

Stichwortverzeichnis

- A** A/B-Testing 111, 121
 Account Executive (AE) 152
 Account Manager 159, 161
 Agenturen vs. In-House 125
 Amazon 7, 67, 77, 102, 180, 261, 269
 Anorganisches Wachstum 247, 259
 Anthropocene 22
 Anwesenheit als KPI 293
 Arbeitszeit 80, 162–163, 186–188, 221, 259–260, 271, 291–294
 Ausgabenmanagement 214
 Average Revenue per User 160
- B** Battlecards 108, 120, 150
 Benchmark-Analyse 44
 Blackrock 20–21
 Blitzscaling 8–9, 42
 Börsengang 11, 208, 231, 234, 248, 253, 261, 265, 269–270, 274
 Brutto-Warenvolumen (GMV) 88
 Budget 109, 118–120, 123–125, 130, 142, 149, 154, 165, 201, 203, 205, 210–214
 Business-Intelligence-Tools (BI) 196
 Buy-and-Build 254–259
 Buyer Journey 148
- C** Case Study
 – 1Komma5° (Roll-up / Buy-and-Build) 254
 – dress-for-less (Verkauf an PE) 263
 – Frontify (Teil II – G2M) 81
 – Frontify (Teil I – PMF) 71
 – Ledgy (Teil II – Fundraising) 243
 – Ledgy (Teil I – Product & Tech) 113
 – Pixability (Kultur) 183
 – SumUp (Teil I – Team) 51, 53
 – SumUp (Teil II – M&A) 249
 Cash Burn 85, 88, 231
 ChatGPT 7
 Check-ins 158, 161
 Chief Revenue Officer (CRO) 139
 CO₂-Fußabdruck 220, 224, 228
 Compliance 19–20, 23, 113–114, 222, 244
 Content Marketing 126–129, 132, 165
 Corporate Social Responsibility (CSR) 23
 Corporate Sustainability Reporting
 Directive (CSRD) 219–220, 223, 225, 228, 303
 CRM-System 152, 162, 196, 240, 245
 Culture 18, 34–35, 49, 92, 170, 173, 180–182, 187–188, 227, 307
 Customer Journey 124, 129–130, 157, 169
 Customer Persona 104, 120, 128, 131, 148, 165
 Customer Success Manager 82, 159, 161
- D** Data Lake 195
 Data Science 196
 Data Warehouse 195
 Datenmanagement 69, 194, 227
 Directly Responsible Individual (DRI) 176, 181
 Diversität 24, 35–38, 55, 186, 188, 224, 242–243, 256, 260, 271, 294
 Due Diligence 15, 27, 29–31, 34, 36, 38, 41, 45, 48–49, 70, 75, 77, 79, 91–93, 235, 260, 285, 307–308
 Dunning-Kruger-Effekt 33
- E** Employee Stock Option Plans (ESOPs) 18, 201, 205, 207–208, 215–216, 228
 Entscheidungsrollen
 (B2B-Kaufentscheid) 148
 ESG 297, 298, 302, 307, 308, 57, 59, 69, 70, 71, 75, 76, 79, 80, 85, 101, 112, 113, 117, 125, 134, 135, 157, 162, 163, 165, 166, 173, 187, 188, 189, 195, 199, 200, 201, 215, 216, 217, 218, 219, 220, 223, 225, 227, 228, 233, 242, 243, 247, 256, 259, 260, 261, 270, 271, 273, 274, 11, 15, 16, 17, 19, 20–21, 23, 24, 25, 26, 170
 European Green Deal 20, 26, 302
 Exit 11, 15, 21, 47–49, 113–114, 178, 208–209, 233–234, 261, 263, 265, 267, 271, 273, 308
 ExpertInneninterview
 – Employee Stock Option Plans (ESOPs) 207
 ExpertInneninterview
 – Intellectual Property (IP) 203
- F** Fähigkeiten 33, 35, 37, 48, 92, 151, 173–174, 177, 190, 196, 222, 239
 Feature-Matrix 107, 309
 Festvergütung (Grundgehalt) 153
 Fragen unverzerrt stellen 46
 Fundraising 18, 35, 89, 92, 233, 237–240, 243–245, 273, 308
- G** Gazelle 9–11, 42, 47–48, 54, 64, 250
 Geldbestand (Cash Balance) 88
 Gesamtumsatz 88
 GMV Growth 88
 Google 7, 77, 112, 140, 179–180, 192–193, 234, 247, 252–253, 261, 266, 273, 302
 Go-to-Market (G2M) 18, 36, 55, 75–76, 79, 81, 83, 92, 98, 119, 252, 307
 Go-to-Market LeiterIn 36, 79
 GTM-Funnel 79, 307
- H** Habit 277, 279
 Habits 16, 41, 277–279
 Head of Sales 139
 Holocene 22

- I** Ideal Customer Profile (ICP) 104–105, 133–134, 165
 Ideales Investorenprofil 238
 Intellectual Property (IP) 15, 201–205, 215, 228
 Intergovernmental Panel on Climate Change (IPCC) 22, 26
 Investmentprozess 233–234, 273, 309
 IP-Management 201
 IT-Infrastruktur 189, 192, 227
- K** Key Performance Indicators (KPIs) 87, 97, 128, 161–162, 166, 225–226, 240
 Kompensation 137, 152, 166, 258
 KPI Benchmark Tool 89
 Kreditorenbuchhaltung (Accounts Payable, AP) 215
 Kultur 40, 44, 46, 56, 83, 92, 173–174, 179–180, 182–184, 214, 224, 227, 251, 274, 277, 292–294
 Kulturelles »Operating System« 183
 Kundenbeziehungsmanagement (CRM) 88, 111, 121, 130, 139, 147–148, 151–152, 162, 195–196, 198, 238, 240, 245
 Kundenbindung 66, 98, 128, 165
 Kundenbindungsrate 66, 97, 160
 Kundenlebensdauerwert 161
 Kundenverständnis 148, 166
 Kundenwachstum 88
- L** Low-Code 196
- M** Markenwerbung 123
 Marketingfunktionen 130
 Marketingkanäle 117–118, 122, 129, 134
 Marketingorganisation 36, 117–118, 130–131, 133, 165
 Marketingplan 117–119, 165
 Marketing-qualifizierten Lead (MQL) 119–120, 128
 Marketing-qualifizierter Lead (MQL) 119
 Markteintrittsstrategie 76, 78–80, 92
 Marktreife 109
 Mergers & Acquisitions 231, 247, 273, 308
 Mergers and acquisitions (M&A) 210, 247, 250, 258, 260, 264–265, 267–268, 308
 Meta 7, 253, 261, 300
 Mindset 39, 41, 45, 47, 56, 167, 173–174, 182, 227
 Mind wandering 40
 Mission 49–51, 175, 178, 180–183, 278, 300, 307
 Monatlich wiederkehrende Einnahmen (Total MRR) 88
 Monitoring 15, 18, 20, 68, 79, 170, 213, 217, 225, 228, 233, 300, 308
 MRR Growth 88
- N** Nachhaltigkeit 8, 21, 66, 75, 80, 85, 87, 134, 217–218, 220, 222–226, 228, 297, 308
 Navy SEALs 175–177, 179–180
 Net Promoter Score 65–66, 97, 160, 162
 Netto-Umsatzretention 160, 162
- O** Offboarding 159, 162, 166
 Öffentliche Finanzierung 241
 OKRs 41, 49, 53, 55–56, 93, 173, 176, 180–182, 227, 278
 Onboarding 45, 71–73, 81, 98, 158–161, 186, 190, 197, 227, 258
 On-Target Earnings 153
 Open Source-Software 204
 Organisationsstruktur 140
- P** Partner Sales 145–146, 166
 Peer-Struktur 141
 Performance-Werbung 123
 Personelle Infrastruktur 189–190
 Physische Infrastruktur 189, 191
 Planetary Boundaries 22, 26, 298
 Playbook 18, 36, 44, 47–48, 51, 58, 65, 70, 77, 79, 87–88, 110, 118–119, 122–123, 127, 130, 133–134, 138, 145, 147, 153, 157, 161, 166, 180, 186, 190–192, 197, 202, 206, 210, 214, 223, 236, 278, 282, 286, 294, 307
 Preisgestaltung 67, 101, 108, 111–112, 165
 Preismodelle 109–111
 Pricing 108–110, 112, 138, 211
 Private Equity 20, 206, 254, 258, 262, 295
 Product-led Growth (PLG) 144–145
 Product marketers 37
 Product-Market-Fit (PMF) 10, 57, 59, 64–66, 71–73, 81, 142, 307
 Product Messaging 134
 Product owners 36
 Product Positioning Statement 106
 Produktpositionierung 67, 101, 104, 106, 112, 120, 133–134, 150, 165
 Psychological safety 46
- R** Ramp-Up der Vertriebsmitarbeitenden 142
 Remote 20, 191–192, 278
 Resilienz 7–8, 35–36, 38–39, 41, 45, 55, 220
 Revenue-Organisation 141
 Roadmap 101–104, 113–115, 155, 165, 214, 287, 309
 Roll-up 247, 253–254, 262, 273
- S** Sales Development Representative (SDR) 152
 Sales Director 139
 Sales Engineers (SE) 139
 Sales Operations (Sales Ops) 139, 151, 153
 Sales-qualifizierten Lead (SQL) 119–120, 128
 Sales-qualifizierter Lead (SQL) 120
 Schlaf 40, 278, 295
 Segway 57, 59, 65, 299–300
 Selbstführung 281–282, 308
 Setup 34–35, 41, 55, 92, 125, 251
 – Divisionales Organigramm 44, 308
 – Funktionales Organigramm 43, 308
 – Tribe-basiertes Organigramm 43, 53, 55–56, 251, 308

- Shopify 19, 21
- Sinnstiftende Routine 50
- S-Kurve 41, 44, 287, 289
- Social bonding 186
- Solution Selling 144–145, 166
- Sprint 86, 103
- St.Gallen Venture ESG Model 23–24, 70, 165, 273, 308
- St.Gallen Venture Growth Lifecycle 9, 11–12, 308
- St.Galler Startup Navigator 10
- Strategie 29, 53, 78–79, 82, 87, 91–93, 98, 118, 124–125, 127–128, 131, 157, 161, 180, 196, 202–205, 208, 210, 225, 228, 239, 254–258, 265, 273, 278, 286, 303
- SumUp 19, 22, 53–54, 249–253, 307–308
- Sustainable Development Goals (SDGs) 20, 26
- Sustainable Finance Disclosure Regulation (SFDR) 218–221, 228, 303
- T** Take Rate 88
- Technologische Ergänzungen 247
- Tech Stack 117, 121, 165
- Timing 9, 149, 175, 179, 213, 231, 245, 287, 299
- U** Übereinkommen von Paris («Paris Agreement») 20, 26
- Umsatzwachstum 10–11, 15, 88, 92, 98, 105, 152, 212, 289
- Unadjusted gender paygap 221
- Unicorns 7–8, 15–16, 19
- Unique Selling Point (USP) 57–59, 65, 71–73, 81, 92, 106, 174, 201
- Unit Economics 65, 85–87, 92, 108
- Unternehmensverkauf 11, 231, 262, 274
- Upselling 97, 158–162
- V** Variable Vergütung 153
- Verkaufsmethoden 137, 144, 166
- Verkaufsorganisation 137, 139–140, 143, 148, 166
- Verkaufsprozess 137, 146–147, 149, 151, 166, 264–265, 267
- Verkaufsquote 139, 142, 153
- Verkaufszyklus 105, 147
- VertriebsanalystIn 139
- Vertriebsmanagement 143, 151
- Vertriebsreporting 152
- Virtual Stock Option Plans (VSOPs) 206
- Vision 49–51, 53, 102, 113, 114–115, 165, 179–183, 243, 249, 257, 278, 285–286, 300, 307
- Viu 140
- W** Werte 50–51, 55–56, 153, 182, 278, 300
- WettbewerberInnen 11, 57, 67, 106, 150, 247, 273
- Wettbewerbsmatrix 107, 309
- Y** YCombinator 292













