

THE AI DIFFUSION SERIES
A PERSPECTIVE · OCTOBER 2026

AI-NATIVE GTM

The Revolution Is in the **Operating Model**

The AI-Native GTM Engine: turning agentic capability into predictable, profitable growth.

SIGNALS

ECONOMICS

GOVERNANCE

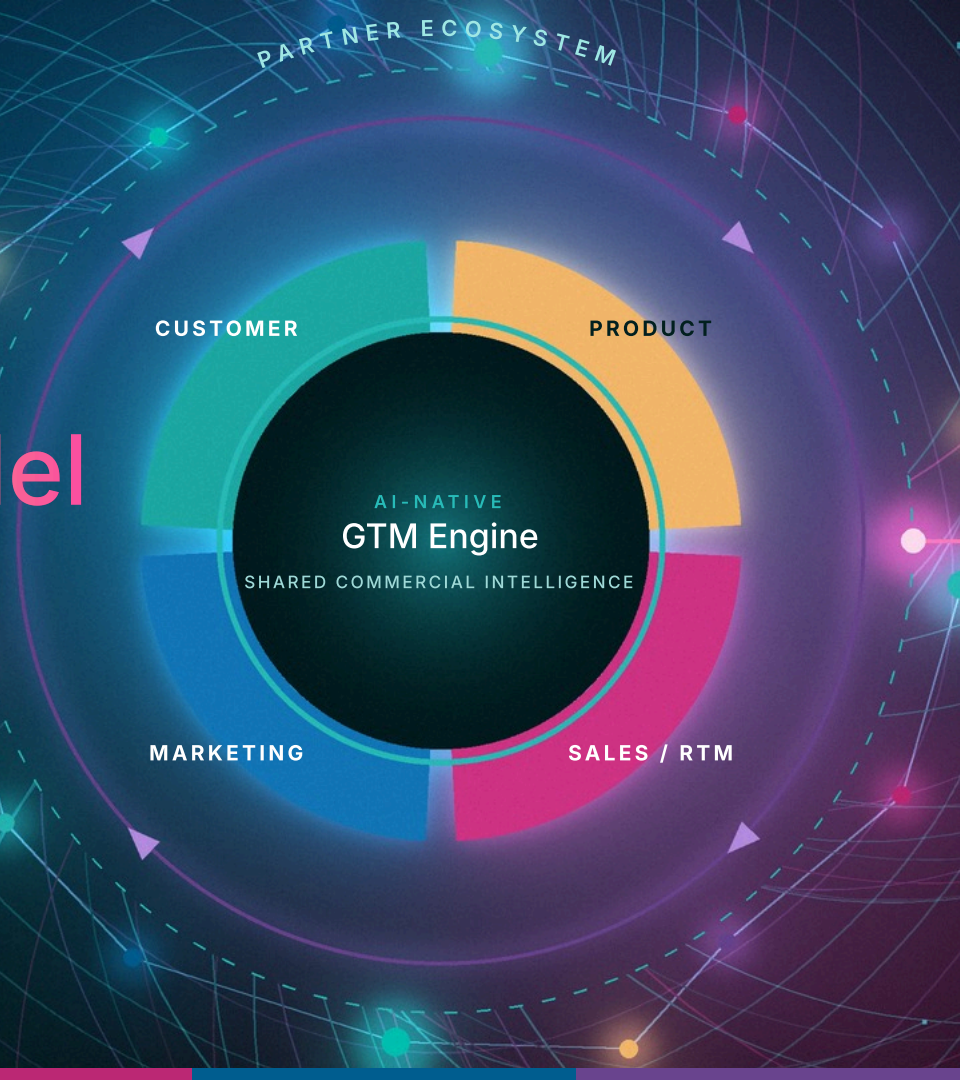
CADENCE

*The buyer went AI-native first.
Most GTM engines did not.*

June Manley

Fractional GTM Officer · junemanley.com

Guiding AI strategy and revenue growth for enterprises.



THE PERSPECTIVE AT A GLANCE

AI is everywhere in GTM. Results are not.

This perspective follows one arc. The architecture organizes the engine. Four conditions make it compound. The operating model turns intelligence into revenue.

Architecture	Four domains: Customer, Product, Sales / Route-to-Market, Marketing. One shared intelligence layer.
Conditions	Signals, economics, governance and cadence that make the engine compound.
Compounding	A flywheel that turns customer value into better decisions and better economics.

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THE AI-NATIVE GTM PROBLEM

Revenue leaders adopted AI. The number did not move.

AI is now part of how most sales teams prospect, prepare, forecast and follow up. Agents are entering the engine. Buyers are researching through AI.

But use is not results. In BCG's survey of 398 revenue leaders across 23 countries, almost every team uses AI. Very few can show it in the number.

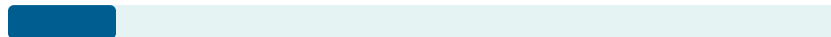
That is the GTM conversion problem. AI use is nearly universal. Revenue proof is rare.

EXHIBIT 1 · USE IS UNIVERSAL. REVENUE PROOF IS NOT.

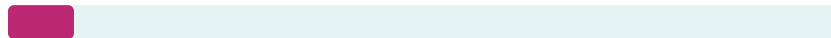
90% report meaningful AI use in sales workflows



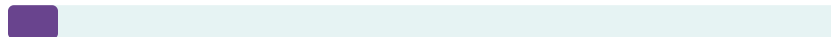
13% cite win rates as a top area of measurable impact



8% report higher quota attainment



6% have reached autonomous, end to end deployment



Share of revenue leaders. BCG, The 2027 Revenue Agenda, survey of 398 CROs, sales, commercial and RevOps leaders, October 2026.

And 91 percent expect quotas or productivity requirements per seller to rise anyway.



SECTION I

The Catalyst

Capability is moving faster than conversion.

The gap is not only in sales. It runs through the enterprise.

McKinsey finds nearly nine in ten organizations use AI regularly in at least one function. Eight in ten respondents say it improved their own productivity. Yet only 37 percent attribute any EBIT impact to AI. Neither number moved from last year.

Gartner's survey of 2,002 CIOs, released the same week as BCG's, finds only 13 percent have realized significant value.

The value is there to be won. Bain finds leaders who treat AI as full business transformation see 10 to 25 percent EBITDA growth.

EXHIBIT 2 · PERSONAL PRODUCTIVITY IS NOT ENTERPRISE VALUE

~9 in 10

use AI regularly in at least one function

McKinsey

37%

attribute any EBIT impact to AI

McKinsey

6%

attribute 5% or more of EBIT to AI

McKinsey

13%

of CIOs report significant value

Gartner

4%

of CIOs plan to redesign roles for a human and agent workforce. Those that do are 2.4x more likely to be vanguards.

Gartner

McKinsey, The State of AI in 2026, n=1,719, August 2026. Gartner CIO and Technology Executive survey, n=2,002, October 2026.

The buyer went **AI-native** first.

AI is changing how buyers discover vendors, compare alternatives and validate decisions. Most of it happens before a seller sees an identifiable opportunity.

EXHIBIT 3 · THE SHORTLIST FORMS INSIDE AI

51%

of B2B software buyers start their research with an AI chatbot more often than with Google

G2, n=1,076

69%

chose a different vendor than they planned after chatbot guidance

G2, n=1,076

95%

of winning vendors were already on the buyer's Day One shortlist

6sense, 2025

67% and 69%

prefer a rep-free experience. Yet 69% prefer to validate AI insights with a sales rep.

Gartner, n=646 / 645

G2, The Answer Economy, 2026, survey of 1,076 B2B software buyers. 6sense, 2025 B2B Buyer Experience Report. Gartner sales surveys, March and May 2026.

The seller's role does not disappear. It moves toward validating, challenging and completing what the AI started.

The shortlist forms before the seller enters the conversation.

Automating disconnected work produces disconnected work faster.

Most enterprises still organize GTM around functional specialization, disconnected data, sequential handoffs and periodic planning. AI arrives as point tools layered on top: prospecting, copilots, assistants, forecasting.

More agents do not automatically produce more revenue. Gartner projects agents will outnumber sellers ten to one by 2028. Fewer than 40 percent of sellers will say agents improved their productivity.

\$1 : \$3 : \$5

TECHNOLOGY : PROCESS REDESIGN : CAPABILITY BUILDING AND ADOPTION

McKinsey's reported investment pattern for agentic AI transformations. Most organizations still put disproportionate attention and investment into technology, and underinvest in redesigning work and building the capabilities adoption needs.

McKinsey & Company, How to Close the Agentic Adoption Gap, August 7, 2026

AI-ENABLED GTM

Improves the performance of existing activities.

AI-NATIVE GTM

Redesigns how intelligence, decisions, execution and accountability work together.

From silos of data to silos of execution.

EXHIBIT 5 · WHAT CHANGED BETWEEN THE 2020 GTM ENGINE AND THE AI-NATIVE ENGINE

	2020 GTM ENGINE	AI-NATIVE GTM ENGINE
The problem	Silos of data	Silos of execution
The fix	One source of truth for real time decisions	One governed system for intelligence, decisions and action
Who acts on insight	People	People and authorized agents
How buyers research	Search, analysts, peers and sellers	AI-mediated research alongside search, analysts and peers; sellers increasingly validate and advise
Route to market	Partners as distribution	Partners as delivery and agentic capacity
Commercial model	Seats and licenses	Hybrid: seats, consumption and outcomes
Revenue technology	Revenue intelligence dashboards	Revenue action orchestration
Cadence	Quarterly and annual planning	Event driven, continuous, governed

The engine must still connect Customer, Product, Sales / Route-to-Market and Marketing. What changed is who acts on the insight and who governs that action.

The revolution is in the operating model.

SECTION II

The AI-Native GTM Engine

Four domains. One intelligence layer. Governed execution.

The architecture holds. How intelligence moves through it changes.

Years ago, I built the GTM Engine Framework around four interdependent domains: Customer, Product, Sales / Route-to-Market and Marketing.

The objective was to connect business strategy, cross-functional intelligence and execution to predictable, profitable revenue growth. The engine operated through a continuous discipline: Analyze → Execute → Measure → Adjust.

The AI-native version preserves that architecture. What changes is how intelligence moves, who acts on it and how execution is governed.

The framework connects commercial intelligence to governed execution.

CONNECTED

Four domains remain connected through shared commercial intelligence.

COORDINATED

Agents coordinate authorized workflows across functions. The partner ecosystem extends the enterprise's capacity to deliver value.

COMPOUNDING

Four conditions determine whether the engine becomes a system for sustained improvement: trusted signals, outcome-based economics, proportionate governance and continuous operating cadence.

The next exhibit shows how the architecture operates as one system.

EXHIBIT 6 · THE AI-NATIVE GTM REVOLUTION OPERATING MODEL

An integrated commercial operating model that turns agentic capability into trusted, scalable and economically valuable revenue outcomes.

Strategic intent guides four connected GTM domains. Shared commercial intelligence and governed agent orchestration connect signals to decisions and execution. Four enabling conditions sustain the operating cadence. Outcomes feed the next cycle.

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Customer and Product become continuous intelligence.

CUSTOMER



An AI-native engine connects behavior, product adoption, intent, experience and outcomes into one continuously refreshed view. Agents surface expansion signals, deteriorating adoption, renewal risk and emerging segments that fit the company's economics.

The question shifts from finding the right customer to understanding, continuously, where value can be created, retained and expanded.

PRODUCT



Usage reveals where customers achieve value, where adoption stalls and when expansion is economically justified. Those signals can trigger coordinated action across customer success, sales and partners.

Read product data in context. High usage is not always high value. The engine links product signals to verified outcomes and commercial economics.

03

of 04 domains

Sales / Route-to-Market

FROM

Pipeline management

TO

Coordinated revenue execution

NEW ROLES

AI workflow designers and agent managers, per McKinsey

II · SALES / ROUTE-TO-MARKET

The seller does not disappear. The role moves.

Agents assemble account intelligence, prepare opportunity context, find buying group gaps, evaluate deal risk and recommend next best actions. Routine preparation and routing move into governed workflows. Sellers concentrate on relationships, complex negotiation, commercial judgment and value creation.

EXHIBIT 7 · BUYERS STILL WANT A PERSON TO CHECK THE MACHINE

69%

of B2B buyers prefer to validate AI-generated insights with a sales rep

Gartner, buyers, n=645

+39

percentage points more likely to say a rep, rather than GenAI, understood their needs

Gartner, buyers, n=645

2.4x

more likely to achieve strong revenue growth when sellers are upskilled on AI

Gartner, CSOs, n=227

The buyer arrives informed by AI. The seller earns trust by validating, challenging and completing what the AI started.

The partner ecosystem becomes the delivery engine.

Hyperscalers, global system integrators, ISVs, OEMs, managed service providers and channel partners shape how solutions are discovered, evaluated, implemented and consumed.

The model providers have reached the same conclusion. Capability alone does not reach production. Partners and deployed engineers carry it there.

In an AI-native engine, partner intelligence connects to account intelligence. Route to market shifts from a collection of distribution relationships to a coordinated network for creating and delivering customer value.

EXHIBIT 8 · CAPITAL IS MOVING INTO DEPLOYMENT AND PARTNERS

WHO	COMMITMENT	DATE
OpenAI	Deployment Company, more than \$4 billion of initial investment	May 2026
Google Cloud	\$750 million partner fund; forward deployed engineers embedded with Accenture, Capgemini, Cognizant, Deloitte, HCLTech, PwC, TCS	Apr 2026
Anthropic	Initial \$100 million for the Claude Partner Network	Mar 2026

\$30B → \$163B

hyperscaler marketplace sales, 2024 to 2030. Partners facilitate nearly 60 percent of transactions by 2030.

Omdia projection, October 2025

II · PARTNER ECOSYSTEM

Partners become the agentic layer.

Agents will not stay inside one vendor's walls. They will discover, compare and transact across marketplaces, protocols and partner services. The ecosystem is being rebuilt around that fact.

EXHIBIT 9 · THE RAILS ARE ALREADY BEING LAID

50 → 3,400+

AWS planned 50 launch partners for its AI agents marketplace category. It got 900. Today it is over 3,400.

Matt Yanchyshyn, AWS, July 2026

150+

organizations back the A2A agent protocol, including AWS, Google, Microsoft, Salesforce, SAP and ServiceNow

Linux Foundation, April 2026

25–30% less

What clients of India's largest IT services firms now ask to pay for the same work. The labor-hour partner model is being repriced around outcomes.

Reuters, August 2026

USE CASE · THE POWER OF 3, REBUILT FOR AGENTS

One opportunity. A hyperscaler, a GSI and the vendor, working from the same account intelligence.

At Splunk I launched Power of 3, a tri-party motion that put a hyperscaler, a global system integrator and Splunk on the same enterprise opportunity. The Accenture Splunk Business Group, announced in October 2021, was part of that structure.

In an AI-native engine, the same motion runs on shared intelligence:

- Agents match account needs to partner capabilities and marketplace listings.
- Partner and deal context reach every seller at the same time.
- Partner leaders agree roles, economics and attribution before the work starts.
- Delivery outcomes feed back into who partners with whom next.

The ecosystem stops being a channel. It becomes the enterprise's extended capacity to deliver value.

Preference forms before the pipeline sees it.

MARKETING · FROM CAMPAIGN EXECUTION TO PREFERENCE FORMATION

Buyers form preferences inside AI systems before demand generation tools detect an opportunity. Content, customer evidence, technical documentation and partner expertise must be discoverable, credible and readable by both people and AI research.

"Enterprise buyers increasingly start, and sometimes finish, their evaluation by asking an agent instead of a human."

John Vrionis, Unusual Ventures GTM Playbook, October 2026

Campaigns are judged on acquisition economics, conversion quality and realized customer value, not activity alone.

OPERATIONALIZE · THE INTELLIGENCE AND EXECUTION LAYER

The four domains feed a shared commercial intelligence backbone. It gives people and authorized agents the context to coordinate across functions. Gartner finds 60 percent of CSOs say their revenue number is largely driven by factors outside their control. A connected engine is how they take it back.

New signals
trigger
evaluation

Authorized
actions start
workflows

Outcomes are
measured

Exceptions
escalate

The analysts have renamed the market around action. Gartner: "Revenue action orchestration platforms are emerging as the cornerstone of AI-first sales execution." Forrester now evaluates Revenue Orchestration Platforms for B2B.



SECTION III

The Four Conditions

What makes the engine compound instead of fragment.

01_{of 04}

A real-time signal layer

THE PRINCIPLE

A shared commercial context, not necessarily one database.

THE MOVE

Common definitions, identity resolution, permissions and traceable sources.

THE SIGNAL

Customer, product, partner and revenue signals flow into one context and back.

CONDITION 01 OF 04 · REAL-TIME SIGNAL LAYER

Disconnected data becomes disconnected agents.

Customer signals must connect to product signals. Product signals must inform commercial decisions. Partner contributions must be visible across the journey. Revenue outcomes must flow back.

MCKINSEY B2B PULSE, 2026

Inconsistent information across teams is now the **number one reason** buyers switch suppliers.

WHY IT MATTERS

Without a connected signal layer, agents are efficient inside one function and poorly informed about the enterprise. They repeat the inconsistency at machine speed.

02 of 04

Outcome-based economics

THE PRINCIPLE

Activity metrics are indicators, not value.

THE MOVE

Track cost per useful revenue outcome: conversion, cycle time, time to first value, retention, margin, cost to serve.

THE SIGNAL

Direct attribution, modeled contribution and leading indicators are reported separately.

CONDITION 02 OF 04 · OUTCOME-BASED ECONOMICS

Measure what the workflow produces, not what it does.

The question is what an intelligent workflow produces or protects, at what fully loaded cost and with what risk. The market is already pricing this way. When vendors are paid on outcomes, their own GTM engines must be measured the same way.

"With AI, the real change is that we deliver outcomes."

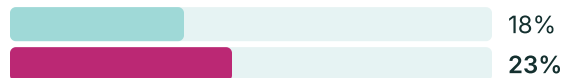
Yamini Rangan, CEO, HubSpot, Q2 2026 earnings call

EXHIBIT 10 · PRICING IS MOVING OFF THE SEAT

Consumption-based pricing



Outcome-based pricing



Share of AI product companies, six months apart. ICONIQ, State of AI 2026, 300+ executives.

70%+

of enterprises prefer outcome-linked models from tech service providers. About 60% of providers still bill time and materials or fixed price.

BCG, February 2026

03_{of 04}

Proportionate governance and clear ownership

THE PRINCIPLE

Control scales with consequence.

THE MOVE

Delegate research and routing within boundaries. Require human authorization for commitments, pricing exceptions and sensitive data.

THE SIGNAL

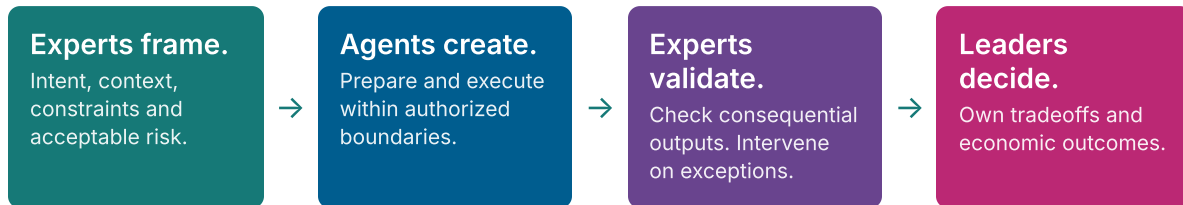
Shared outcomes and one economic scorecard across CRO, CMO, CIO, Product, Finance, CS and Partners.

CONDITION 03 OF 04 · GOVERNANCE AND OWNERSHIP

Capability does not confer authority.

Who may act? Within what boundaries? Using which information? At what consequence? Who can intervene, reverse or stop an action? Who remains accountable?

EXHIBIT 11 · THE OPERATING LOOP



Agents still need people. ICONIQ finds almost half of AI product companies say their agents still need a human to step in on at least 30 percent of tasks. Governance does not mean approving every step. It means explicit authority, observable execution and proportionate intervention.

Intelligence can be delegated. Judgment and accountability cannot.

04 of 04

A continuous operating cadence

THE PRINCIPLE

Quarterly reviews are necessary. They are too slow to govern every decision.

THE MOVE

Shorter cycles: sense, execute with authority, measure against outcomes, adjust.

THE SIGNAL

Evidence from each cycle changes the next one.

CONDITION 04 OF 04 · CONTINUOUS CADENCE

Automation repeats. Adaptation improves.

AUTOMATION

Repeats a defined activity.

ADAPTATION

Checks whether the activity produced the outcome, and uses the evidence to improve the next cycle.

Not every signal warrants a response. Material changes to policy or thresholds require review. The objective is continuous responsiveness with disciplined control.

EXHIBIT 12 · THE FOUR CONDITIONS ARE INTERDEPENDENT

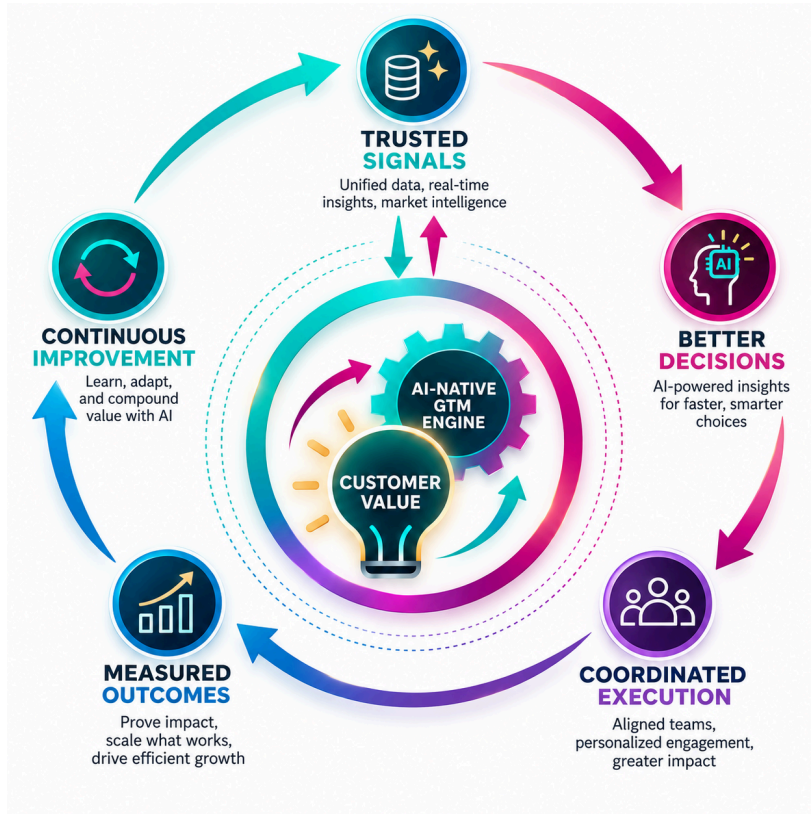
Signals without economics	produce activity.
Economics without ownership	produce competing priorities.
Ownership without cadence	produces plans.
Cadence without trusted signals	produces noise.

IV

SECTION IV

The Flywheel

How connected improvement compounds, and where it gains momentum.



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IV · THE FLYWHEEL

An isolated gain creates value once. A connected gain compounds.

Customer value sits at the center. Around it, trusted signals improve decisions. Better decisions drive coordinated execution. Measured outcomes prove what works. Continuous improvement feeds the next turn. There is no single starting point.

THE FLYWHEEL IS NOT AUTOMATIC

- Poor data reinforces incorrect segmentation.
- Unvalidated recommendations amplify pricing mistakes.
- Misaligned incentives optimize volume over revenue quality.
- Excessive automation damages customer trust.

The flywheel needs feedback and correction, not simply more velocity.

Three places the engine pulls ahead.

PREFERENCE FORMATION

Compete before the buying process begins

Expertise, proof and partner capability structured for discoverability enter consideration earlier. Shape qualified preference before an opportunity reaches the pipeline.

1 in 3

software buyers bought from a vendor they had never heard of before their AI research

G2, 2026

TIME TO VALUE

Connect the sale to the outcome

Selling, implementation, adoption and expansion run on different teams and data. An AI-native engine connects them. Days to first value and time to expansion become shared measures.

\$4B+

OpenAI's deployment company. Value after the sale is now part of how the next sale is won.

OpenAI, May 2026

PARTNER VALUE NETWORKS

Extend intelligence beyond the enterprise

Identify which capabilities an account needs, which partners can supply them and how participation changes the outcome. This requires permissioned sharing and clear attribution.

30–40% vs 6–15%

productivity gains enterprises expect from agentic AI, versus what most providers commit to

BCG, February 2026



SECTION V

What Changes in Practice

Where transformation actually happens.

Same signal. Three operating models.

An enterprise account shows early expansion potential. What happens next depends on the operating model.

EXHIBIT 14 · ONE EXPANSION SIGNAL, THREE RESPONSES

TRADITIONAL

Usage data sits with Product or Customer Success. Sales keeps separate account plans. Marketing runs separate programs. Partners manage their own engagements. The opportunity appears only when someone connects the signals by hand.

AI-ENABLED

Each team uses copilots to analyze accounts and draft outreach. The work is faster. Coordination still depends on the same handoffs, so the opportunity still waits on a person to notice it.

AI-NATIVE

The signal starts a governed cross-functional workflow. Product confirms adoption. CS validates realized value. An agent assembles context, gaps and partner options. Experts challenge it. Leaders approve consequential terms. The outcome feeds back.

The distinction is the coordination of intelligence and work across functions.

Five growth levers. Five AI-native use cases.

Each pattern follows the same loop. Experts frame. Agents create. Experts validate. Leaders decide. Each is measured on an outcome, not an activity.

EXHIBIT 15 · USE CASES ACROSS THE GROWTH LEVERS

GROWTH LEVER	USE CASE	WHAT AGENTS DO	WHAT EXPERTS DECIDE	MEASURED BY
Market segmentation	Continuous segment discovery	Cluster adoption, intent and economic signals into emerging segments	Whether the segment fits product economics and strategy	Conversion and CAC payback by segment
Account penetration	Expansion from product signals	Assemble usage, value evidence and partner options for the account	Whether value is realized and the timing is right	Time to expansion, net revenue retention
Partner ecosystems	Agent-assisted co-sell	Match account needs to partner capabilities and marketplace listings	Roles, economics and attribution across partners	Partner-influenced win rate, time to deploy
Demand generation	Answer engine preference	Audit how AI assistants describe and shortlist the company	Which evidence gaps to close first, and how	Shortlist inclusion, qualified pipeline
Field enablement	Coaching in the flow of work	Surface live deal evidence, risks and coaching moments	What good looks like, and when to intervene	Ramp time, stage velocity, quota attainment

Illustrative patterns drawn from the author's practice, not vendor case studies.

Enablement moves from content to governed judgment.

Agents handle research, enrichment, monitoring and defined analysis. Experts frame intent, validate complex judgments and manage exceptions. Sellers become the validators buyers seek when trust is required. Leaders set boundaries and own outcomes.

If agents absorb more entry-level work, the enterprise must still grow the experts who frame and validate it.

Management. Enterprise outcomes become shared across CRO, CMO, Product, Finance and Partners.

Architecture. Interoperable data, governed agent access and observable execution, not CRM alone.

Economics. Net contribution of the redesigned workflow, including integration, governance and validation costs.

EXHIBIT 16 · THE CURRENT ENABLEMENT MODEL IS UNDER STRAIN

48%

of reps achieved annual quota in 2026, down from 51%

Bridge Group, 158 companies

6.2 mo

ramp time, the highest in the research's history

Bridge Group, June 2026

49% vs
29%

of enablement programs focus on new hires versus tenured sellers

Bain, March 2026

2.4x

more likely to achieve strong revenue growth when AI upskilling is a priority

Gartner, CSOs, n=227

Transformation is an operating model decision.

It does not happen when the first sales agent is deployed. It happens when the enterprise changes how commercial work is organized, how decisions are made, how resources are allocated and how outcomes are measured.

- 01 Who owns the customer relationship when execution crosses functions?
- 02 Who governs an agent acting across product, sales, marketing and partner systems?
- 03 How are priorities resolved when conversion and margin conflict?
- 04 Which decisions can be delegated, and which require human judgment?
- 05 How are outcomes attributed across people, agents and partners?
- 06 How does local productivity become enterprise value?

90 percent report meaningful AI use in sales.

Only 8 percent report higher quota attainment.

The gap between widespread AI adoption and limited measurable revenue impact points to an operating-model challenge that technology alone cannot solve.

The evidence increasingly favors organizations that redesign commercial workflows, strengthen cross-functional execution and measure AI against business outcomes.

The revolution is in how GTM operates.

The ecosystem determines what is possible. The enterprise determines what becomes valuable.

THE FRAMEWORK

supplies the architecture. Customer, Product, Sales / Route-to-Market, Marketing.

THE FOUR CONDITIONS

make sustained improvement possible.
Signals, economics, governance, cadence.

THE FLYWHEEL

turns that improvement into compounding customer and economic value.

The models and agents will keep advancing. The enterprise still decides which work changes, which decisions are delegated, which outcomes matter and which risks are acceptable. For go-to-market leaders, that is now an operating imperative.

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OMDIA

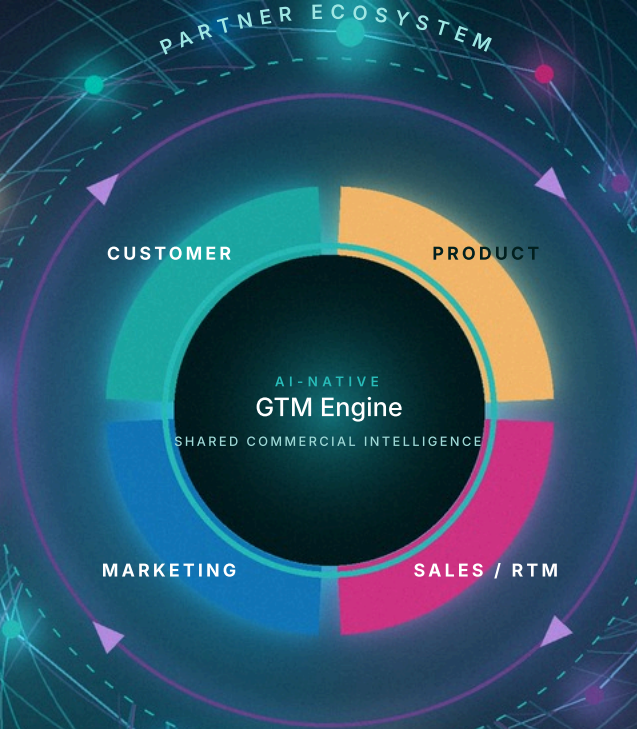
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Exhibits 1, 2, 3, 4, 7, 8, 9, 10, 16 and the momentum figures report data from the sources above. All other exhibits are the author's frameworks. The AI-Native GTM Operating Model (Exhibit 6), the AI-Native GTM Flywheel (Exhibit 13) and the GTM Engine Framework are the author's original work. © 2026 June Manley. All rights reserved. This Perspective reflects the author's views and is not financial, investment or legal advice.



The revolution is in **the operating model.**

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Guiding AI strategy and revenue growth for enterprises.

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