repeatable is your sales process across reps, regions, or deal types?

Strong answer looks like:

"New reps hit quota by month 4 using our documented playbook. Process works across SMB and mid-market, but breaks down upmarket—which is why we're not pushing enterprise yet."

Weak answer looks like:

"Our top reps close 3x more than average." (Success depends on heroes, not systems. Turnover = risk.)

6. How does marketing hand off to sales—and where does that handoff break?

Strong answer looks like:

"We use a lead scoring model. Anything over 75 points routes to SDRs within 2 hours. Breakdown happens when leads sit uncontacted for 48+ hours—we're fixing that with automated routing."

Weak answer looks like:

"Marketing generates leads, sales follows up." (No formalized process, no shared accountability, likely friction in the pipeline.)

7. What's the one growth lever you haven't pulled yet—and why not?

Strong answer looks like:

"Outbound. We've focused on inbound because we didn't have the team to execute multi-touch sequences well. With this capital, we'd hire 2 SDRs and build that motion in Q2."

Weak answer looks like:

"We just need more budget for ads." (No strategic roadmap, just hope that more spend = more growth.)

8. If you doubled your growth target for next year, what needs to be true to hit it?

Strong answer looks like:

"We'd need to expand into a new geography, which requires local market expertise and regulatory knowledge we don't have yet. Or we'd need to successfully launch Product X, which depends on dev capacity we're still building."

Weak answer looks like:

"We'd need 4x pipeline and higher close rates." (That's spreadsheet math, not strategy—doesn't explain *how* or *what changes* organizationally to make that possible.)

9. What's your plan for the first 90 days post-investment?

Strong answer looks like:

"Month 1: hire VP of Sales and finalize enterprise pricing. Month 2: launch outbound motion with 2 SDRs. Month 3: pilot new onboarding process to reduce time-to-value."

Weak answer looks like:

"We'll scale up marketing and hire more reps." (No sequencing, no prioritization, no understanding of dependencies.)

What These Answers Tell You

Strong answers reveal:

- Strategy backed by evidence
- Alignment across the executive team
- Self-awareness about constraints and bottlenecks
- A clear plan for what changes when capital arrives

Weak answers reveal:

- Assumptions masquerading as strategy
 - Misalignment between functions
 - Tactical hope without structural understanding
 - Post-close friction you'll be managing instead of accelerating growth
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Next Steps

These questions will surface risk. If you want to diagnose it before you deploy capital, we can help.

Fathom360 is a forensic-grade GTM diagnostic that gives investors the same level of structural clarity for go-to-market that they get for financials. We map dependencies, surface misalignment, and deliver a prioritized roadmap - all in a diligence-compatible timeframe.

You get clarity before the deal closes, not six months later in a stressful board meeting.

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