

— GTM INTELLIGENCE · AI COMMERCIAL ANALYSIS

Two Go-To-Market motions, *one market.*

How OpenAI and Anthropic built radically different revenue engines — and what every B2B operator can learn from both.

<h2>\$55B</h2> <p>Combined annualised revenue, April 2026</p>	<h2>900M+</h2> <p>ChatGPT weekly active users — OpenAI's distribution moat</p>	<h2>1,000+</h2> <p>Enterprises at \$1M+/yr on Claude — Anthropic's depth moat</p>
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MOTION A · OPENAI

Product-led growth → enterprise expansion

Massive consumer funnel feeds enterprise contracts. Sales converts existing usage.

Sells AFTER adoption

MOTION B · ANTHROPIC

Enterprise-first, sales-led from day one

Target accounts, paid pilots, multi-year contracts. Sales creates demand.

Sells BEFORE adoption

01 GTM COMPARISON MATRIX

The two motions, *side by side.*

DIMENSION	Motion A OpenAI	Motion B Anthropic
ENTRY POINT	Free users / developers	Enterprise buyers
MOTION	PLG → Sales assist	Sales-led + ABM
PIPELINE SOURCE	Inbound / product usage	Outbound + targeted
DEAL SIZE	Small → expands	Large from day 1
SALES ROLE	Convert + expand	Create + close
SALES CYCLE	Fast → medium	Medium → long
EXPANSION	Viral inside orgs	Contractual + usage-based

02 REVENUE & BUSINESS MODEL

Portfolio vs *wedge.*

<p>MOTION A · OPENAI</p> <p>Multi-layer engine <i>Four streams, expanding breadth-first</i></p> <ul style="list-style-type: none"> — Consumer SaaS ChatGPT Plus, Teams — Enterprise SaaS ChatGPT Enterprise, Copilot — API usage Token-billed dev ecosystem — New bets Ads, agents, OS layer <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px; text-align: center;"> <p>~\$25B ARR · ~\$10B from enterprise</p> </div>	<p>MOTION B · ANTHROPIC</p> <p>Enterprise-first stack <i>Three streams, concentrated in depth</i></p> <ul style="list-style-type: none"> — API consumption Claude models, token-priced — Enterprise deals Multi-year Fortune 500 contracts — Coding workloads Claude Code, agent infrastructure <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px; text-align: center;"> <p>~\$30B run-rate · ~80% enterprise</p> </div>
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03 STRATEGIC DIFFERENCES

Where the motions *really* diverge.

01 GO-TO-MARKET

Bottom-up vs top-down

OPENAI Bottoms-up — consumer adoption first, enterprise follows

ANTHROPIC Top-down — enterprise contracts first, breadth follows

02 MONETISATION QUALITY

Broad ARPU vs deep ARPU

OPENAI Broad but diluted — huge base, lower per-account revenue

ANTHROPIC Fewer customers, higher spend — concentrated contracts

03 PRODUCT PHILOSOPHY

Mass reach vs mission-critical

OPENAI "AI for everyone" — horizontal surface area

ANTHROPIC "AI for critical workflows" — depth on jobs-to-be-done

04 GROWTH DRIVER

Scale vs depth

OPENAI User scale + ecosystem — distribution compounds

ANTHROPIC Enterprise + coding — contract density compounds

04 OPERATOR LESSONS

Five lessons for *B2B operators*.

- 01 Motion follows buyer.**
Procurement committees can't viral-adopt. ICs won't wait for a sales call. Match your motion to who's actually signing.
- 02 Trust is a sales asset, not a branding asset.**
Safety papers, compliance certs, research all become procurement line items six months later.
- 03 Revenue per compute dollar is the real scoreboard.**
Pipeline volume is secondary. Monetisation efficiency is what compounds when capital gets expensive.
- 04 The motion that wins one phase rarely wins the next.**
PLG fit 2022–2024 exploration. Enterprise-first fits 2026 deployment. Reassess at every revenue inflection.
- 05 Convergence is inevitable — plan multi-motion.**
Every winner at scale runs multiple motions. Architect data, team, and comp for it from day one.

DEPLOY THE RIGHT GTM MOTION

Our bench has built *both playbooks*.

Fractional Go-To-Market operators and Industry Advisors — Director to CRO — who have built PLG engines, enterprise ABM motions, and the multi-motion machines that come after. Director to CxO. All four GTM disciplines. Deployed in 96 hours.

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96-HOUR MATCH · DIRECTOR TO CXO