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# 2026

## **In Pursuit of AI Methodology**

Trends and Predictions Shaping AI-Native GTM

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# Foreword



**Julia Nimchinski**  
Founder & CEO  
Hard Skill Exchange

***2026 marks the transition from creative chaos to methodology.***

*AI entered the enterprise through marketing and sales, following a familiar pattern of disruptive innovation. AI's technological progress has produced a market dilemma: fragmented, highly specific markets have emerged, but scaling across them has not occurred.*

*The proliferation of AI modalities observed in 2025 highlights the leading role of generative and agentic AI across business architecture, operations, distribution, enablement, and personalization. These domains show clear adoption, yet remain function-bound and economically fragmented.*

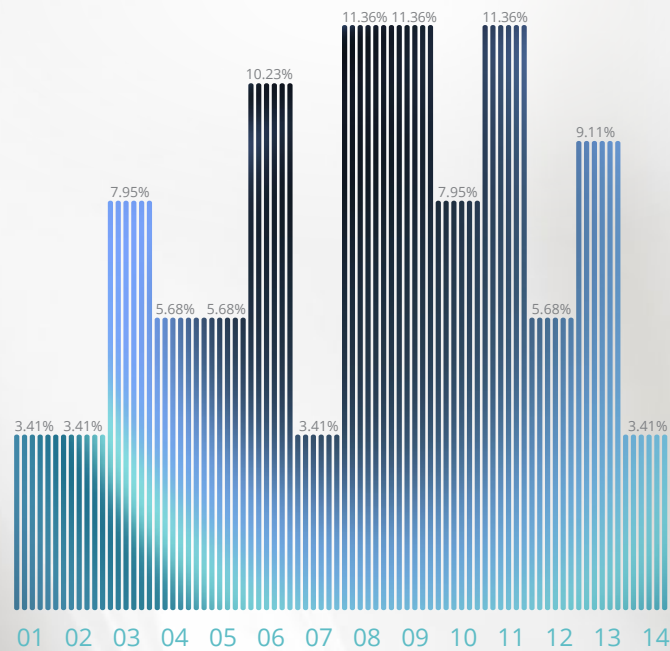
*AI innovation is giving rise to increasingly customized markets; however, these markets do not scale economically, forming isolated pockets of value rather than durable engines of growth.*

*Without markets for its deployment, artificial intelligence cannot generate returns on investment. Establishing AI within viable markets therefore requires a clear and repeatable market-entry methodology.*

*This research examines the insights of leading thinkers to identify the patterns, principles, and operating axioms required to move AI from experimentation to self-sustaining market adoption.*

# Trends Preview

Insights from B2B's leading GTM operators, CXOs, founders, VCs, and analysts on what's actually working as AI moves from experiments to operating models.



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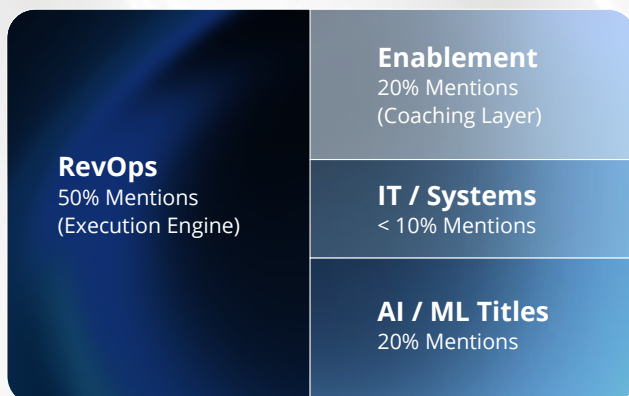


# 01

## AI Becomes a Managed Role (AI as Functional Capacity)

Organizations that treat AI agents as a technology rollout capture limited value. When you manage agents as tools, output varies, accountability blurs, and rework increases.

As agents take on repeatable, revenue-impacting work, such as research, preparation, follow-up, memory, and coordination, they function as sources of additional workforce capacity, not productivity aids. At that point, performance depends on applying standard management disciplines, including clear ownership, escalation paths, quality standards, and ongoing review. Leading organizations assign agent ownership by function and establish “agent operations” to onboard, monitor, and retire agents strategically. That allows human teams to concentrate on judgment-heavy work while reducing operational risk and variability across the GTM system.



AI adoption is being driven by commercial functions, not IT. RevOps owns the workflow, the data, and the integration making them the primary architect.

AI specific titles have increased since H1 2025.

Voice of the Market 2026 — Momentum.io Research. Analysis of 2,000+ B2B sales opportunities (H1 2025).



# 01

## AI Becomes a Managed Role (AI as Functional Capacity)



### Brian Solis

Head of Global Innovation,  
**ServiceNow**, 9x  
Best-Selling Author,  
Ex Salesforce Exec,  
Google Advisor

[Full interview](#)

2026 won't reward companies for investing in AI. It will reward those that re-architect work.

Jensen Huang once said, "The IT department of every company is going to be the HR department of AI agents." He is largely right. At Moderna, the CHRO now leads agentic AI deployment. That is the signal. Agents are becoming a digital workforce, not software. They must be recruited for outcomes, onboarded, trained, measured, governed, orchestrated, and retired.

If we stop trying to use AI to go faster or reach more people, and instead use it to create an experience, a moment, an exchange, AI can actually make us more human.

**The prediction is simple. In 2026, CIOs and CHROs jointly manage human and agent capacity. The org chart matters less. The work chart takes over.**



### Michele Buckley

VP, AI GTM, Gartner  
Business & Technology  
Insights,  
**Gartner**

[Full interview](#)

Agentic AI will become mandatory across sales, marketing, and service. But onboarding AI agents is unlike anything we've ever done before. Teams that treat agents like workers, rather than a software install, will move faster and gain a competitive advantage. The stack conversation shifts from which tools to which agents can help us run the business dramatically quicker.



### Daniel Vassilev

Co-Founder & Co-CEO,  
**Relevance AI**

[Full interview](#)

AI works, but success is organizational. **Treating deployment as a technology project fails when no one is accountable for the agent workforce the way they are for human teams.** The durable edge comes from training agents on what makes top performers special, and then letting humans shift from execution to delegation and orchestration. The near-term opportunity is tackling work that couldn't be handled by available staff before and raising quality across the journey from outbound to QBRs to lifecycle nurture.



# 01

## AI Becomes a Managed Role (AI as Functional Capacity)



**Mary Shea, PhD**

Co-Founder and Chief  
Growth Officer,

**Meerkat**

[Full interview](#)

**In 2026, AI stops being a productivity layer and starts behaving like workforce capacity.** The companies that win will not be the ones that

deploy the most AI, but the ones that redesign how work gets done when AI teammates are part of the mix.

This shift breaks traditional enablement models.

As agentic systems take on real work such as research, preparation, follow-up, and memory, enablement can no longer focus solely on content and training.

It becomes responsible for onboarding AI teammates, setting expectations for role ownership, quality, context, and progression toward autonomy. In practical terms, enablement becomes the function that operationalizes AI teammate performance across go-to-market teams.

Most organizations will struggle here. They will automate tasks without redefining roles, scale output without governing quality, and mistake activity for effectiveness. The result will be more motion, but worse outcomes.

*The gap in 2026 will not be between humans and AI; it will be between sellers who know how to work with AI teammates and those who do not.*

Teams that get this right will see very different results. AI teammates will absorb the repetitive and preparatory layers of selling, while humans concentrate on judgment-heavy work such as discovery, stakeholder alignment, and navigating political dynamics.

Relationships will still matter, but they'll

surface through fewer, higher-value interactions rather than constant activity.

This dynamic will create a new class of B2B sellers and will widen the performance gap within revenue teams faster than most leaders expect.

Nearly a decade ago, I predicted that the most valuable sellers would move away from transactional execution toward consultative engagement, spending less time pushing products and more time guiding decisions. In 2026, AI teammates operationalize that shift.

Sellers who wholeheartedly embrace AI teammates and know how to extract every ounce of value from them won't work five days a week. They'll effectively work the equivalent of three to four days, spend more time with customers, and less time inside systems. They will act as consultants and navigators rather than pitch jockeys.

These sellers will be in high demand. They'll earn more money and report higher job satisfaction because they'll spend their time almost entirely where humans still outperform machines.

**The gap in 2026 will not be between humans and AI; it will be between sellers who know how to work with AI teammates and those who do not.**

That gap will define go-to-market performance for the rest of the decade.



# 02

## Narrative and Intent Become the Control Plane

Organizations that scale AI-driven execution without evident narrative intent experience confusion, not leverage. As AI increases the volume, speed, and reach of go-to-market activity, strategic clarity, not tooling, becomes the primary determinant of performance.

Agentic systems can generate and distribute messages at scale, but they do not define customer relevance, positioning, or trust boundaries. Those remain organizational responsibilities. In practice, narrative coherence functions as the control plane of the GTM system, determining whether execution compounds or fragments.

Leading organizations treat narrative as operating infrastructure rather than campaign output. They codify positioning, proof standards, and message constraints that persist across channels and agents. Ownership of this layer becomes cross-functional, spanning product marketing, sales leadership, and executives. Where intent is clearly defined and enforced, message quality holds as output grows. Where it is not, misalignment surfaces quickly through buyer response and downstream conversion friction.





# 02

## Narrative and Intent Become the Control Plane



### Frederic Kerrest

Founder, Windproof  
Partners + Vice-  
Chairman and Co-  
Founder, **Okta**

In 2026, AI will make confusion visible in many GTM roll-outs. We're seeing this already in our advisory work at Windproof. When agentic systems generate infinite messages, offers, and motions, the biggest execution pitfall is clarity of intent. Personalization at scale only works if you know who you're personalizing for. Who is this customer? What are you solving for them? Why should they trust you? AI can tailor the message, but it can't decide what the message should be. **The best GTM leaders in 2026 won't be the ones with the most sophisticated stack. They'll be the ones who articulate a clear narrative and let AI express it consistently across every touchpoint.** The hyper-scaling of AI doesn't replace leadership. It demands more of it.



### Jay Hallberg

Co-Founder & CEO,  
**VelocityEngine**

[Full interview](#)

AI and agentic systems are changing how people work, and breaking the old workflow-first model of software. That same shift is forcing go-to-market to evolve, and brand and narrative will matter more than ever.



### Leigh-Margaret Stull

CEO, **Mural**

[Full interview](#)

Even with fully automated SDRs and end-to-end agents, the drivers that enabled early automation won't carry organizations forward. Human alignment remains essential and will not disappear.





# 03

## Enablement Becomes an Agentic Operating Layer

Sales enablement is shifting from a support function into an operating layer that shapes how selling work is executed. As research, preparation, follow-up, and planning become increasingly automatable, enablement moves beyond training and content to orchestrating agent-assisted workflows across the full rep loop. That loop includes pre-call preparation, in-meeting support, post-meeting follow-through, account planning, and ongoing skill diagnosis.

This shift is driven by constrained frontline coaching capacity and rising buyer defensiveness, which increase the importance of preparation quality, relevance, and execution discipline. In practice, enablement becomes responsible for translating signals into action. It's connecting call insights to coaching prompts, practice environments, and measurable behavior change at the rep level.

Organizations that make this transition tie enablement directly to outcomes such as win rates, cycle time, and ramp speed, standardize rep workbenches, and return manager time to deal with coaching and judgment-heavy work. Where enablement remains focused on content distribution, AI increases activity without improving results. Where it operates as an agentic layer, it becomes a durable lever for productivity, consistency, and sustained sales performance.



# 03

## Enablement Becomes an Agentic Operating Layer



**Mark Roberge**

Co-Founder, Stage  
2 Capital; Senior  
Lecturer,

**Harvard Business  
School**

[Full interview](#)

**Many people predict that the biggest shift from AI in go-to-market during 2026 will be in sales enablement, and I agree.** The category is expanding beyond “send the right content to the right person at the right time” into creating a fully agentic platform that can:

- Run pre-meeting account research,
- Generate an account-specific buyer agent for AE practice,
- Deliver real-time coaching during the meeting,
- Orchestrate post-meeting follow-up and account planning,

and continuously generate next-best training driven by personalized skill diagnosis at the rep level. That’s a true workflow reinvention, and it’s already taking shape.



**John McMahon**

Board Member,  
**Author of “The  
Qualified Sales  
Leader”** and Co-Host  
of Revenue Builders  
Podcast

**The number of SDRs will decline as AI handles real-time account research based upon public and proprietary data and mapped to the ICP.** This will shift messaging to sales reps for high-quality, value-add messaging targeting specific personas and relevant use cases. At the same time, customers will deploy AI gatekeepers to block non-specific outreach and prioritize incoming messaging based upon company, persona, and use case specifics.

The current tech stack, constructed of multiple tools with disparate databases, will change to real-time, single-source-of-truth account information for forecasting. This will allow managers time to focus on sales rep coaching, increasing sales productivity, and reducing rep churn.

Finally, AI will change many other tasks and functions like scanning and generating RFPs, territory analysis and planning, and turning SEO into LLM search optimization.



# 03

## Enablement Becomes an Agentic Operating Layer



**James Roth**  
CRO, **ZoomInfo**

[Full interview](#)

AI will standardize account plans and points of view, so differentiation moves back to relationships and stakeholder navigation. **The winning seller will use automation to arrive prepared, then win in the room by building trust and executive alignment.** Frontline managers will regain time by automating the reporting machine, so they can focus on closing deals and staying close to the product market truth.



**Kelley Hippler**  
Chief Revenue Officer,  
Ex- CRO, Briefly, Ex- CSO,  
**Forrester**

[Full interview](#)

**Effective CROs will rerun bottom-up planning, with explicit productivity bets tied to specific levers, not hand-wavy targets.** Teams will accept higher quotas when the enablement and tooling clearly increase their odds of winning. Expect fewer initiatives, deeper execution, and a tighter feedback loop between investment, rep success rates, and capacity.



**Bill Dwoinen**  
CRO, **Mural**

[Full interview](#)

Expect a moment when the era of spreadsheet management fades, and a leadership moment replaces it. Frontline managers become customer-facing leaders again, closer to the business, closer to discovery, and closer to outcomes. **AI frees capacity, but the mandate is not more meetings or more dashboards.** The mandate is deeper customer insight, cleaner execution, and a real sales cycle that stops skipping steps.



# 03

## Enablement Becomes an Agentic Operating Layer



**Rachit Kataria**

Co-Founder & CEO,  
**Centralize**

[Full interview](#)

**Getting to the “first meeting” is the easy part.** The hard part and alpha is in deal orchestration throughout the buying journey: mapping stakeholders, uncovering white space, and preventing stalls caused by being too low and single-threaded. AI enables a GPS for your deals, like Waze, letting teams skip the 45-minute baseline recap and spend time on strategy and subsequent actions. As automation rises, human selling becomes more human, with relationships and multithreading as the true last-mile advantage.



**Mitch Speers**

CRO, **BuyerForesight,**  
and **Amzai Ltd.**

[Full interview](#)

GTM performance will hinge on quality and velocity. **As generic work becomes automated, “good enough” stops converting.** The leaders will manage opportunity velocity end-to-end and create high-trust, in-the-room moments that lead with customer benefit rather than vendor convenience.



# 04

## Systems of Action Replace Systems of Record

As go-to-market complexity increases and AI enables real-time interpretation of unstructured data, the operational center of gravity shifts from systems that store information to systems that convert signals into actions. Systems of record remain essential for compliance and reference, but they no longer define how work happens day to day.

High-performing GTM organizations are reorganizing around action surfaces where insight, decision, and execution occur in a single loop, reducing the coordination overhead created by fragmented stacks and manual handoffs. Advances in context capture, particularly from meetings, conversations, and workflows, allow previously latent information to drive next actions, recommendations, and automated follow-through without requiring users to navigate multiple tools.

In this model, logging, forecasting, and reporting move into the background, while reps and managers operate from queues and workbenches that surface what to do next and why. The competitive advantage shifts to execution speed: how quickly teams move from signal to customer-facing action. As a result, consolidation pressure increases, vertically integrated platforms gain leverage, and workflow design becomes a core operating capability across RevOps, enablement, and marketing operations. Organizations that succeed won't eliminate systems of record. They'll subordinate them to systems of action that align intelligence and execution in real time, with governance and auditability embedded by design.





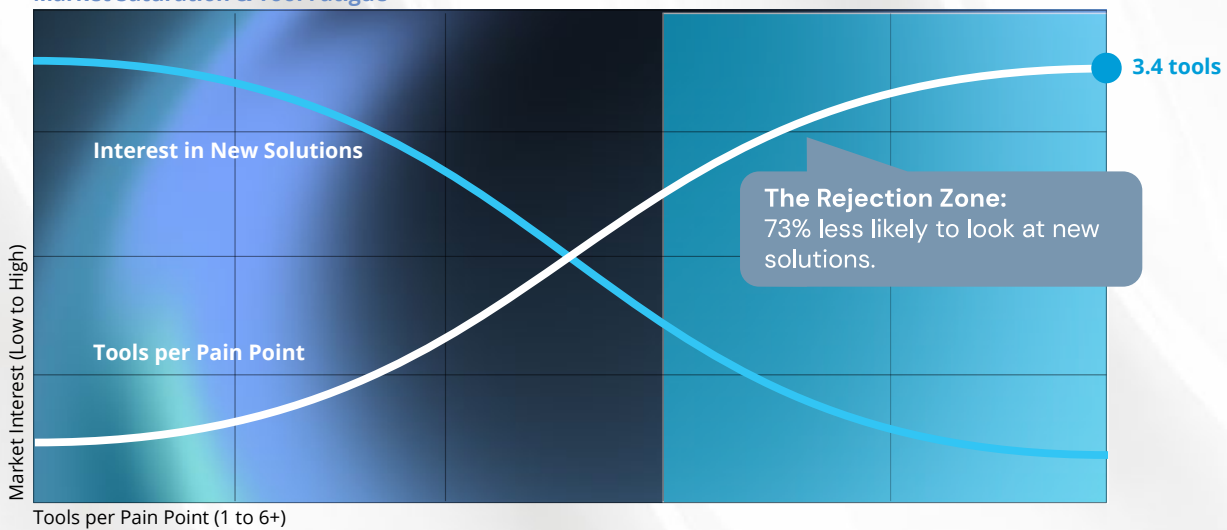
# 04

## Systems of Action Replace Systems of Record

**In H1, 92.4% of companies**  
were too busy with manual process  
failure to even mention “AI” in their pain points

**The Stack is Saturated.** Tool fatigue has turned into rejection.

Market Saturation & Tool Fatigue



AI adoption is being driven by commercial functions, not IT.  
RevOps owns the workflow, the data, and the integration, making it the primary architect.  
AI specific titles have increased since H1 2025.

Voice of the Market 2026 — Momentum.io Research. Analysis of 2,000+ B2B sales opportunities (H1 2025).



# 04

## Systems of Action Replace Systems of Record



**Mario Moscatiello**  
VP Marketing, **Airbyte**

[Full interview](#)

In 2026, every winning GTM system becomes a system of action. The “system of record” vs “system of insight” distinction dies this year. **The only systems that matter now are systems of action, where intelligence and execution happen in the same place.**

This matters because reps can’t work across fragmented stacks, and they shouldn’t have to. Reps aren’t GTM engineers. They shouldn’t need to know which intent signals fired or how the lead score was calculated. They should open their queue and see one thing: this account is ready, here’s the angle, now go and build a relationship.

The more cognitive load we remove from reps, the more time they spend doing what actually converts: being human. In a world flooded with AI-generated outreach, authenticity is the last defensible moat. Every minute a rep spends navigating tools is a minute they’re not spending on genuine conversation.

Vertical integration will shape the platforms that win. They’ll manage the signal to message to the meeting in one loop. The question stops being “what’s in your stack?” and becomes “how fast can a rep go from login to real conversation?”



**Amit Bendov**  
CEO & Co-Founder,  
**Gong.io**

[Full interview](#)

Revenue teams move from workflow apps to autonomous operating systems. **The differentiator is the revenue graph and the ability to turn unstructured reality, calls, emails, and meetings into predictions and actions.** CRM stays essential as a customer system of record, but it cannot run revenue operations without a data and AI layer that’s situationally aware and continuously predictive. The cockpit becomes the place where work happens. AI does the logging, forecasting, enablement, and orchestration in the background.



# 04

## Systems of Action Replace Systems of Record



**Wade Foster**

Co-founder & CEO at  
**Zapier**

[Full interview](#)

### **Meeting note-takers and transcription tools became systems of action.**

Today, most people use meeting note-takers to simply act as transcription tools and then help them remember action items. Meetings are so much more valuable. Most meetings contain rich, vibrant information that sellers can use in a whole host of ways to create action in a business. Everything from coaching bots to case study generators to blog post writers to prototype creators. Any information that is discussed in a meeting can be valuable context for a prompt to generate something valuable for your business.

Today, we are seeing the early signs of this. But in 2026, this goes mainstream.



**Sam Liang**

CEO, Founder,  
**Otter.ai**

[Full interview](#)

**Meetings become the system of record.** As enterprises capture and centralize meeting content, they can finally unlock agentic workflows from the richest source of tacit knowledge in the company. The near-term win is automating the busy work that follows every conversation, CRM updates, follow-ups, JIRA tickets, ATS notes, and real-time coaching. The longer-term shift is voice as the primary interface, with AI generating most written artifacts while humans keep generating original intent through talk.



**Tooba Durraze**

Founder & CEO,  
**Amoeba AI**

[Full interview](#)

### **Dashboards give way to living computation: systems that surface what matters, when it matters, and what to do next.**

Teams stop treating AI as an optimistic calculator and start using it to reduce cognitive load through continuous inference, auditability, and anomaly detection. Expect broader architectures beyond LLM-only thinking, including neurosymbolic approaches that handle reasoning and structure more reliably.



# 05

## Orchestration Re-Centralizes Control (Architecture, Not Hierarchy)

As agentic systems proliferate across go-to-market workflows, the primary constraint shifts from model capability to coordination. Organizations deploying dozens or hundreds of agents encounter execution debt in the form of fragmented context, inconsistent decisions, and uneven customer experiences. Control therefore re-centralizes not through additional management layers, but through orchestration architecture: shared context, semantic definitions, policy enforcement, exception handling, and explicit autonomy boundaries applied consistently across agents.

Leading organizations are consolidating long-tail agent sprawl into curated portfolios of “hero agents” with defined roles, interfaces, and auditability, supported by unified memory layers and runtime governance. This practice enables autonomy without loss of control. Agents act independently within bounded scopes, escalate according to thresholds, and operate from shared definitions of customer, intent, and quality. As a result, orchestration emerges as a core platform capability rather than an integration afterthought, with dedicated ownership for context engineering, policy design, and exception management. Teams that invest early in orchestration compound speed and reliability as agent adoption scales. Those who defer it experience rising variance, rework, and erosion of trust as automation expands.



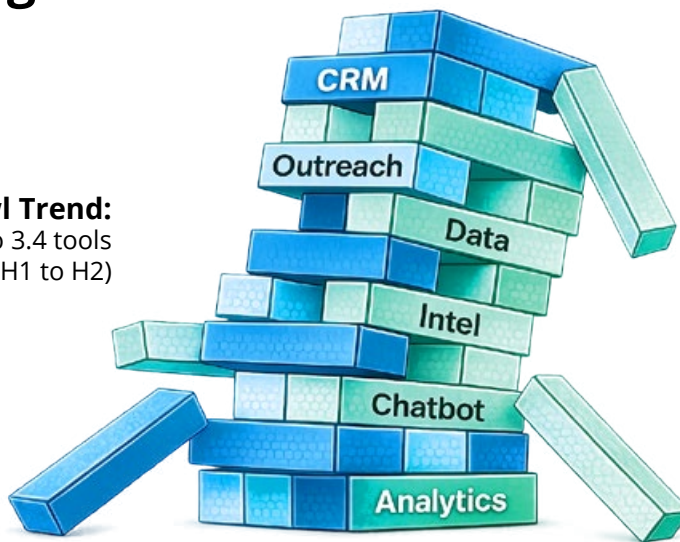
# 05

## Orchestration Re-Centralizes Control (Architecture, Not Hierarchy)

**Integration is mentioned more frequently than 'AI' in 57% of sales opportunities**

### **Drowning in Point Solutions.** Tech Stack Tower.

**Tool Sprawl Trend:**  
Rose from 3.2 to 3.4 tools  
per pain point (H1 to H2)



**The Fatigue Factor:**  
Companies with 4+ tools are  
73% LESS likely to buy new  
solutions

'Integration' was mentioned more frequently than 'AI' in **57% of mid-market opportunities.**

VOM

The GTM stack is saturated. The opportunity is no longer adding value—it's consolidating it.

Voice of the Market 2026 — Momentum.io Research. Analysis of 2,000+ B2B sales opportunities (H1 2025).





# 05

## Orchestration Re-Centralizes Control (Architecture, Not Hierarchy)



**Olivia Nottebohm**

COO, **Box**

[Full interview](#)

**As organizations hone their focus on agentic AI, they're learning that a few strategic agents will outperform many scattered ones.** We think that a handful of these "hero agents," trained and optimized for the proper use cases and carefully integrated with corporate datasets, apps, and systems, will yield far more value to any given team or function than many lightly used agents.



**Deepinder Singh Dhingra**

Founder & CEO,  
**RevSure.ai**

[Full interview](#)

Agentic adoption will jump from dozens of tools to hundreds of agents acting across millions of contacts. The risk is runaway automation and incoherent customer experiences when agents do not share context or coordinate. The fix is stitching agents together through a unified semantic layer, context engineering, and business guardrails for brand, messaging, and "what good looks like." **Coordinated AI beats more AI.**



**Santiago Suarez Ordoñez**

Co-Founder, CEO,  
**Momentum**

[Full interview](#)

2026 is the year of organization after the Big Bang. **Winners re-architect culture, workflows, and decision rights instead of buying agents as add-ons.** Foundational automation starts with first-party data extraction across every customer channel, because downstream intelligence is only as strong as the inputs. The biggest trap becomes demo-led buying: impressive proofs that fail in production, where orchestration, governance, and delivery matter.



# 05

## Orchestration Re-Centralizes Control (Architecture, Not Hierarchy)



**Jonathan  
Kvarfordt**

VP of GTM Strategy  
and Marketing,  
**Momentum**

[Full interview](#)

**Agentic CX creates a widening execution gap.** Teams that invested early in data readiness, experimentation, and governance will compound speed and quality, while laggards struggle to catch up. New AI-focused operating roles emerge to coordinate authority, trust, and decision rights across systems. The core challenge shifts from whether agents work to how much autonomy they're given, with advantage accruing to teams that balance experimentation, control, and shared context across the customer journey.

### Your Revenue Engine *Supercharged*. First Call to Renewals.

Momentum is the AI Revenue Orchestration Platform that captures unstructured data from every customer interaction, routes insights at speed, and automates execution across your revenue systems.

[Supercharge my GTM](#)



**Amos Bar Joseph**  
CEO & Co-Founder,  
**Swan AI**

[Full interview](#)

2026 will be the year GTM gets its “Cursor moment.” The first agentic solution that truly explodes. But we won’t get there cleanly. First comes the reckoning: thousands of specialized agents finally hitting production at scale, and teams discovering what fragmentation actually feels like. Every agent needs its own interface, its own context, its own orchestration. **Multiply that by 20 ‘agentic’ tools, and you don’t have automation - you have chaos.**

We’ve seen this pattern before. Shopify killed the fragmented ecommerce stack. Wix and Webflow did it for websites. AI agents will consolidate in the same way. The winner won’t be the best specialized agent. The next ‘Cursor for GTM’ will be a general-purpose agent (GPA) that becomes the operating system for the entire domain. 2026 is going to be wild.



# 06

## Operating Models Shift from Linear Cadence to Live Loops

As AI lowers the marginal cost of iteration and enables real-time interpretation of customer and operational signals, go-to-market operating models shift away from periodic planning cycles toward continuous feedback systems. Execution increasingly operates as a closed loop: detect signals, act, measure outcomes, and correct, across marketing, sales, customer success, and product, with performance determined by loop quality rather than plan accuracy.

Static initiatives now decay faster than organizations can revise plans, while live loops allow pricing, messaging, routing, and engagement to adjust dynamically as conditions change. This compresses the distance between strategy and execution. Customer behavior becomes an operational input, experimentation becomes an operating discipline, and learning velocity becomes a primary source of advantage.

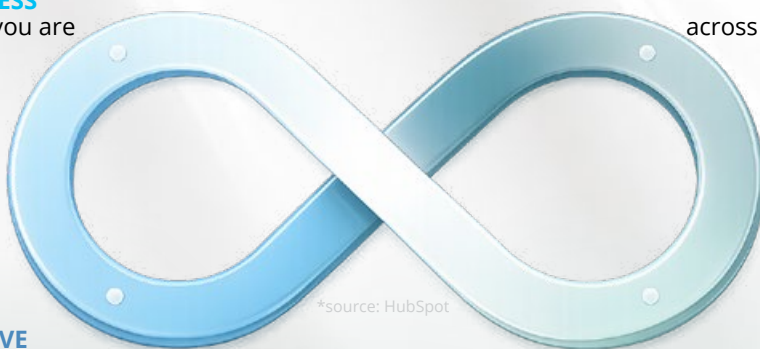
In response, leading organizations run fewer initiatives with deeper instrumentation, shorter correction cycles, and explicit rollback paths, supported by event streams, decision logs, and human-in-the-loop controls. The result is an always-on GTM system that reallocates effort continuously, concentrates human judgment where it adds the most value, and sustains performance through ongoing adaptation rather than episodic optimization.

**EXPRESS**  
who you are

**AMPLIFY**  
across channels

**EVOLVE**  
in real time

**TAILOR**  
to your customers





# 06

## Operating Models Shift from Linear Cadence to Live Loops



**Tiffani Bova**

Chief Strategy and  
Research Officer,  
**Futurum Group**

[Full interview](#)

**Over the next two years, AI won't just automate go-to-market motions. It will collapse the distance between strategy and execution altogether.**

The traditional operating rhythm of decide → plan → deploy → measure → adjust will be replaced by something far more fluid: an adaptive GTM stack that rewrites itself in real time, collapsing the time between strategy and execution altogether.



**Shawwna  
Sumaoang**

CMO, **Deeto**

[Full interview](#)

Funnel thinking loses relevance as customer behavior refuses to move in neat stages. The advantage shifts to a continuous orchestration loop that listens to customer signals in real time and acts across marketing, sales, CS, and product.

**Customer voice becomes infrastructure rather than a content input.**

In a market flooded with AI-generated output, authenticity and lived customer truth become the currency that buyers and their agents trust.





# 06

## Operating Models Shift from Linear Cadence to Live Loops



**Navin Chaddha**  
Managing Partner,  
**Mayfield Fund**

AI is fundamentally reshaping enterprise GTM by shifting it from intuition-driven, linear motions to data-native, predictive, and continuously personalized systems. We're facing a structural reset of how companies find, win, and grow enterprise customers. Sales motions are becoming AI-augmented, turning reps into value architects supported by copilots, automated insights, and consistent execution. **Value creation is now hyper-custom, with account-specific narratives, demos, and ROI models tied directly to how each enterprise operates.** Post-sale, AI closes the loop by monitoring outcomes, predicting churn or expansion, and aligning marketing, sales, product, and customer success into a single system. The companies that win will design GTM as an always-on engine, invest early in data foundations, and use AI to amplify human judgment and trust. They'll be the ones unlocking faster growth, lower CAC, and higher lifetime value, and durable enterprise growth.



**Amanda Kahlow**  
CEO & Founder,  
**1mind**

[Full interview](#)

**Pipeline stops being the marketing scoreboard.** The new unit of performance is revenue across the full customer lifecycle, because AI removes the human constraints that forced siloed handoffs. The breakthrough is not replacing humans, but surpassing human limitations in recall, real-time response, and personalization, so the buyer never has to start over. Leaders who treat AI as change management and redesign the experience from scratch will capture demand more efficiently and build trust at scale.





# 06

## Operating Models Shift from Linear Cadence to Live Loops



**Nicolas de Kouchkovsky**  
Industry Analyst,  
**CaCube**

[Full interview](#)

2026 can't be predicted; it needs to be navigated. The ground is shifting faster than teams can make confident forecasts, and what felt true two quarters ago no longer looks accurate. You can see the contours of a big change, though:

**AI isn't just automating steps in the sales and service journey, it's reshaping the journey itself.** The real advantage will go to those who harness AI to design new motions rather than optimize legacy playbooks.



**Matt Hersh**  
Operating Partner &  
Fintech Investor,  
**Fika Ventures**

[Full interview](#)

**AI will quietly reshape fintech operations first, not the shiny front-end.**

Treasury, reconciliation, fraud pattern detection, and compliance workflows move from human-heavy to agent-assisted, and that unlocks real operating leverage. On the flip side, traditional customer support and ticketing will face hard pressure as context-rich AI systems disintermediate legacy workflows and large contracts.



**Allison Snow**  
Founder & Managing  
Director,  
**Salacia Go-To-Market Advisory**

[Full interview](#)

AI-native GTM converges empathy, signal interpretation, and execution.

Buyers emit more signals than ever, and AI makes it possible to understand and respond to them in real time rather than in batch automation cycles.

**The opportunity is not less human interaction but more relevant human interaction at scale.** Companies that treat AI as a strategic thought partner embedded in workflows, rather than a shiny feature, will move from experimentation to durable playbooks that align growth, customer experience, and trust.



# 06

## Operating Models Shift from Linear Cadence to Live Loops



**Stu Sjouwerman**  
Co-Founder & CEO,  
**ReadingMinds.ai**

[▶ Full interview](#)

2026 is the shift from tools to teammates and from pipeline to loop. Agentic growth leaders will stop managing tasks and start governing outcomes through feedback systems, where agents sense, reason, and act continuously without waiting for prompts. **The real skill becomes strategic governance: humans define goals, ethics, and creative intent, while agent swarms execute and optimize at machine speed.** The winners will operationalize brand and growth as a computational loop, not a sequence of campaigns.



**Christian Geron**  
CRO,  
**StackAdapt**

[▶ Full interview](#)

**Operating leverage becomes a design problem across the complete lead-to-cash chain.** The most significant gains come from stripping friction out of repeatable work, security questionnaires, plan translation, and internal handoffs, then reinvesting that time into higher-quality customer work. Managers move from being walking process libraries to being coaches and sensemakers, using always-on signals to course-correct earlier.



# 07

## Personalization Shifts from Rules to Reasoning

As buyer journeys fragment and signals grow more ambiguous, personalization shifts from rules-based automation toward decision systems that determine the next best action based on context, outcomes, and trust constraints. Static segments and if-then logic degrade under scale, producing brittle experiences as conditions change. Alternatively, reasoning-based systems adapt sequencing across message, channel, timing, and offer using real-time signals and observed results. In response, leading organizations are redesigning personalization as governed decision infrastructure rather than campaign logic, explicitly defining allowable actions, trust boundaries, and escalation paths that shape how agents operate.

This includes separating authenticated from unauthenticated personalization, embedding provenance and content credentials, and treating adoption as an operating model change rather than a tooling upgrade. Performance increasingly depends on systems that learn from outcomes, manage exceptions safely, and preserve customer trust as execution scales. Leaders will be automating high-volume transactional interactions while reserving human involvement for judgment-intensive moments where context, emotion, and relationship continuity matter most.



# 07 Personalization Shifts from Rules to Reasoning



**Jon Miller**

Martech entrepreneur,  
cofounder of **Marketo**  
and **Engagio**

[Full interview](#)

The martech category I helped create almost 20 years ago was built on rules: if job title contains “VP,” add 10 points; if email opened, wait two days, send follow-up. But rules are brittle. They can’t learn from outcomes or handle ambiguity, and they break when conditions shift.

**In 2026, reasoning AI will begin replacing rules-based logic, starting with lead scoring, data management, and journey orchestration.** Instead of static nurture tracks, AI will dynamically sequence actions based on real-time signals: which offer, which channel, which content, and what timing. Think of it as AI acting as a DJ, creating personalized playlists for every buyer and account.

Real personalization means getting the proper action to the right buyer at the right time. Rules could never deliver that at scale. Now, reasoning finally can.



**Loni Stark**

VP, Strategy & Product,  
**Adobe**

[Full interview](#)

**Customer expectations will rise toward hyper-personalized, conversational experiences, and brands will be judged on whether they can deliver them with trust.** Adoption is not a technology rollout. It is change management: agents must fit existing workflows first, earn trust through low-risk “pre-work” assistance, and only then graduate into autonomy. The strongest systems will separate authenticated from unauthenticated personalization, protect privacy, and invest in provenance, content credentials, and machine-readable brand identity as both humans and agents become the audience.



**Pol Peiffer**

Head of Agent  
Development,  
**Sierra**

[Full interview](#)

Agent-led customer experience advances through measured replacement, not wholesale disruption. AI absorbs high-volume, transactional work once it has access to the same tools and knowledge as humans. In contrast, elite human agents focus on complex, emotionally charged cases that drive loyalty and NPS. **The real unlock is durability: agents that remember context, build relationships over time, and operate safely with guardrails will outperform short-lived conversational bots and reduce cost while improving experience.**



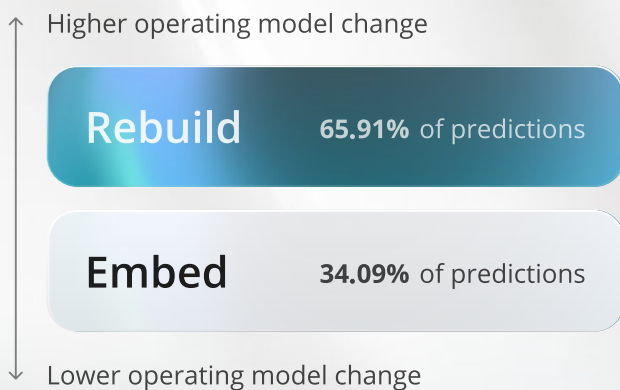
# 08

## Incumbents Split: Embed AI or Rebuild the System

As AI adoption shifts from experimentation to production, incumbents increasingly face a strategic fork. Either they embed AI into existing workflows to reduce friction, or redesign workflows and decision rights around AI to unlock step-change performance. The limiting factor isn't model capability, but organizational coherence.

Embedding AI can deliver incremental gains when applied to discrete moments of work. Yet many of the highest-impact outcomes, particularly in customer success, revenue operations, and cross-functional execution, require end-to-end process redesign and deliberate progression toward autonomy. Organizations that avoid making this choice often fall into pilot theater, accumulating proofs of concept that fail to compound under governance, integration, and maintenance realities. In response, leading enterprises are consolidating AI initiatives into fewer, higher-impact programs, establishing readiness charters and governance upfront, and aligning build-versus-buy decisions with where workflow uniqueness justifies redesign.

Competitive pressure from AI-native challengers accelerates this split. Incumbents that commit clearly to an embed or rebuild strategy, with aligned ownership and change leadership, move from experimentation to durable value creation. Those that blend both paths without intent will experience rising complexity, stalled deployments, and diminishing returns as AI adoption scales.







# 08

## Incumbents Split: Embed AI or Rebuild the System



**Kimberly Storin**

Chief Marketing & Communications Officer,  
**Zoom**

[Full interview](#)

An AI-led customer experience is about reducing friction within real workflows, not layering intelligence on top. **The win comes from embedding AI across the moments that matter, before meetings, during collaboration, and after decisions, so conversations turn into progress.**



**Jessica Baker**

Chief Innovation Officer,  
**AchieveUnite**

[Full interview](#)

Agentic ecosystems move from experimentation to AI native operating design. Companies will reimagine workflows end-to-end and adopt agent-powered processes as the default, but the unlock is disciplined sequencing. Start with one high-confidence use case, prove value, bring people along with training and trust, then expand faster each cycle. **The winners will treat AI as an embedded workflow and a strategic thought partner, not a desktop tool, balancing governance with room for teams to create and iterate.**



**Jake Rennie**

Co-Founder and Chief Growth Officer,  
**Revenue Reimagined**

[Full interview](#)

The aggressive AI rush will cool into a more intentional operating discipline. Teams will step back from brittle deployments and start with readiness, charters, and governance that keep pilots from turning into technical debt. The practical stance on build versus buy is hybrid: buy when speed matters, build where differentiation and workflow uniqueness matter, and assume everything requires ongoing maintenance. **The teams that experiment early and learn fast will pull ahead, while those who wait for clarity will inherit the costs without the advantage.**



# 08

## Incumbents Split: Embed AI or Rebuild the System



**Lisa Sharapata**

CMO, AI & GTM  
Strategy, **Metadata**

[Full interview](#)

**The future of GTM isn't about having an 'AI strategy,' it's about building a new GTM model with an agentic core.** The winners won't be those who simply bolt AI onto broken workflows. They will be the AI-fluent teams who build their growth engine around autonomous agents, freeing themselves to focus on strategy, creativity, and driving tangible business outcomes.



**Doug Landis**

CRO, Co-Founder,  
**StoryPath.ai**

[Full interview](#)

**In 2026, we'll see meaningful consolidation and a shift from experimentation to real value creation.** AI will move past inflated expectations and toward clarity, with organizations executing against focused, strategic initiatives that actually deliver results.





# 08

## Incumbents Split: Embed AI or Rebuild the System



**Kathleen Estreich**

Partner, **Pear VC**

[Full interview](#)

Enterprise adoption finally moves from curiosity to commitment this year.

**The tools are getting materially better quarter over quarter, and what looked like a 2025 promise starts showing up as a 2026 reality.**

Competitive intensity rises as “AI that works” becomes the new baseline, not a differentiator. Early-stage winners will be the teams that translate that capability into durable business value, not demos.



**Jason Napieralski**

AI Business  
Transformation  
Strategist, Ex- **AWS**,  
**Google, Oracle**  
**Executive**

[Full interview](#)

Chaos becomes the default operating environment. Enterprise AI will create clear winners and losers, and incumbents will be structurally exposed. The failure mode is “pilot theater,” in which tool productivity rather than business outcomes measures ROI. The fix is an engineered emergency: force internal disruption, cut through process pollution from legacy SaaS, and rebuild around the customer rather than optimizing the old stack. **Enterprises that don’t deliberately stress-test themselves will be stress-tested by smaller, faster competitors.**



**Raj Datta**

Global General  
Manager & VP for ISV  
and A.I. Partnerships,  
**IBM**

[Full interview](#)

AI shifts from a bolt-on feature to the foundation layer that everything else is built on. **The next wave is AI plus platforms that stay open across models and partners, enabling ISVs to scale without rebuilding their own stack.** Adoption will reward focus over breadth, avoiding pilot purgatory by selecting the right use case, shipping to production, and then scaling. Agent sprawl makes governance, security, and orchestration crucial, while open architectures and open source momentum accelerate ecosystem-level partnerships and revenue.



# 08

## Incumbents Split: Embed AI or Rebuild the System



**Mark Organ**

Director & GM,  
Americas, Megadeals/  
Njord, CEO Coach,  
Categorynavts,  
Founding CEO of  
Influitive and Eloqua

[Full interview](#)

AI will reshape customer success more than most teams expect, because that's where real value realization lives. Enterprises will need to inventory and repair cross-functional processes using a simple broken-importance lens, then apply AI where it removes friction end-to-end. **The winners will run internal disruption programs, skunk works, hackathons, and "pirate" teams that challenge the core business before a ten-person AI-native competitor does.** AI is an accelerant, but urgency and organizational design decide who compounds.



**Stav Levi-Neumark**

CEO & Co-Founder,  
**Alta**

[Full interview](#)

Agentic GTM becomes a process redesign exercise, not a tool rollout. **The 2026 play is breaking down the whole buyer journey, identifying the leverage points, and orchestrating agents around proven motions where ROI is measurable.** Human-in-the-loop design remains central, and the best starting points are growth efforts that already work, because measurement is simpler and iteration is faster. Speed matters, but focus matters more.



# 09

## Buyer-Side AI Rewrites Market Entry (AEO as a Core Discipline)

As buyer research and evaluation migrate into AI-mediated interfaces, go-to-market visibility shifts from vendor-controlled channels to machine-mediated answer surfaces. Buyers increasingly rely on AI systems to summarize options, compare vendors, and form shortlists before any direct sales interaction. That moves influence upstream into retrieval, citations, and synthesized recommendations that companies don't directly control. In this environment, performance depends less on traffic generation and more on whether models consistently surface a company's narrative, proof, and differentiation when answering high-intent questions.

This reframes Answer Engine Optimization as a core GTM discipline rather than an extension of SEO. Organizations must design content, web architecture, and third-party signals for machine legibility, citation credibility, and narrative consistency across sources. As click-level attribution weakens and influence becomes harder to trace, conversion quality from model-sourced demand improves, requiring new measurement approaches tied to model-originated pipeline and revenue. Leading teams respond by treating AEO as a cross-functional operating infrastructure spanning product marketing, PR, web, data, and analytics. They'll focus on shaping what models learn, retrieve, and recommend over time. As AI interfaces absorb discovery and multimodal interaction expands, market entry advantage increasingly accrues to companies whose positioning survives summarization, whose proof is cited repeatedly, and whose story remains coherent across the answers buyers trust most.





# 09

## Buyer-Side AI Rewrites Market Entry (AEO as a Core Discipline)

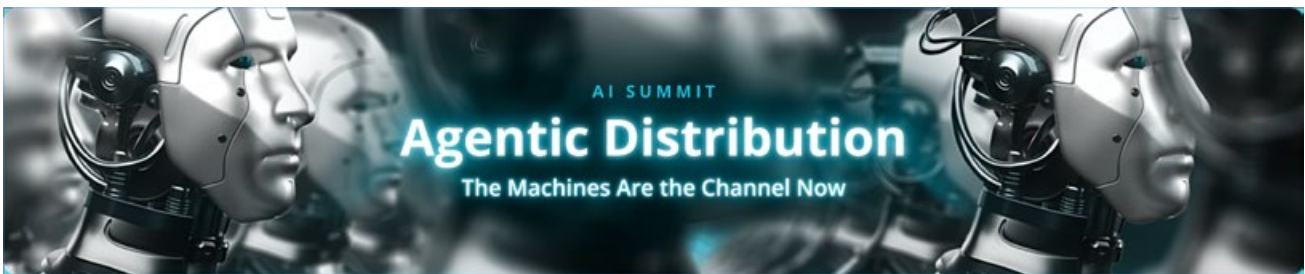


**Scott Brinker**

Martech Analyst &  
Advisor,  
**ChiefMartech.com**

[Full interview](#)

**In 2026, the most disruptive force in GTM will be customer-controlled AI agents.** Discovery, evaluation, and even purchasing will increasingly happen inside AI interfaces that buyers trust, not on vendor-owned channels. Attribution will degrade further, while brand, narrative, and content structured for answer engines become the primary levers of influence.



**Guy Yalif**

Chief Evangelist,  
**Webflow**

[Full interview](#)

AI fluency shifts focus from experimentation to driving business outcomes, and marketing leaders change from treating AI fluency as a technology or tool problem to a change management or leadership effort. **Websites are dual audience surfaces, still responsible for emotional brand connection with humans while also being structured data sources for machines that interpret, cite, and route intent.** AEO becomes a new channel, not the end of websites, and early movers win by tailoring content, technical structure, and authority for easy model consumption, then measuring differently for this new medium. Most brands should expect lower raw traffic and materially higher conversion from LLM-sourced traffic. The AEO dynamic is similar to the early days of search 20 years ago, rewarding fast iteration in a rapidly changing environment.



# 09

## Buyer-Side AI Rewrites Market Entry (AEO as a Core Discipline)



**Erik Charles**

Fractional CMO, CRO,  
**Ohana Operators**

[Full interview](#)

The agentic buyer makes old GTM habits feel like dial-up. Blogs, cold calls, and inbox volume stop working when buyers can ask an engine for a shortlist and a critique before salespeople ever appear. **The new reflex is self-search: run the same question across models, see what they say about you versus competitors, then fix what the engines learn.** AEO becomes the practical edge because intent, evaluation, and trust are being formed upstream, in answers, not in your funnel.



**Kyle Poyar**

Founder & Creator,  
**Growth Unhinged**

[Full interview](#)

**What ChatGPT says about your product becomes the top product marketing KPI.** People see it as the most “objective” source about why you’re better (or worse) than alternatives. Exec teams obsess over it.



**Sydney Sloan**

Chief Market Officer,  
**G2**

[Full interview](#)

Buyer behavior is shifting to people asking AI for answers, and the data proves it. Within a five-month span, we saw AI chatbots acting as the starting point for research jump from 29% to 50%, and shortlists are collapsing toward one choice as trust in AI rises. **Winning in 2026 means engineering your AEO strategy to show up in the answers.** Map the questions, influence the citation sources, and drive consensus by keeping positioning consistent across every citation where models crawl.



# 09

## Buyer-Side AI Rewrites Market Entry (AEO as a Core Discipline)



**Matt Hammel**

Co-Founder & COO,  
**AirOps**

[Full interview](#)

**ChatGPT will likely create a paid attention economy with two surfaces.**

One is a native ad network inside the interface. The other is an ad-free tier of high-intensity power users who pay for access and are influenced primarily through non-ad content. That combination forces a new discipline around information gain, content, AEO, and content engineering that behaves more like experimentation than waterfall publishing.



**Eli Schwartz**

Author of Product-Led  
SEO

[Full interview](#)

“SEO” dies as a label, not as a lever. The new reality is answer-seeking behavior across engines, where the only durable strategy is still user-first: build the answer to the problem, not tactics to game the platform. Top-of-funnel gets commoditized by LLMs, so the money shifts to mid-funnel experiences that connect diagnosis to action and turn intent into revenue. **The only metric that matters is still revenue, and if you can’t attribute it, that’s a definition failure.**



**Nathan Gotch**

CEO,  
**Rankability**

[Full interview](#)

**Answer Engine Optimization becomes the default growth discipline, with SEO serving as the substrate, not the destination.** The new edge comes from influencing retrieval, not gaming rankings, while attribution gets harder, not easier. Internally, agentic tooling collapses time-to-prototype, letting founders and teams generate working product blueprints fast, then hand off to experts for real implementation.



# 09

## Buyer-Side AI Rewrites Market Entry (AEO as a Core Discipline)



**Warren Zenna**

Founder, **CRO Collective**

[Full interview](#)

Buyers aren't just waiting around anymore. Voice-first AI agents are walking them through most of the decision process long before a salesperson ever shows up. By the time they hit your radar, they're already educated, they've already formed opinions, and they're a lot less open to tired outbound tricks.

**With the market drowning in automated noise, the edge now goes to companies that can tell a clear story, build actual trust, and show compelling, differentiated value.** Not the ones blasting the most volume.



**Praveen Akkiraju**

Managing Director,  
**Insight Partners**

[Full interview](#)

**Multimodality is the next major accelerant: platforms that combine voice, image, video, and context will pull demand as interfaces move away from keyboards.** Business models become harder than product demos because AI introduces variable costs and new margin realities, and outcome pricing remains difficult outside of a few clean use cases. White-label coding and specific "tool-on-tool" categories start feeling structurally capped as foundation platforms absorb the surface area.



# 10

## Trust, Proof, and Human Connection Increase in Value

As AI standardizes content creation and scales outbound activity, differentiation shifts away from message quality toward credibility that can't be automated: human judgment, peer validation, and verifiable outcomes. Buyers now encounter abundant, competent messaging early in the decision process, which increases skepticism and reduces tolerance for generic engagement. As a result, trust and proof move upstream, with evaluation increasingly shaped by customer references, community signals, lived experience, and the people behind the product rather than polished narratives.

High-performing GTM organizations respond by treating proof distribution as operating infrastructure, systematically activating customer voice, peer learning, executive relationships, and community touchpoints at moments of evaluation, while using AI to remove friction and expand access to these signals without diluting integrity. The practical effect is a rising premium on authentic interaction and third-party truth: AI accelerates execution, but credibility, continuity, and human connection increasingly determine progression, conversion, and long-term trust as scale increases.





# 10

## Trust, Proof, and Human Connection Increase in Value



**Winston Weinberg**  
CEO & Co-Founder,  
Harvey

From my point of view at Harvey, AI is disrupting GTM in two key ways:

The first is more obvious, which is that buyers simply have a lower tolerance for buying experiences that don't reflect the speed of their research and consideration process. Everyone talks about agents, but what you're really looking at is repeatable, high-quality experiences that don't sacrifice the quality of the interaction, and AI makes that possible.

The second is less obvious, which is that all the discussion around AI has made the human connection of the buying experience more important, not less. **We hear regularly from buyers that they are purchasing the technology but investing in the team behind it.**



**Scott Holden**  
CMO, Vanta

In 2026, the most significant AI paradox has arrived: the more perfect LLM-generated content becomes, the more the market craves human authenticity. For years, GTM was about brands talking at buyers; today, GTM is about people talking to people. As AI SEO engines pivot to favor content from actual people from Reddit threads, YouTube creators, and raw review sites over corporate blogs, the corporate voice is falling flat. To find "Alpha" in 2026, we have to go outside the safe brand pocket. At Vanta, we've seen that engagement doesn't come from polished ads but from the unpolished voices of our customers, employees, and carefully curated influencers. **Authenticity isn't a soft skill; it is the only remaining brand moat.** If your GTM playbook feels dialed-in on brand, you've likely already lost your edge. Real ROI now requires breaking the mold, trading the safety of a corporate handle for the vulnerability of a real human voice.



# 10

## Trust, Proof, and Human Connection Increase in Value



**Angela Winegar**

Head of Marketing,  
Invisible Technologies,  
**Ex-Bain, Carta**

[Full interview](#)

**In an AI-flooded world, connection is a differentiator.** Marketing leaders must continue to invest in community, PR, and in-person moments that build trust while using AI behind the scenes to create as many opportunities to connect as possible. The future of customer experience blends AI-powered scale with deliberate human effort. This is where the alpha in marketing remains.



**Claire Maynard**

VP of Marketing,  
**Common Room**

[Full interview](#)

Buyers have become deaf to scaled outbound and generic messaging. In response, they're leaning into human-centered discovery: community, peer learning, and live experiences. **Deep understanding of the customer journey doesn't disappear in an AI world; it becomes the primary advantage.**



**Braydan Young**

Co-Founder & CEO,  
**SlashExperts**

[Full interview](#)

Trust and proof move earlier in the cycle. AI makes it possible to connect prospects to real customers at the moment of evaluation, turning peer validation into a scalable motion. The practical productivity win is removing back-office drag and using better data discipline to unlock automation. **The strategic win is designing experiences that shorten cycles and de-risk decisions through third-party truth.** Experimentation is necessary, but sticking with an OKR long enough to prove impact is the differentiator.



# 10

## Trust, Proof, and Human Connection Increase in Value



**David Brier**

Chief Gravity Defyer,  
**DBD International**

[Full interview](#)

**The market will punish sameness.** As AI floods GTM with echo-chamber messaging and “gray content,” differentiation will become scarcer and a more valued asset. Brands that win will move from artificial intelligence to emotional intelligence by building a clear architecture of meaning, voice, and uniqueness that agents can amplify rather than homogenize. The shakeout will leave a pile of generic tools and bland narratives, while a smaller set of systems that protect and scale brand character will pull ahead, providing the best lever for growth and distinction.



**Kimberly Storin**

Chief Marketing &  
Communications  
Officer, **Zoom**

[Full interview](#)

As buyers move into zero-click research and AI-generated sameness increases, differentiation shifts back to product truth, brand credibility, and human connection. **AI scales thinking and execution, but humanity, humor, and trust remain the signal that cuts through.**



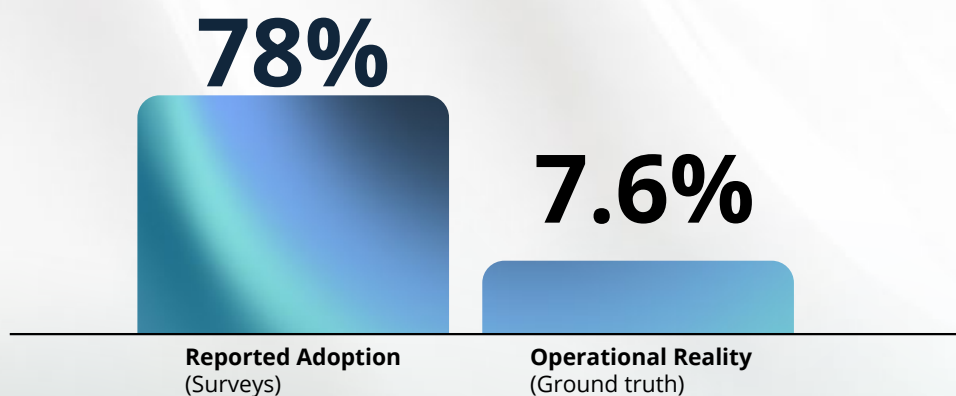
# 11

## ROI Discipline Hardens (Outcomes, Instrumentation, and Causal Confidence)

As AI reduces the cost of activity and expands execution capacity, the limiting factor in go-to-market investment shifts from effort to evidence. Efficiency gains or proxy metrics no longer persuade boards and CFOs. Funding increasingly depends on demonstrable impact on revenue, margin, and retention. This hardens ROI discipline across GTM: workflows must be instrumented end to end, outcome ownership made explicit, and claims of lift supported by controlled measurement rather than correlation.

At the same time, pricing and packaging move away from seats toward outcomes where value can be observed, governed, and defended, especially as software performs labor-like work and competes directly with services and BPO spend. High-performing organizations respond by treating measurement as operating infrastructure, embedding decision logs, cohort analysis, and causal models where feasible, so experimentation, renewal, and monetization rest on provable cause and effect. The result is a shift from narrative ROI to finance-grade proof: initiatives without instrumentation stall, pilots without adoption are retired, and AI programs that can underwrite their impact compound as scrutiny increases.

### The AI Adoption Reality Gap (10× Difference)



Voice of the Market 2026 — Momentum.io Research. Analysis of 2,000+ B2B sales opportunities (H1 2025).



# 11

## ROI Discipline Hardens

(Outcomes, Instrumentation, and Causal Confidence)



**Cassie Young**

General Partner at  
**Primary Venture Partners**

The market has rewarded efficiency in recent years, and B2B benchmarks point to ARR per FTE improving across every revenue band. Still, GTM metrics (CAC payback, magic number, net revenue retention) have been stagnant for a while, and have even atrophied in several segments. **AI has finally made it possible to transform the GTM P&L, and the market will demand more from GTM leaders on this front as a result.**



**Manny Medina**

Co-Founder & CEO,  
**Paid**

[Full interview](#)

**Agentic monetization shifts value capture from seats to outcomes, as software performs real work, pricing and packaging tied to licenses collapse.** The largest deals move from software budgets to labor and BPO spend. Companies that give their best reps controlled freedom to price against delivered value while managing margin in real time will unlock materially higher ACVs and more durable gross margins.



**Russell Scherwin**

Facilitator, Force  
Management, Ex-CMO,  
**IBM**

[Full interview](#)

Top sellers will be more empowered with economic levers. **As agentic systems expand execution capacity, decisions about value creation, differentiation, and margin will move closer to the transaction itself.** Organizations that enable skilled sellers to price against revenue, cost, and risk while governing through realized outcomes will outperform those relying on centralized pricing and rigid controls.





# 11

## ROI Discipline Hardens

(Outcomes, Instrumentation, and Causal Confidence)



**Brent Kremppes**

Chief Customer Officer,  
**Gainsight**

[Full interview](#)

Workflows move from AI-informed to AI-run, starting with internal tasks, not customer-facing autonomy. Renewal and retention motions get automated in pieces: sentiment and risk detection first, then structured execution across CRM and CPQ. **Value realization becomes the forcing function, pulling pricing toward outcomes and exposing vendors who promise ROI without the instrumentation to prove it.**



**Mark Stouse**

Chairman,  
**Proof Causal  
Advisory**

[Full interview](#)

GTM is entering an evidence regime. Buyer behavior is hardening under defensive AI, even as roughly half of go-to-market spend already fails. **That reality ends the era of correlations and vanity metrics and forces a shift to causal models that recompute at the pace of actual decisions.** Boards and regulators are simultaneously raising expectations—pushing companies toward risk-adjusted portfolio thinking and certifiable accuracy. In this environment, the edge is not real-time but relevant time, with causal AI serving as the honest broker that restores agency, trust, and alignment.



**Dina Habib OMara**

Global Marketing/  
Partner Marketing GTM  
Executive and Industry  
Advisor

[Full interview](#)

**The gap between how buyers move and how companies measure will shrink in 2026.** Marketing, sales, and revenue teams will need to operate at buyer speed, prove incremental lift in GTM strategies, and connect programs directly to revenue outcomes rather than activity counts. Causal GTM (and causal AI models) becomes the operating language that unifies CMO, CRO, CFO, and Ops around establishing confidence for budgeting, having one performance view, breaking siloed reporting, and turning campaigns, events, and enablement into measurable cause and effect with faster pivots and credible ROI.



# 11

## ROI Discipline Hardens

(Outcomes, Instrumentation, and Causal Confidence)



**Werner Schmidt**

CEO & Co-Founder,  
**Lative**

[Full interview](#)

The next phase is measurement and correction. **Companies will instrument workflows, compare sales productivity between humans and agents, and shut off what doesn't improve outcomes for customers or margins.** As conversational intelligence starts populating CRM with structured, actionable data and sales planning and execution gets better at enabling earlier risk detection and faster course correction, sales teams will have more time to focus on selling and driving higher productivity than the fantasy of being replaced by AI.



**Blake Williams**

AI & PE Operating  
Partner

[Full interview](#)

**AI ROI in 2026 hinges on adoption, not model access.** Meeting-derived context is the wedge—it turns scattered tribal knowledge into shared memory that the business can finally act on. Winners will tie that memory to top priorities, confidently underwrite the AI benefit, and turn pilots into habits finance can roll up.



# 11

## ROI Discipline Hardens

(Outcomes, Instrumentation, and Causal Confidence)



**Tyler John**

CRO,  
**Actively AI**

[Full interview](#)

**Productivity lifts will come, but the advantage goes to teams that prove them through controlled experiments instead of promising a fixed percent improvement upfront.** AI will absorb a chunk of forecast prep, inspection, and institutional knowledge, giving managers more bandwidth to recruit, coach, and scale. Sellers who pair strong sales fundamentals with collaborative reasoning using AI will quickly separate from the pack.



**Seth Marrs**

Chief Strategy Officer,  
**Sandler**

[Full interview](#)

The unlock shifts from squeezing efficiency to driving effectiveness. AI puts rails on the basics, but the gains come from using that reclaimed time to improve win rates, discovery quality, and execution. Revenue leaders will stop celebrating “more activity” and start demanding “better outcomes,” with frontline leadership becoming the force multiplier.

**Efficiency becomes table stakes, and effectiveness becomes the advantage.** The next wave is not more activity or more tooling, but better outcomes: higher win rates, tighter discovery, cleaner execution. The frontline leader role shifts from spreadsheet management to coaching and deal depth, using AI to surface what matters and spend more time with customers. Teams that turn reclaimed time into sharper judgment and stronger selling will separate fast.



# 12

## Generalists Outrun Specialists in Agentic GTM

As AI expands the effective span of control of individual operators, go-to-market advantage increasingly concentrates in generalists rather than narrow specialists. Modern GTM execution now requires coordinating data, content, automation, measurement, and agent behavior in a single flow, making speed of synthesis more valuable than deep functional isolation.

High-performing organizations respond by organizing around outcome-owned workflows and adaptable pods instead of rigid functional silos, elevating roles that combine strategic judgment with technical fluency. These generalists function as agent managers: assembling workflows, governing multiple tools and agents, and maintaining coherence across the customer journey while reducing handoffs and cycle time. Specialization doesn't disappear, but shifts into centers of excellence that define standards and reusable components rather than owning day-to-day execution. The result is faster iteration, lower reliance on external agencies, and tighter feedback loops between intent, execution, and outcomes. Organizations that remain optimized for pre-agent specialization will struggle to keep pace, while those that invest in generalist capability compound advantage as AI-native GTM systems scale.



# 12

## Generalists Outrun Specialists in Agentic GTM



**Sandy Diao**

Growth, Meta,  
Pinterest, Descript

[Full interview](#)

2026 rewards range. **GTM teams will be pushed out of specialization into generalized skill sets across data, content, and light technical execution because AI expands what a single operator can do.** Agentic experience design becomes a new discipline, with rapid proliferation of platforms forcing leaders to focus less on tooling novelty and more on how experiences actually feel to customers. The organizations that win will treat agents as a product and growth surface, not a side project.



**Jonathan Metrick**

4x CMO, Chief Growth  
Officer, Partner,  
**Sagard**

[Full interview](#)

Marketing will zoom out. Growth or creative generalists who can cover multiple jobs will outcompete narrow specialists as AI tools, channels, and workflows rapidly evolve. **Org design becomes more about adaptability than headcount.** CMOs will orchestrate this change, tapping generalists to bring it to life.



**Diego Lomanto**

CMO,  
**Writer**

In 2026, marketing teams won't say they're 'using AI', but rather that they're building intelligent systems that help them not just do more, but do better. The shift from manual workflows to agentic marketing means AI handles the operational lift, while humans double down on strategy, creativity, and brand differentiation. **The teams that win will be the ones that treat agents as collaborators and teammates, not as tools or shortcuts.**





# 12

## Generalists Outrun Specialists in Agentic GTM



**Robin Daniels**

Chief Business Officer,  
**Zensai**

[Full interview](#)

Vibe-coding changes everything for marketing teams. Here's why.

Instead of weeks waiting on agencies for a landing page draft or message test, you can spin it up yourself in minutes. Prototype a new hero message. Build an interactive journey that walks prospects from pain to "problem solved." Test. Learn. Iterate. Fast and cheap.

**Your team moves at warp speed. Customer feedback loops shrink. You ship winners faster because you're not stuck in revision hell.**

Agencies (or bloated internal marketing committees) are going to suffer badly unless they pivot hard. The \$500k/month retainers for "creative" that takes forever? Gone. Clients want speed, not process.



**Joan Jenkins**

CMO,  
**Fastly**

[Full interview](#)

GTM engineering stops being a single role and becomes a cross-functional operating model. Marketing co-owns workflow automation with RevOps, Sales, Engineering, and CS, and the function levels up technically across the board.

**The new superpower is creativity plus builder instincts.** Marketers who understand how workflows are assembled will generate better ideas and iterate faster.



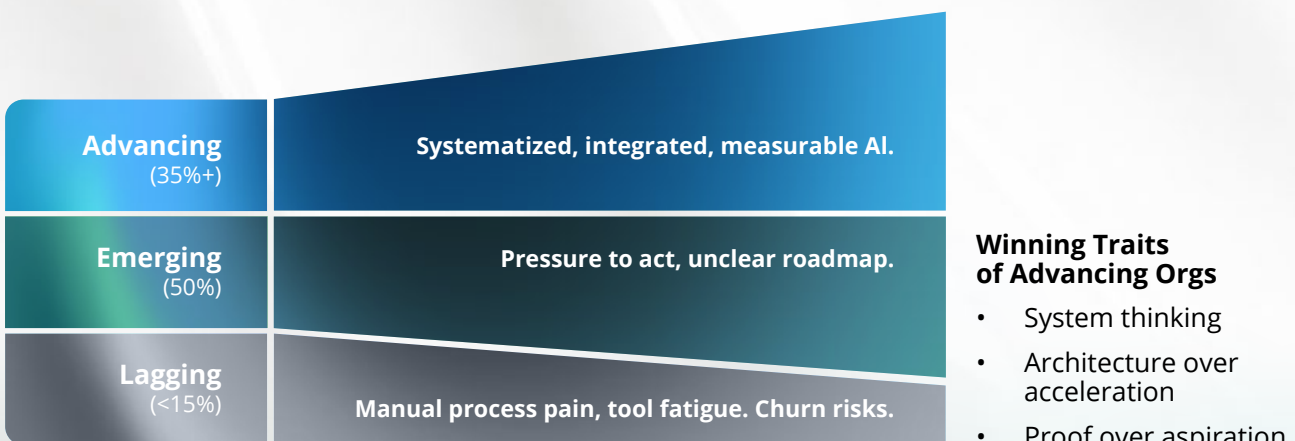
# 13

## Governance + Data Readiness + Integration Become the Scaling Gates

As AI adoption accelerates across go-to-market teams, the primary constraint shifts from model performance to organizational readiness. Governance maturity, data quality, and integration reliability increasingly determine whether agentic systems scale into durable value or stall under operational risk. Teams are deploying AI faster than policies, data foundations, and controls can mature, resulting in unsanctioned usage, fragmented context, inconsistent outputs, and rising security and trust exposure.

At the same time, agents depend on clean, connected, and trusted data: shared definitions, domain memory, and reliable integrations, to perform repeatable work that affects revenue and customer experience. Leading organizations respond by treating governance as an operating requirement rather than a compliance overlay, investing in shared data foundations, access control, observability, and evaluation to make AI behavior auditable and reliable in production. Ownership expands across technology, security, RevOps, and business leadership, reflecting that context is both a data and policy problem. Where these foundations are addressed early, AI moves from isolated productivity gains to P&L impact. Where they're deferred, shadow AI grows, incidents increase, and scale breaks down.

### The New Competitive Divide (2026 Projection)



Voice of the Market 2026 — Momentum.io Research. Analysis of 2,000+ B2B sales opportunities (H1 2025).



# 13

## Generalists Outrun Specialists in Agentic GTM



**Jim Routh**

Board Member,  
Advisor & Investor,  
Former CSO/CISO,  
**American  
Express, KPMG,  
JPMorganChase,  
Aetna**

The business appetite for using AI in various ways to increase productivity and achieve significant business growth is fueling a current phenomenon where **the maturity of AI governance practices can't keep pace with the velocity of unsanctioned development.** The net result will be a series of significant security incidents and business failures, leading to increased focus on AI governance for the enterprise across platforms.



**Timothy Young**

CEO,  
**Jasper AI**

**Integration is the gating factor for agentic success.** AI impact will move from individual productivity to P&L only when enterprises isolate real business processes, codify domain memory, and add guardrails that make probabilistic systems repeatable. The shift is from deploying models to operationalizing context: unlocking tacit knowledge across functions, embedding memory layers, and designing new workflows that were previously impossible. Organizations that treat AI as foundational infrastructure, not an employee app, will finally exit pilot purgatory.

[Full interview](#)



**Ashley Faus**

Head of Lifecycle  
**Marketing, Portfolio,  
Atlassian**

**AI transformation stalls when it's framed as an individual obligation instead of an organizational operating model.** The next step is team-based collaboration: shared workflows, shared definitions, and shared knowledge, not scattered prompting. Companies will see early warning signs when "AI told me" produces conflicting answers in reviews and when power users outpace everyone else. Leaders who model experimentation, build time for testing, and enforce transparency about what AI produced will turn AI into a team sport and reconnect trust, taste, and outcomes.

[Full interview](#)



# 13

## Generalists Outrun Specialists in Agentic GTM



**Hyoun Park**  
CEO and Principal  
Analyst,  
**Amalgam Insights**

[Full interview](#)

**Agents moving into the mainstream turn data quality from a backlog item into a deadline.** The constraint isn't model capability but whether the enterprise has clean, connected, trusted data that agents can act on. Website discovery shifts toward model-based interpretation, where recency, factual curation, and contextual relevance matter more than older SEO games. The organizations that prepared their data foundation and governance will compound gains quickly, while others stay trapped in cleanup, unable to scale agent-driven experiences safely.



**Tooba Durraze**  
Founder & CEO,  
**Amoeba AI**

[Full interview](#)

Collaboration becomes the true intelligence multiplier. More outputs without connected context reduce collective understanding, so the priority shifts to knowledge architecture: unified sources of truth, auditability, lifecycle governance, and clear business definitions. Dashboards and static reporting give way to systems that surface what matters and when, lowering cognitive load and enabling coordinated action across functions. **The organizations that win will replace "I used AI" with "we redesigned the system," treating AI as infrastructure for collaboration, not personal productivity.**



**Kady Srinivasan**  
CMO, **you.com**

[Full interview](#)

2026 won't be a clean "agents everywhere" moment. It will be a year of competing approaches, uneven reliability, and hard lessons in ownership, governance, and maintenance. The organizations that win will treat the CMO and CIO as co-owners, because context is private data and private data needs policy. Competitive advantage comes from building bespoke flywheels with prompt-native operators who maintain context over time, not from letting generic agents run loose. **The biggest failure pattern is weak context engineering.**



# 13

## Generalists Outrun Specialists in Agentic GTM



**Christine Royston**  
CMO, Wrike

[Full interview](#)

**Agents moving into the mainstream turn data quality from a backlog item into a deadline.** The constraint isn't model capability but whether the enterprise has clean, connected, trusted data that agents can act on. Website discovery shifts toward model-based interpretation, where recency, factual curation, and contextual relevance matter more than older SEO games. The organizations that prepared their data foundation and governance will compound gains quickly, while others stay trapped in cleanup, unable to scale agent-driven experiences safely.



**Kirby Winfield**  
Founding General  
Partner,  
**Ascend**

[Full interview](#)

**A "business unit moat" becomes the north star.** Start as a high-performing employee, then earn trust until the product is effectively embedded as a durable internal capability. MLOps comes back, for real this time, because enterprises are confronting observability, controllability, evaluation, and governance as the gating issues. API brokerage layers lose leverage as platforms absorb those primitives.





# 14

## AI Enters the Enterprise Through High-Friction Insertion Points

As enterprise AI adoption moves from experimentation to production, successful entry points concentrate around high-friction moments in core workflows, where cost, delay, or risk is material and ROI is directly observable. Rather than broad platform rollouts, organizations are starting with narrow, embedded use cases that remove specific operational friction in revenue, service, compliance, or finance, then expanding once value is proven. This pattern depends on deployment economics as much as capability. Variable AI costs, integration effort, and change management favor focused wedges with clear time-to-value over diffuse, horizontal adoption.

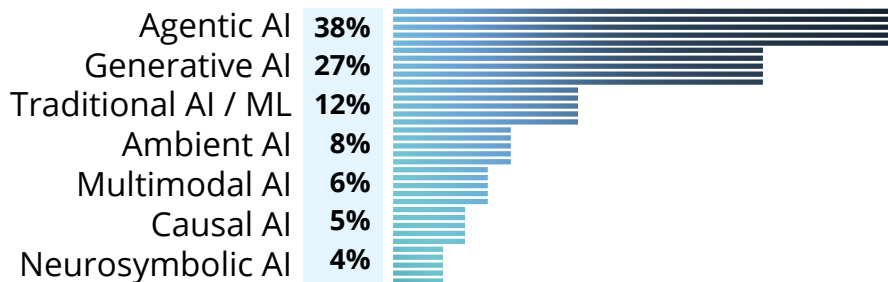
Implementation and distribution increasingly depend on ecosystems of partners and services that provide domain expertise, integration capacity, and process redesign at scale. Vendors that win secure durable insertion points inside business units, where embedded execution creates switching costs and expansion paths. For executives, AI strategy becomes less about product selection and more about identifying where to enter the workflow first, anchoring roadmaps on high-impact friction points, funding integration and reliability, and scaling only after embedded value compounds.



# 14

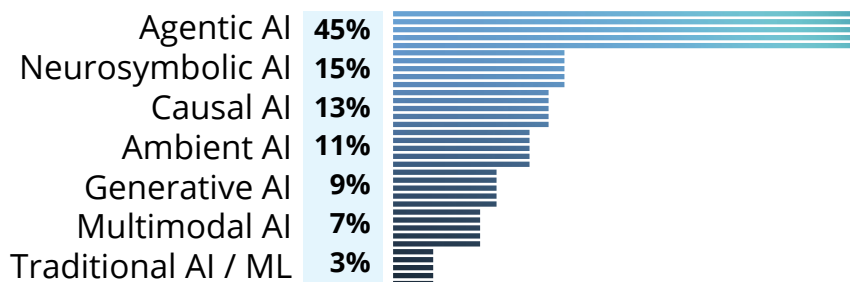
## AI Enters the Enterprise Through High-Friction Insertion Points

### What experts describe as currently in use or dominant today



### AI Types Forecasted for 2026 (where experts expect gravity to move)

What experts say must exist for AI to scale, govern, and compound





# 14

## AI Enters the Enterprise Through High-Friction Insertion Points



**Sachin Patel**

Partner,  
**Lightspeed Venture Partners**

[Full interview](#)

Traditional moat signals are lagging indicators right now, because enterprise adoption is early and retention histories are short. **The strongest wedge patterns show up as fast time-to-value and clear ROI narratives, especially in vertical insertion points like voice or workflow-specific deployments that can expand.** Marketing as a category looks primed for a structural step-change as multimodal models mature and discovery and transaction pathways shift.

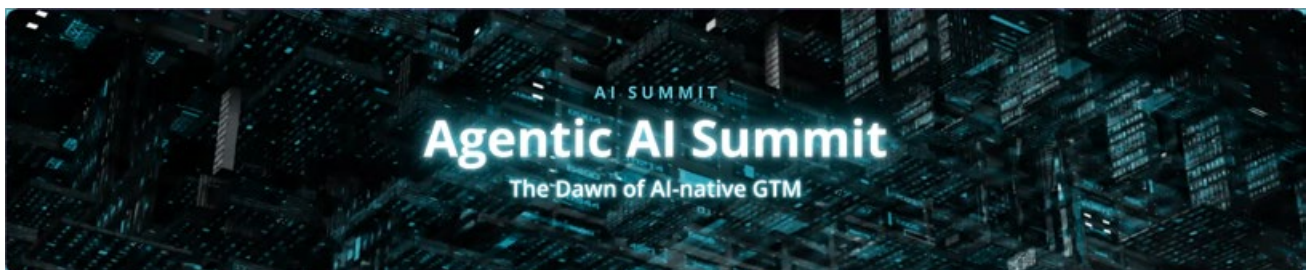


**Jenny Fielding**

Co-Founder &  
Managing Partner,  
**Everywhere Ventures**

[Full interview](#)

Defensibility starts with a narrow niche and earns expansion into a community flywheel. **The most credible early moats are switching costs plus a network effect that emerges from a tightly defined customer cohort.** On the macro side, Europe's capital allocation is signaling a significant acceleration in defense tech, driven by both technical readiness and geopolitical urgency. Low-friction workflow automation wrappers get commoditized fast.





# 14

## AI Enters the Enterprise Through High-Friction Insertion Points



**Jay McBain**

Chief Analyst,  
**Omdia**

[Full interview](#)

The rapid proliferation of Generative AI has effectively collapsed the traditional, linear GTM funnel, replacing it with a non-linear, AI-orchestrated ecosystem that operates across all 28 moments of influence in the buyer's journey.

We are seeing a fundamental shift where AI isn't just a "feature" to be sold, but the intelligence layer that allows vendors to orchestrate thousands of specialized influencers, ISVs, and "shadow channels" at a scale previously impossible.

In this winner-take-all environment, the services multiplier is moving toward 10x or higher, **as partners are no longer just fulfilling demand – they are the "last mile" of AI implementation**, providing the hyper-vertical data and integration expertise that no single hyperscaler can deliver alone.

Companies that fail to bake AI into their partner-led motions aren't just losing a sales channel; they are becoming invisible to the modern, platform-centric buyer who prioritizes integrated business outcomes over isolated, legacy SKU sets.



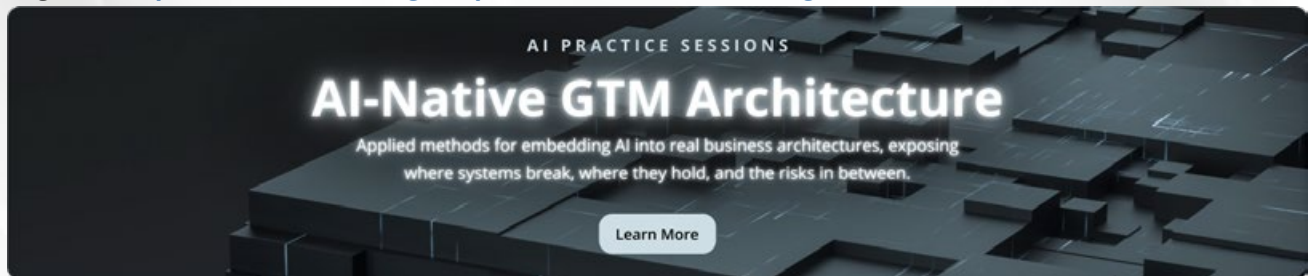
# Activate These Predictions Inside Your Organization

Take the next step to move from experimentation to methodology and apply the patterns and operating axioms most relevant to your GTM this year.

## AI Practice Sessions: AI-Native GTM Architecture • February 12, 2026

Join senior operators building AI-native GTM systems in production. These live practice sessions focus on how AI is embedded into real workflows across sales, marketing, RevOps, and customer success, where systems break, where they hold, and how teams govern AI as capacity, not tooling.

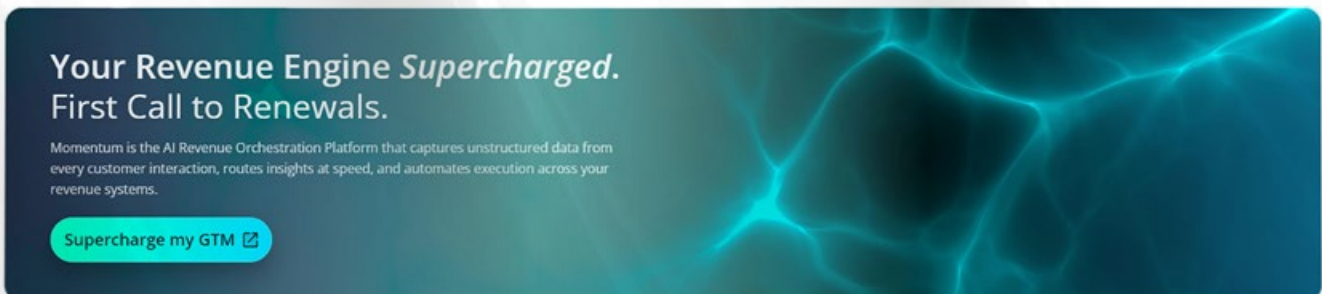
Register: <https://hardskill.exchange/ai-practice-sessions/ai-native-gtm-architecture/>



## Voice of the Market 2026 • What 2,000+ real B2B buying motions reveal about AI adoption

Ground your GTM decisions in what buyers are actually saying, not what vendors are selling. Voice of the Market 2026 distills patterns from thousands of live sales opportunities to surface where AI creates value, where it fails, and what blocks scale.

Explore the research: <https://www.momentum.io/voice-of-the-market>



## HSE AI Summits & Practice Sessions 2026 Schedule

A year-long operating cadence for leaders moving from AI experimentation to durable GTM systems.

**AI Practice Sessions:** Feb 12 • May 7 • Jul 30 • Oct 15

**AI Summits:** Mar 24–26 • Jun 23–25 • Sep 8–10 • Dec 8–10

Each event brings together CXOs, operators, analysts, and investors focused on applied GTM architecture, not demos or theory.

View the full schedule & subscribe: <https://hardskill.exchange/>

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**2026: In Pursuit of AI Methodology**  
Trends and Predictions Shaping AI-Native GTM