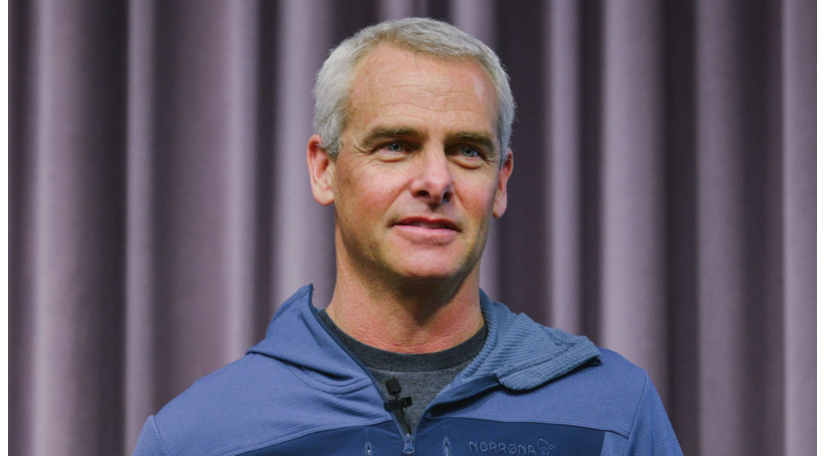


URL: <https://ecorner.stanford.edu/in-brief/vision-vs-go-to-market/>

A go-to-market strategy needs to be much more focused than a company's ultimate vision, observes Strava co-founder and executive chairman Mark Gaaney. He describes the difference between Strava's vision (creating a global community of athletes) and its go-to-market strategy (building a product for passionate road cyclists). You need both to succeed with customers, employees and investors, he says, but they're not the same.



## Transcript

First one, take away number one, don't confuse go to market with vision.. Okay, vision, vision is the long term dream.. It's the holy grail.. It's the brass ring.. It's that thing that as a company you should be aspiring to get to.. But you never quite get there.. All right, go to market that's a strategy.. That is a wave point along the journey as you get to the vision, right.. At Strava from day one we can show you the business plan.. Our vision was this idea of what would it be like to bring this global community of athletes together because we believe that's what inspires you to keep going as the people who keep active..

But our go to market was let's go deep with this niche in cycling.. All right, I've see way too many entrepreneurs they do one of two problems.. Number one they immediately think that their vision has got to be their go to market.. They try to basically be every thing to everybody.. Or, I see the opposite problem.. I often see entrepreneurs who take their initial product idea and they think that's the company.. Remember as entrepreneurs you're in the business of building a company, not a product.. The product is a means to the end.. Again, don't confuse these two.. They're really important and you need them both..

You need them both for the company.. You need them for investors.. You need them for employees.. This is what inspires everybody...