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The Reditus Startup Lifecycle

Revising Early-Stage B2B Growth: A Six-Stage, Empirical Model

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Executive Summary

Reditus Group helps early-stage B2B tech startups build and operate integrated marketing, sales, and customer success systems. After working with hundreds of startups across dozens of markets, we've seen a consistent pattern: most startups overestimate where they are in their journey to a repeatable revenue engine.

The High Cost of Misdiagnosed Readiness

When a startup misidentifies its stage, it doesn't just create inefficiency. It creates misalignment between what the company needs and what the company asks for. Founders pursue capital, talent, and go-to-market resources that only make sense later, while overlooking the resources required now.

This leads to:

- premature scaling
- wasted go-to-market spend
- stalled progress masquerading as traction
- frustrated founders who can't understand why effort isn't translating into movement
- frustrated investors who can't understand why resources aren't producing results

Misdiagnosis doesn't just waste money; it deprives the startup of the specific resources required to advance to the next stage.

If a startup hasn't...	Then they actually have...	What they really need is...
Secured a single beta willing to implement and co-create the solution	**An entirely unvetted idea.** No demonstrated market commitment, only assumptions.	Network access to explore the idea and identify a committed beta.
Implemented a beta that continues using the product and will serve as a reference	**Only theory.** They haven't verified: • that the solution works in reality • that it dissolves real buyer pain • how it behaves in a live environment • who all the stakeholders are • what those stakeholders care about • the language they use internally	Resources to deliver, deploy and support an MVP through a real workflow.
Validated a single message that consistently works for a defined ICP + persona	**No ability to target a market.** They are either spraying and praying or guessing internally with no evidence of resonance.	Resources to test ICP/persona/ message combinations until one produces a repeatable buyer response.
Generated pipeline, converted opportunities, and secured revenue or capital to build a system	**No validation** that the market responds in a meaningful way, and **no means** to scale even if they did.	Resources to deploy their message into a defined segment, close early revenue, and begin hardening the product.
Built a scalable revenue team that operates independently of any one person	**A motion that cannot scale** beyond individual heroics or founder-led execution.	Resources to build a repeatable revenue system including teams, tools, processes, and leadership.

Why the Industry Needs a New Model Now

AI has amplified the pressure to rush. Many startups mistake attention for traction and hype for validation, accelerating misdiagnosis and pulling founders into motions they cannot yet support. In this environment, the current fundraising landscape has made clarity a competitive advantage. The Reditus Startup Lifecycle provides that clarity by defining exactly what “real progress” looks like in the earliest stages and by specifying the evidence required before a startup can responsibly move on.

The Reditus Startup Lifecycle

The Reditus Startup Lifecycle presents a six-stage, testable model built specifically for B2B tech startups:

A central contribution of this model is Market Co-Creation (MCC). MCC is the stage where a founder works with a committed beta customer to deploy the solution in a real workflow and co-create the market around it: identifying stakeholders, understanding buying dynamics, and learning the language the market uses to describe value. MCC produces the first concrete evidence that a real organization recognizes the problem, adopts the solution, and is willing to endorse it.

The lifecycle also establishes a quantitative definition of Product-Market Fit tailored for B2B environments, where buying behavior is structured and value must be demonstrated. PMF is achieved when a startup generates:

- **Five partial BANT (Budget, Authority and Need) leads**
- **From the same ICP/persona/message**

This definition converts PMF from a subjective milestone into an observable, repeatable market pattern.

After PMF, the model separates the work of building a Go-to-Market motion, designing a repeatable revenue system, and evolving that system over time. Each stage has a precise gate, enabling founders, investors, and advisors to align on where a company currently stands and what comes next.

Many founders who believe they are in Go-to-Market are, by this model, still in Market Co-Creation or Product-Market Fit. That gap between perceived stage and actual evidence is where much early GTM waste occurs.

The Reditus Startup Lifecycle offers a practical, rigorous model for understanding early-stage progress in B2B tech; one that aligns founder behavior with their market and provides a shared vocabulary for evaluating traction and readiness.

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Introduction: The Missing Structure in Early B2B Tech Growth

B2B tech startups deal with buyers and workflows that behave mostly in predictable, repeatable ways. Yet despite this structure, the early stages of startup development often unfold without a clear vocabulary that identifies where a company truly is and what it needs next. Concepts such as discovery, validation, and MVP creation provide useful guidance, but they do not define measurable gates that distinguish one stage from another.

The result is that founders, investors, operators, and advisors frequently work with different assumptions about progress. One team may believe the company is ready for a go-to-market motion, while another sees unresolved questions about the problem, the customer, or the value proposition. Without shared definitions, stakeholders often misdiagnose market readiness and apply the wrong resources to the wrong activities, burning time and capital without advancing the company to its next stage.

The Reditus Startup Lifecycle fills this gap by introducing a sequence of six stages that reflect the real path B2B tech startups take: Hypothesis, Market Co-Creation, Product-Market Fit, Go-to-Market, Repeatability, and Continuous Improvement. Each stage has a specific purpose and an objective gate for moving to the next. This model creates a common language for evaluating traction and ensures that founders and teams apply capital, talent, and effort to the right work at the right time.

With this clarity, founders gain a roadmap for early progress, and stakeholders gain a model that reduces ambiguity about readiness and risk.

The lifecycle is designed for complex B2B environments where buying decisions involve multiple stakeholders and workflows must be understood and validated through concrete evidence rather than intuition. It is not intended for low-touch, product-led growth models where users sign up, onboard themselves, and activate without a sales process. Those businesses depend on usage patterns and conversion funnels, not stakeholder workflows or structured buying cycles.

Rather than enforcing a rigid framework, this model creates a precise vocabulary that gives founders, teams, and stakeholders a common language for discussing the same stages of early growth and making decisions based on evidence rather than assumptions.

This model does not replace tools like Lean Startup or Customer Discovery. Instead, it provides the scaffolding those tools operate within by defining the stages of early growth and the evidence required to move between them.

Overview of the **Reditus Startup Lifecycle**

The Reditus Startup Lifecycle provides a clear structure for understanding how B2B tech startups move from an initial belief about a problem to a scalable revenue system. It does this by defining six distinct stages, each with a specific purpose and a measurable gate that determines whether the company is ready to advance.

The model reflects how B2B markets behave in practice. Buyers look for clarity about the problem, the value, the workflow, and the fit within their organization. Startups must learn these details directly from the market, then convert that knowledge into predictable patterns and, eventually, into a repeatable system. The six stages create a progression that supports this learning process while removing ambiguity about progress.

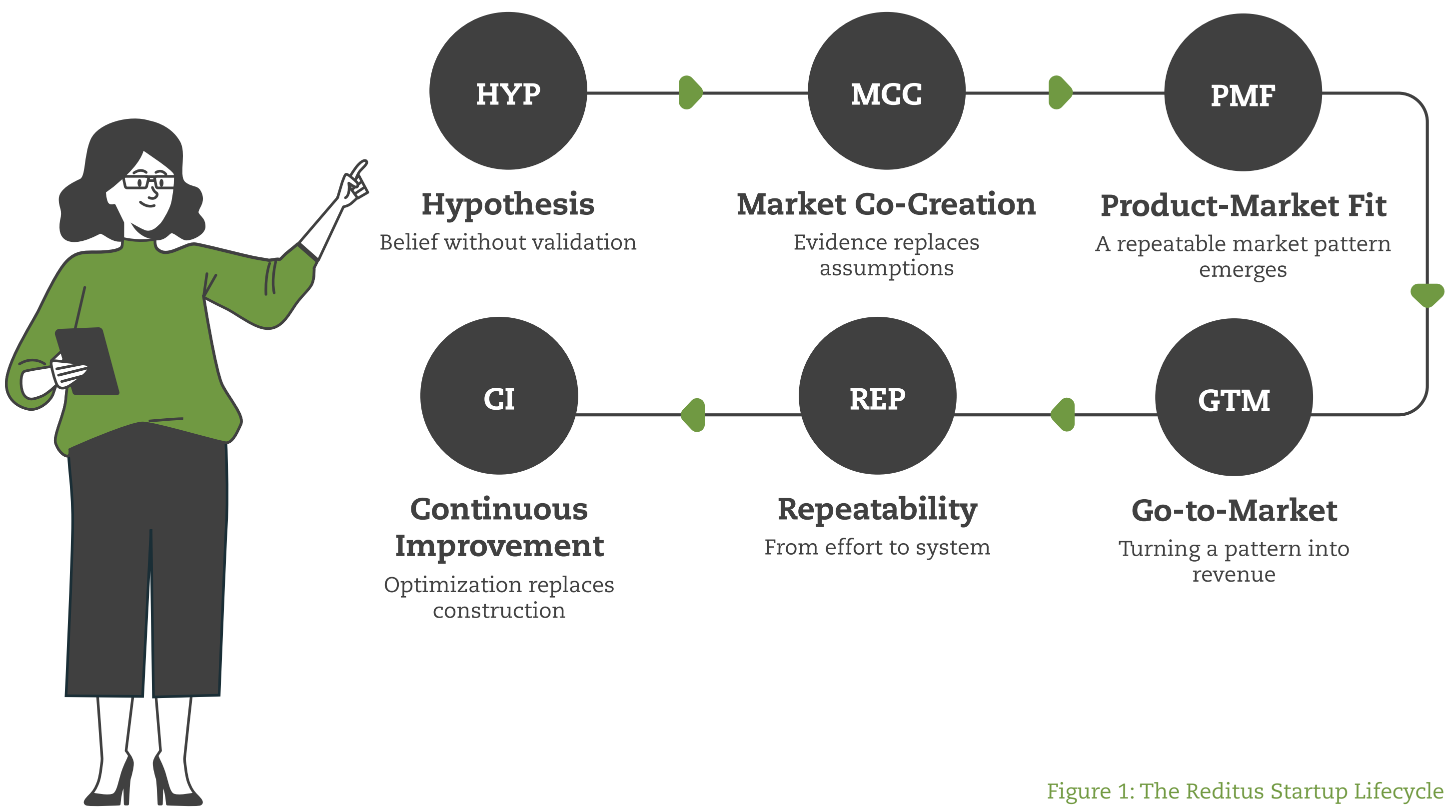

Figure 1: The Reditus Startup Lifecycle

The stages are:

1. **Hypothesis:** The founder has a belief about a problem and the value of solving it, but no market validation.
2. **Market Co-Creation:** The founder works with at least one committed beta customer to deploy the solution in a real workflow and co-create the market (revealing stakeholders, buying dynamics, and buyer language) while establishing a referenceable use case.
3. **Product-Market Fit:** The startup generates five partial BANT leads from the same ICP, persona, and message, providing a measurable pattern of market recognition.
4. **Go-to-Market:** The company converts the validated pattern into initial revenue and pipeline development.
5. **Repeatability:** The early revenue motion is developed into a predictable system that does not depend on any single individual.
6. **Continuous Improvement:** The revenue system is refined and adapted as the market, product, and organization evolve.

Each stage connects to the next through a clear gate that depends on observable market behavior rather than subjective interpretation. This structure allows founders, advisors, and investors to evaluate progress consistently and to focus on the specific work required for the company's current position in the lifecycle.

With this overview in place, the next sections will examine each stage in detail, including its purpose, the key activities, and the gate that determines when a company is ready to move forward.

Stage 1: **Hypothesis**

The Hypothesis stage is the origin point of every B2B tech startup. At this stage, the founder holds a belief about a problem, who experiences it, why it matters, and how a solution might create value. The belief may come from direct experience, deep domain expertise, exposure to an underserved workflow, or recognition that new technology makes a solution possible. Regardless of the source, the belief has not yet been tested with a real customer.

The purpose of the Hypothesis stage is to articulate the problem clearly enough to determine whether it is worth exploring with the market. This includes identifying the likely customer type, understanding the context in which the problem arises, and forming an initial point of view on the expected value. What matters at this stage is clarity of thought, not proof. Founders often cycle through multiple versions of their hypothesis as they begin conversations and observe initial reactions.

A company exits Hypothesis when a real company agrees to act as a committed beta customer who will participate in shaping, using, and validating the emerging solution.

What the Hypothesis stage does not provide is evidence. Founders may feel confident in the problem, but confidence is not validation. Until a real customer engages with the idea, the startup remains in the realm of assumptions. Customer interviews can help shape the hypothesis, but they do not satisfy the need for concrete commitment or behavior. They provide insight, not validation.

Interviews ≠ Validation
Feedback ≠ Evidence
Enthusiasm ≠ Commitment
Internal Conviction ≠ External Traction

A company remains in the Hypothesis stage if it has not yet secured a beta customer willing to work alongside the founder to shape and use the emerging solution. This is the gate that determines readiness to move forward. When a real customer agrees to participate, to share their workflow, to test the solution, and to support its development, the startup exits Hypothesis and enters Market Co-Creation.

Without securing a beta customer committed to real deployment, the startup risks landing in a pilot or POC that never reveals the critical lessons the next stage surfaces: the true stakeholder map, operational constraints, real friction, authentic buyer language, actual value in practice, and whether the solution would be adopted at a market-realistic price.

Stage 2: **Market Co-Creation**

Market Co-Creation (MCC) is the stage where the startup implements its solution at one or more beta customers inside a real workflow and learns how the market actually functions around that solution. This is the first point in the lifecycle where the company generates evidence, not opinions. MCC proves that the solution works end to end for a real organization, used by real stakeholders, under real conditions.

The purpose of MCC is simple: convert assumptions into evidence through deployment and direct market interaction. Many early-stage teams misinterpret enthusiasm, design feedback, or pilot conversations as validation. In the current AI hype cycle, rapid product building often reinforces this mistake by making a demo look like market readiness. Without a true deployment, founders request the wrong resources, such as sales and marketing support, when what they actually need is the ability to deliver, support, and observe an MVP in a live environment and understand how buying and adoption truly occur.

MCC Tradeoff: Cost Now vs. Cost Later

Running MCC with a single beta customer keeps upfront costs low, but if that customer stalls or fails to complete the deployment, the startup must repeat the entire stage, increasing total cost and delaying progress. Running two or three betas in parallel requires more resources upfront but reduces the risk of expensive rework and produces evidence faster.

MCC surfaces what no amount of interviews or demos can reveal:

- the true stakeholder map
- the political and operational constraints inside the customer's environment
- the moments where the solution creates or reduces friction
- the language buyers use to describe the problem and the value
- whether the solution actually dissolves the customer's pain in practice

- whether the solution would still be adopted at a non-symbolic, market-realistic price

This depth of learning is essential. It is also specific. MCC does not require many deployments. One credible company using the solution in production is enough to learn what matters and what must change about both the product and the market narrative. What matters is not quantity, but fidelity to the real workflow and the economic reality that surrounds it.

A company exits MCC when at least one real customer has deployed the solution in an actual workflow, continues using it, endorses its value, is willing to support a reference and case study, confirms that the solution would still be worth adopting at a non-symbolic, market-realistic price, and the startup has incorporated both product and market learnings into positioning.

A startup remains in MCC until it meets four conditions:

1. **The solution has been deployed in a real workflow**
Not a pilot environment, not a sandbox, not a trial disconnected from the customer's daily operations.
2. **The customer confirms ongoing value**
They continue using the product after initial testing and can articulate the value they receive in their own terms.
3. **The customer is willing to serve as a reference and support a case study**
Even anonymized. This demonstrates not only satisfaction but confidence in the solution's relevance to their problem.
4. **The customer affirms that the solution would still be worth adopting at a market-realistic price**
MCC does not require a full-price transaction, but it does require that pricing is not purely symbolic. The customer must state that they would continue using the solution at a reasonable market price, not only at a steep discount or for free.

Once these conditions are met, the founder must close the loop, incorporating what the deployment revealed about stakeholders, language, and buying dynamics into product choices and market positioning. MCC ends only when the startup has both the deployment evidence and the learnings integrated back into the product and narrative.

MCC produces the qualitative foundation. PMF produces the quantitative signal.

If MCC does not produce a real deployment and market learning, the startup enters PMF without the essential foundation: the stakeholder map, buyer language, workflow constraints, friction points, and pricing signals needed to design and test a valid ICP–persona–message pattern.

Stage 3: **Product-Market Fit**

Product-Market Fit (PMF) is the point in the lifecycle where a startup demonstrates that the value proven with a single co-creation partner in MCC extends to a broader segment of the market. In B2B environments, this requires evidence that the same type of buyer, responding to the same message, recognizes the same problem and expresses a willingness to act. PMF is therefore defined by a repeatable pattern rather than anecdotes or intuition.

The purpose of PMF is to validate that the startup can reliably identify a specific customer segment and communicate a value proposition that resonates with that segment. To support this work, startups often find it helpful to structure their testing systematically.

One approach Reditus uses is a PMF Matrix, which places ICP and persona categories in the columns and key messages in the rows. Each intersection becomes a point of market testing, allowing the founder to observe which combinations produce real interest and which do not. This structure removes guesswork and helps prevent the common tendency to chase too many segments at once.

	ICP 1			ICP 1		
	Persona 1	**Persona 2**	**Persona 3**	**Persona 1**	**Persona 4**	**...**
Message A	Testing	_	_	Testing	_	...
Message B	Testing	_	Testing	Testing	Testing	...
Message B	_	Failed	_	_	Testing	...
Message C	_	Testing	Testing	_	Testing	...
Message D	...	...	...	...	...	...

Table 1: Sample PMF Matrix

There is a strategic tradeoff in how founders test their PMF Matrix. Testing one ICP-persona-message combination at a time preserves focus and reduces resource strain, but it increases the risk of slow cycles if the first few combinations don't reveal a pattern.

Testing several combinations in parallel speeds up learning but requires more coordination, more message discipline, and clearer tracking. The

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choice is not about the "correct" number of tests, but about balancing focus, cost, and speed. What matters is capturing enough evidence to confirm a repeatable pattern without diluting the learning across too many segments at once.

To turn the PMF Matrix into a measurable test, the model focuses on buyer behaviors that reliably indicate real interest. Not all early prospects will move all the way through a full buying cycle, but they do reveal whether the problem matters, whether budget is available, and whether the stakeholder has authority. These signals form the minimum standard of meaningful engagement.

Using this standard, the model defines PMF as generating five partial BANT leads from the same ICP, persona, and message combination. This shifts the discussion from subjective opinions about fit to observable buyer behavior.

In this context, partial BANT refers to Budget, Authority, and Need. Timing (the "T") is not required at this stage because timing often depends on internal cycles such as fiscal calendars, legal reviews, or competing priorities that are outside the startup's control. Teams need to confirm that Timing is indeed the blocker, and not a buyer excuse.

When five prospects from the same ICP and persona show Budget, Authority, and Need, the startup has strong evidence that the value proposition resonates with a real, addressable segment of the market, even if the timeline varies. BAN is enough to prove the pattern.

A company exits PMF when it has generated five partial BANT (Budget, Authority and Need) leads from the same ICP, persona, and message combination.

The number is large enough to reveal a recognizable pattern and small enough to identify misalignment quickly. PMF is not about scale. It is about clarity.

A company remains in the PMF stage if it has not yet generated five partial BANT leads from a single, well defined customer segment using a specific message. Without this repeatable pattern, the startup cannot reliably predict who will engage or why. Attempts to build a go-to-market motion at this point often lead to wasted effort because the foundational pattern has not been confirmed.

The gate for exiting PMF is simple and empirical. The startup must have:

- five partial BANT leads,
- from the same ICP, persona, and message.

If PMF does not produce a clear, repeatable ICP–persona–message pattern, the startup enters Go-to-Market without the focus required to build a motion that converts, leading to wasted spend, inconsistent results, and early hires who cannot succeed.

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Stage 4: **Go-to-Market**

The Go-to-Market (GTM) stage begins once the startup has demonstrated a clear and repeatable pattern of interest through Product-Market Fit. At this point, the company has validated which ICP and persona respond to the message, and it has verified that the problem, value, and need are consistent within that segment. The purpose of GTM is to convert this validated pattern into early revenue and pipeline development.

In GTM, the startup builds an initial motion that brings the value proposition to market in a structured and repeatable manner. This includes selecting the channels that align with buyer behavior, defining the outreach approach, refining the message for scale, and establishing the early steps of the customer journey.

The founder still participates in key conversations and supports the early GTM team, but the focus shifts from proving the pattern to enabling others to operate it. The work becomes more operational and less exploratory.

Pipeline mechanics without funding = no system build.

Funding without pipeline mechanics = scaling a motion that is not ready.

GTM is not the stage for broad scaling or team expansion. The goal is consistent opportunity creation, not volume. What matters is that the company can create early pipeline and convert opportunities in a way that reflects the PMF pattern. GTM also provides the data needed to begin designing the systems that will be required in later stages. These systems include forecasting, pipeline management, and the initial structure of sales and marketing workflows.

A startup remains in the GTM stage until it has A) evidence the early GTM motion works, and B) reached either a level of revenue or funding that can support the cost of building a repeatable revenue system.

Specifically:

A. Evidence that the early GTM motion actually works:

- The company can generate pipeline using the validated PMF pattern
- The pipeline is not accidental or based entirely on the founder network
- There are clear steps in the customer journey
- Early conversion (even small) demonstrates that buyers move through the motion
- Messaging and channels are performing with predictable pipeline generation

This shows that the PMF pattern translates into real buying behavior, not just interest.

A company exits GTM when it demonstrates a functioning early revenue motion that reliably generates pipeline and converts opportunities, and when it has meaningful Closed Won revenue or sufficient external funding to support building a repeatable revenue system.

B. Evidence that the company can afford to build the system required in Stage 5:

- Meaningful Closed Won revenue

or

- Enough external capital to fund system creation

This ensures the company can actually execute the Repeatability stage.

You need both A and B.

If GTM does not prove that the motion reliably converts into revenue, the startup enters Repeatability with no consistent pattern to scale and ends up scaling noise, driving cost without focus. If the company also lacks enough revenue or capital to fund Repeatability, it enters the stage constrained and unable to build the systems required for sustainable growth.

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Stage 5: **Repeatability**

The Repeatability stage focuses on transforming an early go-to-market motion into a predictable revenue system. In this stage, the startup shifts from individual effort to organizational capability. The goal is not only to generate revenue but to create conditions where revenue can be produced consistently across people, time, and changing circumstances.

The purpose of this stage is to design and document the core processes that support reliable execution. This includes defining the steps of the sales process, establishing qualification standards, creating message playbooks, and building the operational workflows that support pipeline creation and management. Marketing, sales, and customer success begin to operate from shared processes rather than founder intuition or ad hoc decisions.

A company exits Repeatability when it has documented processes, consistent conversion rates, reliable pipeline creation, and capable system leadership in place to operate the revenue engine without consistent founder management.

Repeatability also requires measurable consistency. Conversion rates must stabilize, pipeline sources must become predictable, and forecasting must begin to reflect actual patterns in buyer behavior. This stage often introduces the first elements of team structure, such as dedicated roles in marketing or sales, as well as the tools that support execution, reporting, and handoffs between functions.

A company remains in the Repeatability stage until it has established the systems and leadership required to operate the revenue engine independently. The shift from founder-supported execution to organizational ownership is essential.

The company must be able to generate, manage, and convert pipeline without relying on the founder for day-to-day execution, troubleshooting, or decision making. Processes must be durable enough that new team members can follow them and produce consistent results.

The gate for exiting the Repeatability stage is the presence of system leadership that can run the revenue engine with accountability and stability. The company must have:

- clear, documented processes
- consistent conversion rates across the funnel
- reliable pipeline creation

- team members executing the motion effectively
- leadership capable of owning and operating the system independently

If Repeatability does not create a revenue system that operates independent of ongoing founder management, the company enters Continuous Improvement without a stable foundation. This leads to fragile performance, inconsistent execution, and an engine that cannot support optimization or sustained growth.

Stage 6: **Continuous Improvement**

The Continuous Improvement stage begins once the revenue engine is built, documented, and led by individuals who can operate it consistently. At this point, the company no longer needs to establish foundational processes. Instead, the focus shifts to refining the system, maintaining alignment with the market, and improving performance over time. Continuous Improvement ensures the revenue engine remains healthy as the organization grows and as external conditions change.

The purpose of this stage is to create a cycle of evaluation and adjustment. Markets evolve, products extend into new use cases, and buying behavior shifts. Continuous Improvement provides a structured way to monitor these changes and to ensure that the revenue system remains connected to current market signals. This work helps prevent drift, where the system becomes outdated or misaligned with buyer needs.

Key activities in this stage include reviewing pipeline data, identifying bottlenecks in the sales process, refining messaging, adjusting ICP or persona definitions, and updating playbooks or workflows. Leadership evaluates conversion rates, examines the performance of channels, and makes targeted improvements. The company also strengthens enablement and ensures that new team members can integrate smoothly into the system.

A company enters Continuous Improvement once the revenue system is stable, documented, and fully owned by established leadership.

A company remains in Continuous Improvement through the remainder of its lifecycle. This stage does not end. Instead, it provides the operational discipline that supports sustained growth.
However, companies should occasionally revisit earlier stages if major shifts occur, such as the introduction of a new product line or a move into a new market segment. In those cases, elements of Hypothesis, Market Co-Creation, or Product-Market Fit should be revisited with the same rigor as in the initial journey.

The gate for entering Continuous Improvement is the successful transition of system ownership from the founder to established revenue leadership. Once the revenue engine is stable, documented, and operated by a capable team, the company has the foundation needed to focus on optimization rather than construction.

With Continuous Improvement in place, the startup has completed the foundational lifecycle and can operate with clarity and discipline. Entering this stage deliberately matters because optimization only works when the underlying system is stable. Without a conscious shift into Continuous Improvement, growth remains reactive and the company risks slipping back into heroics.

Conclusion

The Reditus Startup Lifecycle brings clarity to early-stage B2B growth by defining six stages that align founder activity with observable market behavior. Without a shared structure, founders, investors, and operators often misread the company's stage, misallocate capital, and push go-to-market efforts the system cannot yet support.

Each stage has a specific purpose and a clear gate. The table below summarizes those stages and the evidence required to move from one to the next.

Stage	Purpose	Exit Gate
Hypothesis	Founder articulates a belief about a problem, who experiences it, and the expected value of solving it.	A real company agrees to act as a beta customer who will participate in shaping, using, and validating the emerging solution.
Market Co-Creation	Founder works with at least one committed beta customer who uses the solution to validate real workflow value and reveal stakeholders, buying dynamics, and buyer language.	The customer uses the solution, endorses it, confirms market-realistic value, and is willing to provide a case study and serve as a reference.
Product-Market Fit	Startup validates a repeatable pattern of interest within a clearly defined segment.	Five partial BANT leads from the same ICP, persona, and message.
Go-to-Market	Company converts the PMF pattern into early revenue and pipeline through a structured motion.	A functioning early revenue motion that reliably generates pipeline and converts opportunities, and meaningful Closed Won revenue or sufficient external funding to support building the revenue system.
Repeatability	Startup builds a predictable revenue system supported by documented processes, consistent conversion rates, and clear roles.	Documented processes, consistent conversion rates, reliable pipeline creation, and system leadership capable of operating the revenue engine independently of one person.
Continuous Improvement	Company refines and optimizes the revenue system as the market and product evolve.	Entered when the revenue system is stable and owned by leadership.

This structure provides a consistent and objective way to understand where a startup truly is in its development. It replaces subjective interpretations of progress with measurable criteria that reflect how B2B markets behave in practice. The industry has lacked two critical elements that this lifecycle now provides. The first is Market Co-Creation, a stage that captures the earliest dependable form of market validation. The second is an empirical definition of Product-Market Fit based on a repeatable pattern of Budget, Authority, and Need within a single customer segment.

This model excludes low-touch, product-led growth or B2C environments where users sign up, onboard, and activate without a sales process. Those businesses depend on funnel analytics, usage loops, and activation metrics rather than stakeholder workflows, referenceable deployments, or BANT-style buying signals. The Reditus Startup Lifecycle applies specifically to complex B2B environments where real validation comes from observable human behavior inside organizations, not app-level usage alone.

By codifying these stages and their gates, the Reditus Startup Lifecycle creates a shared language for founders, investors, and advisors. It enables better decisions, reduces misalignment, and ensures that capital, talent, and effort are applied to the right work at the right time. When teams apply the wrong resources too early, they scale noise instead of resonance, waste spend, and enter the next stage without the inputs required to succeed.

When the right resources are applied at the right stage, each step produces the evidence the next stage depends on, creating a disciplined progression from idea to a predictable revenue system. The model grounds execution in market reality and provides a foundation for durable, sustainable growth in B2B tech.

Appendix: **Stage Assessment Gates**

1. Hypothesis → MCC
Gate:
A real company has agreed to be a committed beta customer willing to participate in shaping, using, and validating the emerging solution.
If not met:
You are still in Hypothesis.

2. MCC → PMF
Gate:
At least one beta customer is actively using the solution in a real workflow, has revealed the stakeholder map, buyer language, and buying dynamics, and has committed to a case study and reference participation.
If not met:
You are still in MCC.

3. PMF → GTM
Gate:
You have produced five partial BANT leads from the same ICP/persona/message combination defined in your PMF Matrix.
If not met:
You are still in PMF.

4. GTM → Repeatability
Gate:
The early GTM motion produces reliably growing pipeline and consistent revenue, supported by sufficient revenue or investment to scale the system.
If not met:
You are still in GTM.

5. Repeatability → Continuous Improvement
Gate:
Execution is consistent across the revenue engine: documented plays, predictable conversion rates, stable performance across people, and leadership in place to run the system without external dependency.
If not met:
You are still in Repeatability.

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