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REVIEWER'S REPORT

Manuscript No.: IJAR-58712

Title: The Illusion of Scale in Startups: An Analysis of Growth, Funding, and Long-Term Sustainability in Modern Businesses.

Recommendation:
Accept as it is ………………………………
Accept after minor revision Yes
Accept after major revision ……………..
Do not accept (*Reasons below*)………

Rating	Excel.	Good	Fair	Poor
Originality		Yes		
Techn. Quality		yes		
Clarity		Yes		
Significance		yes		

Reviewer'sID: JPR- Dr. Himanshu Gaur

Detailed Reviewer'sReport

The manuscript titled "The Illusion of Scale in Startups: An Analysis of Growth, Funding, and Long-Term Sustainability in Modern Businesses" addresses a highly relevant and contemporary issue in the startup ecosystem by critically examining the relationship between rapid growth, venture capital funding, valuation, and sustainable business development. The abstract clearly identifies the central problem and highlights important dimensions such as artificial growth, funding mechanisms, founder psychology, customer acquisition, and platform dependency. The topic has strong academic and practical relevance; however, the manuscript would benefit from a stronger theoretical foundation, clearer research objectives and methodology, and more systematic integration of academic literature, industry evidence, and case studies. The authors should substantiate key arguments regarding "fragile companies," artificial growth, and the negative consequences of rapid scaling with robust empirical evidence and recent scholarly references. Greater conceptual clarity is also required in distinguishing growth, scaling, and sustainable growth, while the analysis should provide balanced discussion of cases where rapid scaling has successfully created long-term value. Overall, the manuscript has good potential and addresses an important issue, but substantial revisions are recommended to strengthen its theoretical rigor, empirical support, methodological transparency, and academic contribution. Recommendation: Major Revision.