THE AI DIFFUSION SERIES

A PERSPECTIVE · OCTOBER 2026

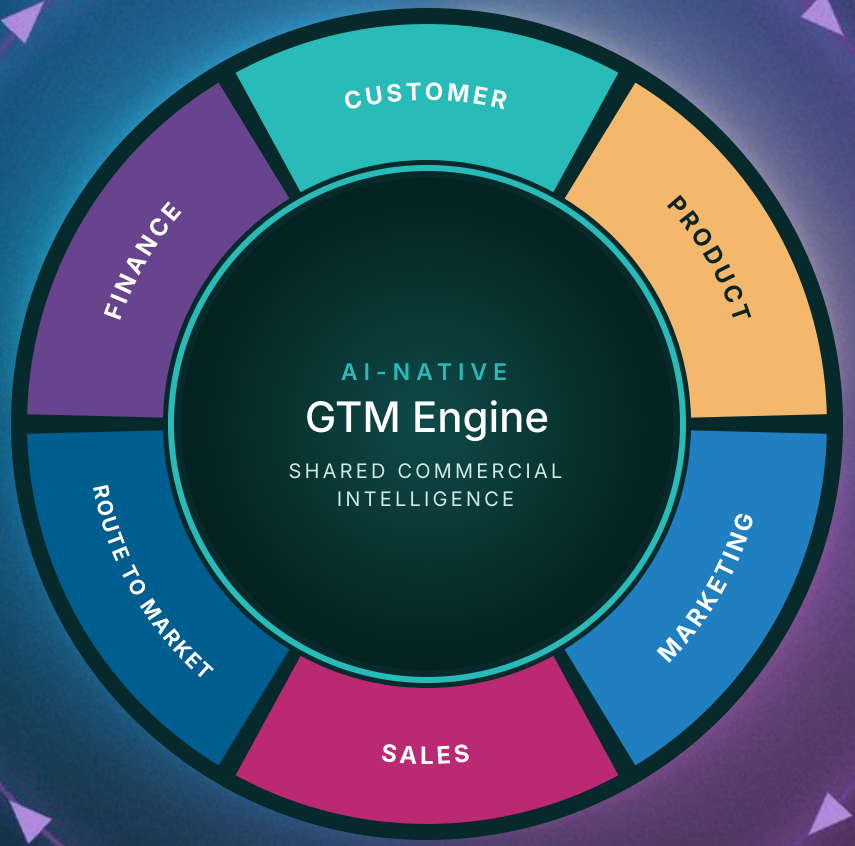
AI-NATIVE GTM

The Revolution Is in the Operating Model

The AI-Native GTM Engine connects shared commercial intelligence, governed agent execution, and financial accountability to improve revenue growth predictability and profitability.

SIGNALS · ECONOMICS · GOVERNANCE · CADENCE

Eleven years of connecting the dots.
Predictable revenue growth is still elusive. Or is it?



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THE PERSPECTIVE AT A GLANCE

Eleven years of connecting the dots. Predictable revenue growth is still elusive. Or is it?

For the past eleven years, the B2B market has chased one elusive goal: connecting the dots across Marketing, Sales, Product, Customer Success, Partners, and Finance to achieve predictable revenue growth. The industry built unified data lakes, deployed revenue intelligence dashboards, and is now embedding autonomous AI agents across workflows.

Yet measurable revenue impact remains limited. Only 8% of revenue leaders report higher quota attainment (BCG). Only 13% of CIOs report significant or transformational value from AI (Gartner).

Is predictable revenue growth truly elusive? Or is the market solving the wrong layer of the problem?

THE ANSWER

One governed GTM operating model, in which shared commercial context connects every domain and commercial outcomes are evaluated against customer value, bookings, recognized revenue, and profitability.

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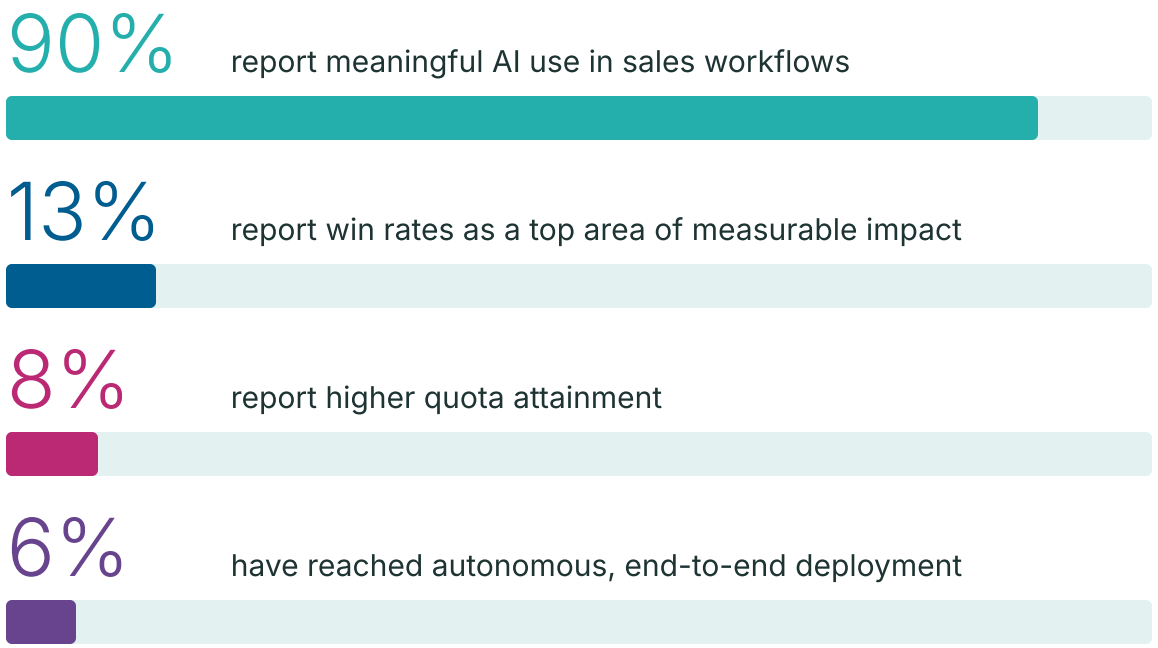
THE AI-NATIVE GTM PROBLEM

Revenue leaders adopted AI. Measurable commercial performance has yet to follow.

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

But use is not results. In BCG's survey of 398 revenue leaders across 23 countries, almost every team uses AI. Far fewer report measurable gains in commercial performance.

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



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

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

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

SECTION I

The Catalyst

Capability is moving faster than conversion. Eleven years of market evolution, and why revenue growth predictability remains elusive without an operating model redesign.

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

McKinsey finds almost nine in ten organizations use AI regularly in at least one function. Only 37% say AI has made a positive contribution to EBIT, essentially unchanged from last year.

Gartner's survey of 2,002 CIOs and technology executives, released the same week as BCG's, finds only 13% have realized significant or transformational value.

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

EXHIBIT 2 · PERSONAL PRODUCTIVITY IS NOT ENTERPRISE VALUE

~9 in 10

use AI regularly in at least one function

McKinsey

37%

say AI has made a positive contribution to EBIT

McKinsey

~6%

attribute 5% or more of EBIT to AI

McKinsey

13%

of CIOs report significant or transformational value from AI

Gartner, n=2,002

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 research with an AI chatbot more often than with Google

G2, n=1,076

69%

chose a different vendor than planned after chatbot guidance

G2, n=1,076

95%

of the time, the winning vendor was already on the buyer's day-one shortlist

6sense, 2025

69%

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

Gartner, n=645

G2, The Answer Economy, March 2026. 6sense, 2025 B2B Buyer Experience Report. Gartner buyer survey, released 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 on top.

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

EXHIBIT 4 · WHERE THE INVESTMENT HAS TO GO

$1 : $3 : $5

TECHNOLOGY PROCESS REDESIGN CAPABILITY BUILDING AND ADOPTION

McKinsey describes a 1:3:5 pattern for successful agentic AI transformations: technology, process redesign, and capability building and adoption. It is a directional guide to investment priorities, not a mandatory budget formula.

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

AI-ENABLED GTM

Improves the performance of existing activities inside individual functions.

AI-NATIVE GTM

Redesigns how intelligence, decisions, execution, and accountability work together across the enterprise.

Eleven years of connecting the dots: why revenue growth predictability remains elusive, and how to solve it.

Over the past eleven years, 2015 to 2026, the enterprise market has moved through four technology waves. Each aimed to connect Marketing, Sales, Product, Customer Success, Partners, and Finance into one view of commercial reality. Each was catalyzed by an external market trigger.

ERA 1 · 2015 TO 2016

Unify the data into a single source of truth

B2B enterprises ran marketing automation, CRM, product, and ERP systems in silos. Once an opportunity crossed from CRM into ERP, executive visibility vanished. An often-cited IDC estimate put the cost of sales and marketing misalignment at 10% or more of annual revenue. Big data and machine learning architectures emerged to correlate that data into one executive view: visualize, analyze, explore, assess.

EXTERNAL MARKET TRIGGER

The largest CRM vendor bought a CPQ vendor in December 2015, then machine learning and deep learning startups in early 2016, and launched an AI layer in September 2016. Conversation intelligence startups were founded, and forecasting startups raised growth capital.

WHAT STAYED DISCONNECTED

Insight sat with executives and analysts. Nothing acted on it. Each new AI product saw one slice of the engine.

ERA 2 · 2020 TO 2024

Consolidate the revenue intelligence use cases

From 2017 to 2019, specialists built out their products. From 2020, the deals and the analyst coverage followed. As cloud tools spread, data volume exploded and fragmentation worsened. Evaluations converged on eight use cases: lead prioritization, deal guidance, forecasting, pipeline visibility, retention, account planning, conversation intelligence, and coaching.

EXTERNAL MARKET TRIGGER

The market split between forecasting engines built on CRM and ERP history and platforms that analyze conversations. A wave of M&A followed. Gartner published its first revenue intelligence Market Guide in November 2021, and Forrester its first Revenue Operations and Intelligence Wave in March 2022. In September 2024, Forrester published its first evaluation of revenue orchestration platforms, merging three markets into one category.

WHAT STAYED DISCONNECTED

Seven of the eight use cases centered on the seller and the deal. Customer value, product, partners, and finance sat at the edge.

ERA 3 · 2025 TO 2026

Orchestrate the action

Generative AI and agents moved revenue platforms from reporting to acting. The shift began in September 2024, when two major CRM platforms launched sales agents. By October 2024, Gartner was using the term revenue action orchestration. Gartner published its first Magic Quadrant for Revenue Action Orchestration in December 2025. In 2026, both leading analyst firms refreshed their evaluations around action and context: persistent context graphs, time-series models, warehouse-native compute, and the Model Context Protocol (MCP), an open standard that connects AI agents to business systems.

EXTERNAL MARKET TRIGGER

Despite 90% AI adoption in sales workflows, only 13% of revenue leaders report win rates as a top area of measurable impact, and only 8% report higher quota attainment (BCG). Sellers are rejecting ungrounded AI output, and basic sales assistants are sliding into Gartner's Trough of Disillusionment.

WHAT STAYED DISCONNECTED

Revenue orchestration remains concentrated in sales execution rather than connected across the enterprise. Agents working inside one function speed up fragmentation.

ERA 4 · 2026 AND BEYOND

The answer: the AI-Native GTM Operating Model

Why has revenue growth predictability stayed so elusive after eleven years and billions in AI investment? It is elusive only when organizations expect a software layer to fix a fragmented operating model.

Orchestrating actions inside Sales alone trades silos of data for silos of agentic execution.

THE ANSWER

Elevate orchestration from sales execution to an enterprise-wide operating model. Shared commercial context connects Customer, Product, Marketing, Sales, Route to Market and partners, and Finance under explicit governance for people and agents.

Each wave connected one layer and left the next disconnected.

EXHIBIT 5 · ELEVEN YEARS IN FOUR ERAS. SPACING IS NOT TO SCALE.

	2015 to 2016 Unify the data	**2020 to 2024** Consolidate the intelligence	**2025 to 2026** Orchestrate the action	**2026 and beyond** Operate as one engine
MARKET TRIGGER	Conversation AI startups founded; forecasting AI raises growth capital (2015). CRM leader acquires CPQ, ML, and AI; launches an AI layer (2016).	Point tools split, then an M&A wave. First Forrester Wave of revenue orchestration platforms (September 2024). Three markets merge.	First Magic Quadrant for revenue action orchestration (December 2025). 90% use AI; only 8% see higher quota.	Buyers go AI-native. Agents projected to outnumber sellers ten to one by 2028. Pricing moves from seats to outcomes.
WHAT STAYED DISCONNECTED	Insight sits with executives and analysts. Nothing acts on it. Each AI tool sees one slice.	Seven of eight use cases center on the seller. Product, partners, and finance at the edge.	Orchestration concentrated in Sales. Ungrounded output erodes trust. Agents speed up fragmentation.	**The answer: one governed engine.** Shared context across all six domains, reconciled to financial actuals.

Read each column top to bottom: what the market introduced, and what it left disconnected.

From silos of data to one governed engine.

EXHIBIT 6 · FOUR ERAS OF CONNECTING THE DOTS

DIMENSION	ERA 1 · UNIFIED COMMERCIAL ANALYTICS (2015 TO 2016)	ERA 2 · REVENUE INTELLIGENCE (2020 TO 2024)	ERA 3 · REVENUE ACTION ORCHESTRATION (2025 TO 2026)	ERA 4 · AI-NATIVE GTM OPERATING MODEL (2026+)
Core problem	Silos of data. Marketing automation, CRM, and ERP did not connect.	Silos of point tools across business units.	Silos of seller workflows. Ungrounded AI output erodes trust.	Silos of execution. Agents optimize local tasks without shared context or unit economics.
Architectural fix	One dataset and dashboard, with one customer record across marketing, CRM, product, and ERP.	Bidirectional CRM and data lake integration across eight use cases.	Persistent context and time-series models exposed to every seller surface through open protocols.	One governed commercial system. Shared commercial intelligence across six domains, partners included.
Functional scope	Marketing, Sales, Product, and Finance.	Sales, Marketing, Product, and revenue operations.	Primarily sales execution and revenue operations.	Customer, Product, Marketing, Sales, Route to Market and the partner ecosystem, and Finance.
Who acts on insight	Executives and analysts reviewing dashboards.	Sellers, managers, and operations teams guided by scores.	Sellers and sales agents inside CRM and collaboration tools.	Cross-functional teams and authorized agents. Experts frame, agents create, experts validate, leaders decide.
Commercial model	Term licenses, priced by data source.	Per-seat subscription.	Seats blended with consumption credits or outcome tiers.	Cost per dollar of revenue growth, tied to gross margin, net revenue retention, and customer lifetime value.
Operating cadence	Daily data refresh. Monthly and quarterly reviews.	Weekly forecast rollups, deal inspections, and QBRs.	Real-time workflow nudges and bottom-up forecasts.	Continuous, event-driven loop: sense, analyze, plan, execute, measure, learn.

Each era removed one form of friction and revealed the next. The AI-native operating model governs how shared commercial context is used across people, agents, and partners.

Elusive, or not?

WHY IT STAYED ELUSIVE

01 **Each wave was bought for one function.** Context stopped at that function's edge.

02 **CRM stayed the source of truth.** A pipeline number in CRM is a hypothesis. Bookings and recognized revenue in ERP are reality. Few forecasts reconcile to them.

03 **Insight was separated from authority.** Dashboards and copilots recommend. No one owns the cross-functional decision.

04 **Measurement rewarded activity.** Leads, calls, and agent tasks were counted. Revenue quality was not.

NOT FOR THOSE WHO CHANGE THE OPERATING MODEL

Bain finds leaders who treat AI as full business transformation see 10 to 25% EBITDA growth. Gartner finds organizations with explicit plans to redesign roles for a human and agent workforce are 2.4 times more likely to be vanguards. Only 4% of CIOs have such plans.

01 · SHARED CONTEXT

Across every domain, not a dashboard for one function.

02 · FINANCIAL RECONCILIATION AND VALIDATION

Bookings, recognized revenue, gross margin, and cash conversion are distinct measures. Forecasts are evaluated against the relevant actuals, not treated as evidence of realized value.

03 · PROPORTIONATE GOVERNANCE

Every cross-functional decision has an owner.

04 · OUTCOME ECONOMICS

On a continuous cadence, revenue quality drives the next cycle.

The difference is not a better tool. It is four shifts, each the answer to one pattern.

Predictability is not purchased. It is operated.

SECTION II

What the analysts now track

From revenue intelligence to revenue orchestration. The category confirms the shift from insight to action. The enterprise decision is how to connect it across every commercial domain.

The analysts confirm the shift from insight to action. The enterprise decision is how to connect it.

Gartner and Forrester confirm a structural shift from applications that capture activity and provide insights toward platforms that preserve trusted revenue context, coordinate workflows, and govern AI-assisted execution.

GARTNER · MAGIC QUADRANT FOR REVENUE ACTION ORCHESTRATION, OCTOBER 2026

Defines revenue action orchestration primarily around sales productivity and the seller's system of action: platforms that capture revenue signals into one normalized, AI-ready data model.

Seven required capabilities: activity intelligence, AI sales assistant, AI-guided actions, data interoperability, deal scoring and pipeline analytics, programmable action orchestration, and sales skills coaching. **Four jobs:** acquire customers, retain and expand accounts, manage pipeline and forecast, coach sales talent.

DIRECTION OF TRAVEL

- **Application to context.** Intelligence flows into CRM, AI assistants, and data platforms through open protocols such as MCP.
- **Two kinds of memory.** Persistent memory for frontline continuity; time-series history for leadership forecasting.
- **Hybrid pricing.** Seats blend with credits and tokens. Buyers need usage guardrails.
- **A trust problem.** Sellers reject ungrounded output.

FORRESTER · THE FORRESTER WAVE: REVENUE ORCHESTRATION PLATFORMS FOR B2B, Q3 2026

Explicitly addresses coordination among people, teams, internal agents, partner agents, and third-party agents, as well as support for evolving revenue operating models.

Three buyer considerations: agent governance and interoperability with partner and third-party agents; a trusted data foundation with contextual integrity; and support for changing operating models such as territories, coverage, routes to market, and partner strategies.

WHERE THE MARKET SITS · GARTNER'S THREE VENDOR HERITAGES

CRM PLATFORMS

Broad ecosystems and strong data warehouse interoperability, with heavy administrative overhead around accounts and opportunities.

REVENUE ORCHESTRATION FIRST

Supplement CRM with execution-focused AI and aim to replatform sales execution and management.

AI-NATIVE ENTRANTS

Built from the ground up on warehouse-native compute, persistent memory, and normalization across several CRMs.

These findings establish the technological direction. **The enterprise decision is how to connect commercial work across Customer, Product, Marketing, Sales, Route to Market and partners, and Finance, with shared economic objectives and decision rights.**

EXHIBIT 7 · WHAT THE ANALYSTS TRACK, AND WHAT THE OPERATING MODEL ADDS

ANALYST LENS	WHAT THE ANALYSTS TRACK	OPERATING MODEL DOMAIN	WHAT THE AI-NATIVE MODEL ADDS
Capture and understand	Activity, account, and stakeholder intelligence	Marketing; Sales	Connect interaction signals to product usage and financial outcomes
Guide and execute	AI sales assistant, AI-guided actions, multichannel engagement	Sales; Marketing	Run every action through one governed loop with expert validation
Pipeline and forecast	Deal scoring, pipeline analytics, time-series forecasting	Finance and Commercial Economics	Reconcile the forecast to financial actuals, not to CRM stages
Coach and enable	Skills coaching, training plans	Sales	Enable governed judgment, not only content and call scores
Data and context	Data interoperability, persistent memory, open protocols	Shared Commercial Intelligence	Add product, partner, and financial context to the revenue graph
Govern the agents	Programmable orchestration, agent studios, autonomy controls	AI Agents and Orchestration Layer	Scale control with consequence across every function
Change the model	Territories, coverage, routes to market, commission crediting	Route to Market; Sales; Finance	Build partners into route to market and measure cost per dollar of growth

Analyst findings paraphrased from Gartner (October 2026) and Forrester (Q3 2026). Mapping is the author's.

WHERE PLATFORM EVALUATIONS MEET THE ENTERPRISE OPERATING MODEL

Both Gartner and Forrester assess context, agent-enabled execution, interoperability, and governance. Forrester explicitly considers partner and third-party agent interoperability and changing routes to market.

Their platform evaluations do not constitute an assessment of the complete six-domain commercial operating model, including product-value signals, partner contribution, pricing and margin decisions, financial reconciliation, and shared executive accountability.

The opportunity is to connect revenue orchestration to enterprise-wide decisions and verified customer and economic outcomes.

Author's analysis of the two named evaluations.

SECTION III

The AI-Native GTM Engine

Six commercial domains. One shared intelligence layer. Governed execution.

The architecture holds. How intelligence moves through it changes.

The GTM Engine connects six commercial domains (Customer, Product, Marketing, Sales, Route to Market, and Finance) through shared commercial intelligence and governed execution. Its purpose is to improve decisions and operating performance, with forecasts reconciled to financial actuals and commercial outcomes assessed against customer value and profitability. The discipline is analyze, execute, measure, adjust.

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

CONNECTED

Six commercial domains share one intelligence backbone.

COORDINATED

Authorized agents coordinate work across functions through open protocols. The partner ecosystem extends the enterprise's capacity to deliver value.

COMPOUNDING

Four conditions decide whether the engine improves predictably: trusted signals, outcome economics, proportionate governance, and continuous cadence.

The framework connects commercial intelligence to governed execution.

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

EXHIBIT 8

The AI-Native GTM Revolution Operating Model

An integrated commercial operating model that turns agentic capability into trusted, scalable, and predictable revenue growth.

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

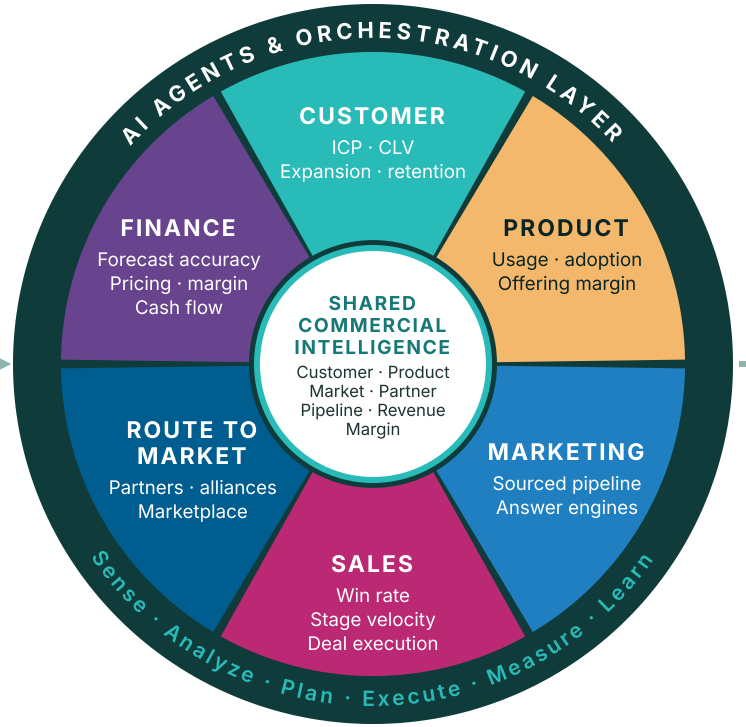
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STRATEGIC INTENT

Target markets & ICP · Growth & profitability goals · Customer & partner strategy · Differentiation & value

EXTERNAL FACTORS

- Market conditions & size
- Growth rate & trends
- Customer segmentation
- Competitive dynamics
- Ecosystem & partners
- Market economics
- Regulatory environment
- Business model



MEASURED OUTCOMES

- Predictable revenue growth
- Profitability & margin
- Faster time to value
- Customer lifetime value
- Partner-influenced revenue
- Greater market share
- ROE & cash flow

CONTINUOUS CADENCE: ANALYZE → EXECUTE → MEASURE → ADJUST

FOUR ENABLING CONDITIONS

1. **Trusted signal layer** — Unified data across customer, product, partner, CRM, and ERP
2. **Outcome-based economics** — Cost per dollar of revenue growth, margin, and value
3. **Proportionate governance** — Experts frame, agents create, experts validate, leaders decide
4. **Continuous cadence** — Analyze, execute, measure, adjust in near real time

© 2026 June Manley. The AI-Native GTM Operating Model is the author's original framework. junemanley.com

Customer and Product become continuous intelligence.

01 · CUSTOMER

FROM
Static segmentation, refreshed periodically

→

TO
A continuously refreshed view of customer intelligence

The engine joins behavior, adoption, intent, experience, and commercial outcomes. Agents surface expansion signals, falling adoption, renewal risk, and new segments that fit the unit economics.

02 · PRODUCT

FROM
Offerings measured by share and periodic profitability

→

TO
A live source of commercial intelligence

Usage shows where customers realize value, where adoption stalls, and when expansion becomes economically justified. The engine tests these signals against verified customer outcomes and margin.

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

High usage is not always high value.

Preference forms before the pipeline sees it. The seller's role moves.

03 · MARKETING

FROM
Campaign execution and lead volume

→

TO
Preference formation, inside AI research and answer engines

Buyers form preferences inside AI systems before demand tools detect an opportunity. Content, customer evidence, documentation, and partner expertise must be readable by people and by AI research agents. Campaigns are evaluated against acquisition economics, conversion quality, and attributable revenue, not lead volume alone. Revenue attribution should distinguish financially reconciled actuals from modeled influence.

04 · SALES

FROM
Pipeline administration and manual prep

→

TO
Coordinated revenue execution and high-trust validation

Agents assemble account intelligence, find buying group gaps, score deal risk, and recommend next actions. Routine preparation, CRM logging, and routing move into governed workflows. Sellers focus on relationships, complex negotiation, and commercial judgment.

69%
of B2B buyers prefer to validate AI-generated insights with a sales rep

Gartner, n=645

+39
percentage points more likely to say a rep, not generative AI, understood their needs

Gartner, n=645

2.4x
more likely to achieve strong revenue growth when organizations prioritize upskilling sellers on AI

Gartner, 227 CSOs

The buyer arrives informed by AI.

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

Route to Market delivers the value. Finance connects every domain to the bottom line.

05 · ROUTE TO MARKET

FROM
Distribution relationships and channel programs

→

TO
A coordinated network for reaching, transacting with, and delivering to customers

Sales converts opportunities into profitable revenue. Route to Market decides how the enterprise reaches, transacts with, and delivers value to customers: direct, partner-led, marketplace, and hybrid. Direct selling is one route; the Sales domain owns the execution. Hyperscalers, GSIs, ISVs, OEMs, and managed service providers shape how solutions are found, bought, implemented, and used. Scenario D shows the motion at work.

06 · FINANCE AND COMMERCIAL ECONOMICS

FROM
Back-office ledger and periodic reporting

→

TO
Real-time guardrails on growth, margin, and cash

When ERP, pricing, deal desk, and revenue operations connect to the shared intelligence layer, leaders see marketing-influenced pipeline through to bookings and recognized revenue. The engine governs non-standard discounts, reconciles partner and marketplace economics, and tracks agent compute and credit burn against gross margin. Finance closes the loop: bookings, recognized revenue, margin, and retention feed the next turn back to Customer.

OPERATIONALIZING THE INTELLIGENCE AND EXECUTION LAYER

New signals trigger evaluation → Authorized actions start workflows → Outcomes are measured against actuals → Exceptions escalate to experts

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Gartner finds 60% of CSOs say their revenue number is largely driven by elements outside of their control.

A connected engine is how they take it back.

SECTION IV

Twenty connected use cases

IV

Eight use cases became twenty. Eleven sit inside what the analysts evaluate. Nine extend past it.

IV · TWENTY CONNECTED USE CASES

Eleven sit inside the analyst category. Nine extend past it.

In the 2020 to 2024 era, enterprise revenue intelligence evaluations centered on eight core sales and forecasting use cases. All eight carry forward. Added to them: what the analysts now track and what the operating model requires.

Core (11). Inside what the analysts evaluate today. **Edge (5).** Named as direction or roadmap, not yet scored. **Beyond (4).** Outside the category, where Customer, Product, Marketing, and Partners meet Finance.

Three of the twenty originate in the 2015 wave and remain unfinished for most enterprises: a single customer record, marketing-influenced revenue traced to bookings, and a forecast reconciled to ERP.

EXHIBIT 9 · TWENTY USE CASES ON THE AI-NATIVE GTM OPERATING MODEL

Inside the category (11) · Edge: named, not scored (5) · Beyond the category (4)

Customer	Product	Marketing	Sales	Route to Market	Finance
1 Segment and ICP discovery	4 Expansion from product signals	5 Answer engine preference	8 Activity and conversation AI	13 Partner matching and co-sell	15 Pipeline visibility
2 Onboarding and time to value		6 Lead and buying group priority	9 Deal guidance, next actions	14 Marketplace and private offers	16 Forecast to ERP actuals
3 Retention and churn prevention		7 Multichannel engagement	10 Account planning and whitespace		17 Closed-loop attribution
			11 Coaching in the flow of work		18 Pricing and agent economics
			12 Territory and capacity design		

SHARED COMMERCIAL INTELLIGENCE AND AGENT LAYER

19 Revenue context and data interoperability

20 Agent governance and orchestration

Core, Edge, and Beyond are the author's analytical classifications of the twenty GTM use cases relative to the scope of Gartner's Revenue Action Orchestration and Forrester's Revenue Orchestration Platforms for B2B research. They are not official analyst categories or individual vendor capability ratings.

EXHIBIT 10A · THE TWENTY CONNECTED USE CASES · CUSTOMER, PRODUCT, MARKETING, AND SALES

#	USE CASE	WHAT AGENTS CREATE	WHAT PEOPLE DECIDE	MEASURED BY
1	**Continuous segment and ICP discovery** CUSTOMER · NEW · BEYOND	Cluster adoption, intent, and ERP margin into emerging segments	Whether a segment fits strategy and unit economics	Conversion and CAC payback by segment
2	**Onboarding and time to first value** CUSTOMER · NEW · BEYOND	Link presale commitments to deployment milestones; flag blockers	When to send engineers, CS, or partners	Days to first value; implementation margin
3	**Retention and churn prevention** CUSTOMER · 2020 TO 2024 · CORE	Correlate usage decline, support sentiment, sponsor change, and billing anomalies	Save plays, restructuring, or product fixes before renewal	Gross revenue retention
4	**Product-signaled expansion** PRODUCT · NEW · EDGE	Detect realized value and capacity thresholds; draft expansion options	Whether value is real, and the timing and terms	Net revenue retention; time to expansion
5	**Answer engine preference** MARKETING · NEW · BEYOND	Audit how AI assistants describe and shortlist the company	Which proof and evidence gaps to close first	Day-one shortlist inclusion; organic pipeline
6	**Lead and buying group prioritization** MARKETING · 2020 TO 2024 · CORE	Score and route buying groups from intent, authority, and conversion history	Thresholds for automated nurture versus seller outreach	Lead to qualified pipeline; cost per qualified opportunity
7	**Multichannel buyer engagement** MARKETING · NEW · CORE	Draft grounded outreach across email, voice, social, and video	Brand, compliance, and executive message approval	Engagement to meeting; pipeline per program
8	**Activity and conversation intelligence** SALES · 2020 TO 2024 · CORE	Log and analyze calls, email, and meetings for sentiment, competitors, and pricing friction	Messaging, objection handling, and product feedback	Buyer sentiment trend; seller admin time
9	**Deal guidance and next best actions** SALES · 2020 TO 2024 · CORE	Score deal health and recommend actions in the flow of work	Which recommendations to act on; validate with the buyer	Win rate; stage velocity
10	**Account planning and whitespace** SALES · 2020 TO 2024 · CORE	Map hierarchies, relationships, installed base, and cross-sell gaps	Strategic plans, executive sponsors, and bundles	Wallet share; attach rate; ASP

Each follows the same governed loop: experts frame, agents create, experts validate, leaders decide. Each is measured on an outcome, not an activity. Classification: author's framework; see Exhibit 9.

EXHIBIT 10B · THE TWENTY CONNECTED USE CASES · SALES, ROUTE TO MARKET, FINANCE, AND THE SHARED LAYER

#	USE CASE	WHAT AGENTS CREATE	WHAT PEOPLE DECIDE	MEASURED BY
11	**Coaching in the flow of work** SALES · 2020 TO 2024 · CORE	Score calls against the method; surface skill gaps and deal risk	What good looks like; when managers step in	Ramp time; quota attainment
12	**Territory, coverage, and capacity design** SALES · NEW · EDGE	Model territory, coverage, and capacity scenarios from pipeline and whitespace	Territory rules and coverage changes	Coverage ratio; quota balance
13	**Partner matching and co-sell** ROUTE TO MARKET · NEW · EDGE	Match account needs to partner capabilities; share permissioned deal context	Roles, margin split, and attribution before work starts	Partner-influenced win rate; co-sell deal size
14	**Marketplace and private offers** ROUTE TO MARKET · NEW · BEYOND	Find committed cloud spend; assemble private offers	Marketplace terms, revenue share, and compliance	Procurement cycle time; marketplace revenue share
15	**Pipeline visibility and hygiene** FINANCE · 2020 TO 2024 · CORE	Audit pipeline across CRMs and partners; flag phantom and stalled deals	Hygiene rules; where to add demand or capacity	Pipeline coverage two to three quarters out; deal slippage
16	**Time-series forecast reconciled to ERP** FINANCE · 2015; 2020 TO 2024 · CORE	Run models on point-in-time snapshots, sentiment, partner commit, and consumption	Forecast calls and board guidance	Forecast variance to financial actuals
17	**Closed-loop attribution and incentives** FINANCE · 2015 · EDGE	Reconcile marketing, seller, partner, and agent credit to bookings and recognized revenue	Budget shifts and incentive rules	Marketing-influenced revenue ROI; partner-sourced revenue
18	**Pricing, discount, and agent unit economics** FINANCE · NEW · EDGE	Track discounts and agent compute against margin	Pricing guardrails; caps on low-return agent spend	Gross margin; cost per dollar of revenue growth
19	**Revenue context and data interoperability** SHARED INTELLIGENCE · 2015 · CORE	Match customers and accounts across CRM, ERP, product, and partner data; serve context through open protocols	Common definitions and data ownership	Share of decisions on shared data; definition conflicts
20	**Agent governance and orchestration** AGENTS AND ORCHESTRATION · NEW · CORE	Run workflows within authorized boundaries; log every action	Autonomy levels, escalation, and stop rules	Exception rate; human intervention rate

Each follows the same governed loop: experts frame, agents create, experts validate, leaders decide. Each is measured on an outcome, not an activity. Classification: author's framework; see Exhibit 9.

SECTION V

From context to predictability

Data tells you what happened. Context tells you what it means and who may act. Predictability comes when shared context is governed and checked against customer and financial outcomes.

V · FROM CONTEXT TO PREDICTABILITY

Connecting the dots, defined.

The engine turns signals into predictable revenue growth through three links. Break any one and the forecast drifts.

01 · DATA BECOMES CONTEXT

Signals become useful commercial context when they carry shared definitions, persistent history, and appropriate access permissions.

→

02 · CONTEXT INFORMS DECISIONS

Shared context informs decisions through one governed operating loop: experts frame, agents create, experts validate, leaders decide.

→

03 · DECISIONS IMPROVE REVENUE GROWTH PREDICTABILITY

Authorized actions are measured against customer and financial outcomes. Results inform subsequent decisions, while forecasts are reconciled to relevant financial actuals.

EXHIBIT 11 · WHAT CONSISTENT, SUSTAINED, PREDICTABLE GROWTH MEANS

OUTCOME	WHAT IT MEANS	USE CASES THAT CARRY IT	MEASURED BY
Consistent	Every function sees the same customer, pipeline, and revenue	15, 19, 20	Definition conflicts; share of decisions made on shared data
Sustained	Growth holds through onboarding, renewal, and expansion, not one quarter's push	2, 3, 4, 10, 13	Gross and net revenue retention; CLV to CAC
Predictable	The forecast lands where recognized revenue lands	15, 16, 17, 18	Forecast variance to financial actuals; deal slippage

WHO OWNS THE CONTEXT?

Forrester identifies trusted revenue context as a strategic asset that buyers want shared across systems, users, workflows, and AI agents. That raises a C-suite design question: who owns commercial context, who can act on it, and how is the enterprise protected against new forms of platform dependency?

Author's synthesis of the Forrester Wave, Q3 2026, and "The Future of Revenue Orchestration: Three Findings From the Forrester Wave," September 25, 2026.

Four conditions decide whether the engine compounds or fragments.

CONDITION 01

A trusted signal layer

Disconnected data becomes disconnected agents. The fix: common definitions, one customer and account record across marketing, CRM, and ERP, permissioned access in place, and traceable sources through open protocols. Warehouse-native and lakehouse architectures, reached through MCP, are one practical way to share that layer without copying data. McKinsey finds inconsistent information across teams is now the top reason B2B buyers switch suppliers.

CONDITION 02

Outcome-based economics

Measure what the workflow produces, not what it does: cost per dollar of revenue growth, cycle time, time to first value, net revenue retention, gross margin. Consumption pricing rose from 35% to 42% of AI product companies in six months, outcome pricing from 18% to 23% (ICONIQ).

CONDITION 03

Proportionate governance and ownership

Capability does not confer authority. Delegate research, enrichment, and routing within boundaries. Require expert validation and leadership approval for commitments, discount exceptions, and contract terms. Almost half of companies surveyed say agents still need a person on at least 30% of tasks (ICONIQ).

CONDITION 04

A continuous operating cadence

Quarterly reviews are too slow to govern every commercial decision. Run event-driven cycles: sense, execute with authority, measure against customer and financial outcomes, and adjust. Gartner finds organizations with criteria for stopping AI pilots are 2.3 times more likely to be AI vanguards, yet only 31% of CIOs have them. Cadence must include the authority to stop work that fails its economic test.

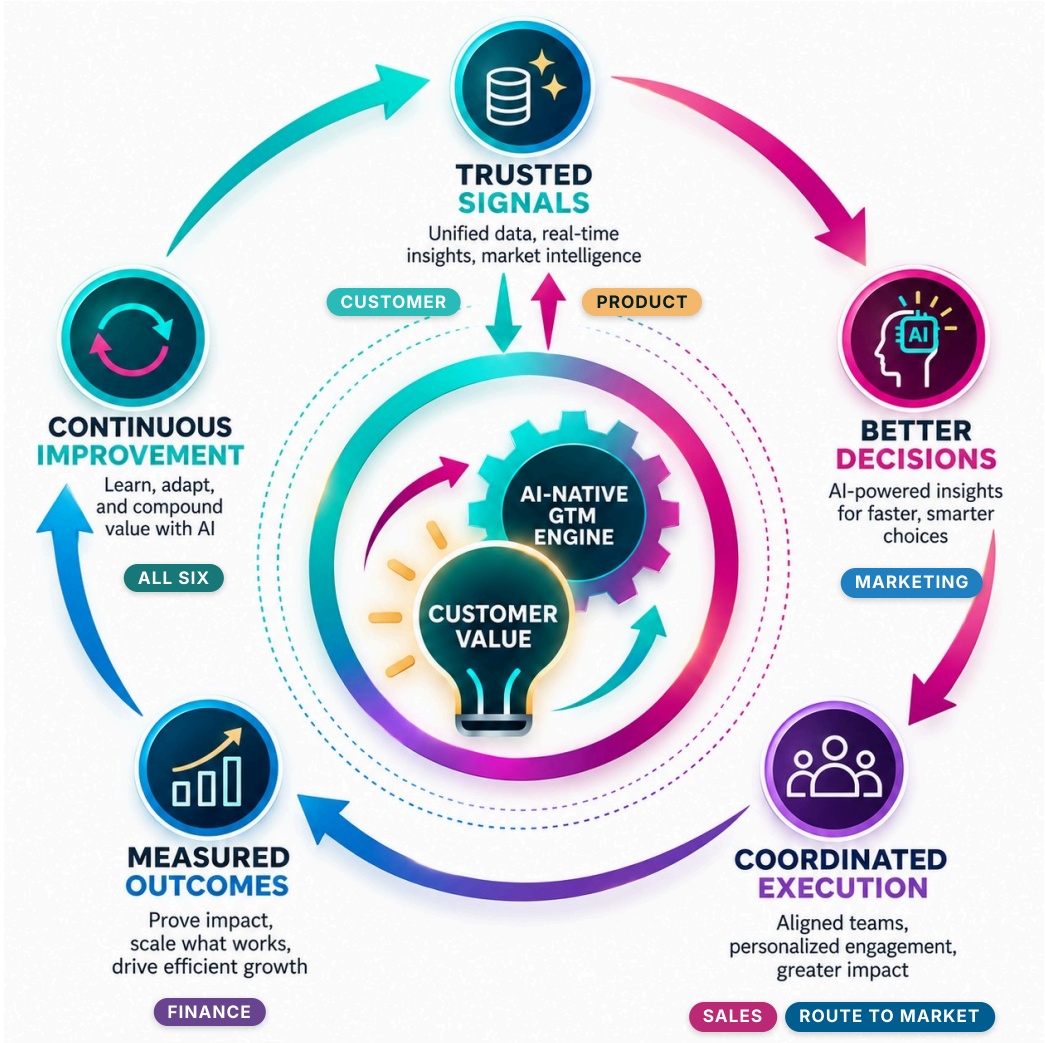
Signals without economics produce activity.

Economics without ownership produce competing priorities.

Ownership without cadence produces static plans.

Cadence without trusted signals produces noise.

THE AI-NATIVE GTM FLYWHEEL



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V · THE FLYWHEEL

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

Customer value sits at the center. Trusted signals improve decisions. Better decisions drive coordinated execution across teams, partners, and agents. Measured outcomes prove what works. Continuous improvement feeds the next turn.

Exhibit 8 shows who. The flywheel shows how the gains compound. Each tag marks the domain that leads a stage, in Exhibit 8 order: Customer and Product supply trusted signals, Marketing shapes decisions, Sales and Route to Market execute, and Finance measures outcomes. All six learn together, and the next turn starts again with Customer.

THE FLYWHEEL IS NOT AUTOMATIC

- Poor data reinforces the wrong ICP.
- Unvalidated agent recommendations amplify pricing mistakes.
- Misaligned incentives reward activity over revenue quality.
- Too much automation without validation damages customer trust.

It needs feedback, judgment, and correction, not only more speed.

One pane of commercial truth: leading indicators beside measured outcomes.

The first wave of unified commercial analytics gave executives four views: visualize, analyze, explore, and assess. The AI-native scorecard keeps that idea. Leading indicators sit beside measured commercial outcomes, and each pillar has shared owners.

EXHIBIT 12 · THE EXECUTIVE COMMAND SCORECARD

Preference and demand

CMO · Chief Product Officer

LEADING

Answer engine shortlist inclusion; lead to pipeline conversion

MEASURED COMMERCIAL OUTCOMES

Marketing-influenced revenue and spend ROI

Pipeline, deals, and routes to market

CRO · Chief Partner Officer

LEADING

Buying group coverage; pipeline coverage two to three quarters out; partner-sourced pipeline

MEASURED COMMERCIAL OUTCOMES

Competitive win rate; net-new ARR; partner and marketplace bookings

Value realization and expansion

Chief Customer Officer · Chief Product Officer

LEADING

Days to first value; adoption against entitlement

MEASURED COMMERCIAL OUTCOMES

Gross and net revenue retention; CLV to CAC

Commercial economics and predictability

CFO · CIO

LEADING

Non-standard discount frequency; agent compute per workflow

MEASURED COMMERCIAL OUTCOMES

Forecast variance to financial actuals; gross margin; cost per dollar of revenue growth

Financial outcomes can be reconciled to systems of record; competitive win rates and marketing-influenced revenue may also depend on operational definitions and attribution methods.

SECTION VI

What leaders do next

VI

Transformation is an operating model decision. Context is the bridge. Predictability is the prize.

VI · WHAT CHANGES IN PRACTICE

Same signal. Three operating models.

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

EXHIBIT 13 · ONE EXPANSION SIGNAL, THREE RESPONSES

TRADITIONAL

Usage data sits with Product or Customer Success. Sales, Marketing, Finance, and Partners each work alone. The opportunity appears only when someone connects the signals by hand.

AI-ENABLED

Each team uses its own copilot. Local work is faster. Coordination still waits on handoffs, or triggers conflicting outreach from several teams.

AI-NATIVE

The signal starts one governed workflow. Product confirms adoption. Customer Success validates value. Finance checks margin and entitlements. An agent assembles context and partner options. Experts validate. Leaders approve terms. The outcome feeds back.

The difference is not the technology.

It is the coordination of context and governed work across functions.

One objective: profitable revenue growth. Four different GTM challenges.

Across these four composite enterprise scenarios, the shared strategic objective is profitable revenue growth. The binding constraint differs by business model, legacy architecture, and stage of transformation. Each scenario is a composite of recurring GTM problems in its segment, not a single company. Each asks how the challenge gets solved, then compares three common answers with the AI-native answer.

SEGMENT	STARTING POINT	THE GTM CHALLENGE	WHAT COMMON ANSWERS LEAVE OPEN	THE AI-NATIVE ANSWER	DECIDING CONDITION
A **Enterprise infrastructure** Built through acquisition	More than two dozen ERP instances, three CRMs, three business units, one growth plan	**One number the enterprise can trust**	Migrations take years. Dashboards do not act. Each unit's agents collide in the same accounts.	Connect data where it lives and reconcile it to recognized revenue	A trusted signal layer
B **Diversified technology** Shifting from hardware to software and subscriptions	A target to grow at a multiple of the market's rate	**Growth the current pipeline does not see**	Capacity tracks the market. Discounts erode margin. Acquisitions add integration debt.	Find growth outside the pipeline, guarded by margin	Outcome-based economics
C **Cybersecurity software** Redesigning its field	New roles, new markets, and selling pods	**Redesign the field and still hit the number**	Paper reorganizations reset history. Enablement fits individuals. Pilots stay local.	Design pods, agents, and authority before launch	Proportionate governance and clear ownership
D **Enterprise AI software** Selling through partners and marketplaces	New deals arrive through hyperscaler marketplaces and close with a GSI delivering	**Make partner-delivered revenue predictable**	Partner managers coordinate by hand. Portals record deals. Fees and discounts erode margin.	Run partners on shared context, guarded by route economics	A continuous operating cadence

The goal is the same. The GTM challenge is not.

All four end at the same test: forecasts reconcile to bookings and recognized revenue, and growth holds its margin.

One growth plan. Many systems of record.

THE SITUATION

A global infrastructure company grew through acquisition. It runs more than two dozen ERP instances, three CRM systems, four marketing automation platforms, and three business units that sell into the same global accounts. The board approves one growth plan. Each business unit is now piloting its own sales agents.

THE GTM CHALLENGE

> **Turn one growth plan into one number the enterprise can trust.**

WHY IT STAYS ELUSIVE

The same customer appears under many names. Each unit forecasts in its own CRM. Marketing reports leads under four definitions. Finance closes in ERP weeks after the quarter. The group forecast is three forecasts added together.

HOW DOES IT GET SOLVED? THREE COMMON ANSWERS

APPROACH	WHAT IT FIXES	WHAT IT LEAVES OPEN
Consolidate the systems	One ERP and one CRM, eventually	A multi-year migration. Acquisitions keep adding systems, and the plan needs a number now.
Build a central dashboard	One executive view	Insight without action. Units still plan, sell, and forecast alone.
Let each unit deploy its own agents	Local speed	Three forecasts, and three sets of agents in the same accounts.

THE AI-NATIVE ANSWER

Connect data where it lives instead of migrating systems. Experts frame one account hierarchy and one revenue definition, reconciled to ERP. Agents match accounts across systems and flag cross-unit whitespace and duplicate pursuit. Unit finance validates. Leaders decide which unit leads each account and how joint revenue is credited.

Board test: Business-unit pipeline rolls up to one group forecast that ties to consolidated recognized revenue and gross margin.

USE CASES (EXHIBIT 10)

19 Revenue context and interoperability · 15 Pipeline visibility · 16 Forecast reconciled to ERP · 10 Account planning and whitespace · 17 Closed-loop attribution · 20 Agent governance

DECIDING CONDITION

A trusted signal layer

MEASURED BY

Forecast variance to ERP actuals at group level; share of revenue on resolved accounts; duplicate outreach incidents.

VI · SCENARIO B OF 4 · DIVERSIFIED TECHNOLOGY

Grow faster than the market.

THE SITUATION

A diversified technology company sets a target to grow at a multiple of its market's rate. Most revenue still comes from hardware and one-time services. The plan depends on a shift to software, subscriptions, and partner-led routes.

THE GTM CHALLENGE

> **Find growth where the current pipeline does not look.**

WHY IT STAYS ELUSIVE

Revenue intelligence predicts the pipeline the company already has. Growth at a multiple of the market must come from new segments, the installed base, partners, and a new revenue mix. Those signals sit in product usage, financial, and partner data, beyond the traditional sales execution environment.

HOW DOES IT GET SOLVED? THREE COMMON ANSWERS

APPROACH	WHAT IT FIXES	WHAT IT LEAVES OPEN
Add capacity and raise quotas	More coverage	Cost grows with revenue. Growth tracks the market.
Discount to take share	Short-term wins	Margin erodes, and the growth fails the board test.
Acquire growth	Revenue added fast	Integration debt. It creates the Scenario A problem.

THE AI-NATIVE ANSWER

Look for growth outside the current pipeline, guarded by margin. Experts frame where growth must come from by segment, motion, and margin. Agents cluster installed-base usage and ERP margin into expansion and new segment targets, and model partner and marketplace routes. Product and Finance validate. Leaders set investment and pricing guardrails.

> **Board test:** Growth above the market rate, at or above target gross margin, with net revenue retention rising.

USE CASES (EXHIBIT 10)

- 01 Segment and ICP discovery
- 04 Product-signaled expansion
- 10 Account planning and whitespace
- 13 Partner matching and co-sell
- 14 Marketplace and private offers
- 18 Pricing and agent unit economics
- 16 Forecast reconciled to ERP

DECIDING CONDITION

Outcome-based economics

MEASURED BY

Growth relative to the market; net revenue retention; recurring share of revenue; gross margin by motion.

VI · SCENARIO C OF 4 · CYBERSECURITY SOFTWARE

Redesign the field without losing the forecast.

THE SITUATION

A security software company redesigns its field in one fiscal year: new roles, new markets, and selling pods that replace the lone account executive. Specialists, solution engineers, and customer success join each pod. Agents take on research and preparation.

THE GTM CHALLENGE

> **Redesign the field and still hit the number.**

WHY IT STAYS ELUSIVE

Territories, quotas, compensation, CRM, and enablement were built for individual sellers. Pods blur credit and coaching. New markets have no history to forecast from. Average ramp time has reached 6.2 months, the highest in Bridge Group's research history.

HOW DOES IT GET SOLVED? THREE COMMON ANSWERS

APPROACH	WHAT IT FIXES	WHAT IT LEAVES OPEN
Reorganize on paper	A new org chart, compensation plan, and CRM fields	History resets. Credit disputes and ramp time rise.
Buy more enablement	Content and training	Built for individual sellers, not pods or agents.
Pilot pods, then scale	Lower risk	Slow. Lessons stay inside the pilot.

THE AI-NATIVE ANSWER

Design the pod, its agents, and its authority before launch. Experts frame roles, rules of engagement, and what agents may do. Agents model territory and capacity and coach in the flow of work. Managers validate pod credit and deal calls. Leaders set territory rules and incentives, then adjust on an event-driven cadence.

> **Board test:** The forecast holds through the redesign, ramp time falls, and cost of sales per dollar of revenue growth declines.

USE CASES (EXHIBIT 10)

12 Territory and capacity design · 11 Coaching in the flow of work · 09 Deal guidance · 17 Closed-loop attribution · 20 Agent governance · 02 Time to first value

DECIDING CONDITION

Proportionate governance and clear ownership

MEASURED BY

Ramp time by role; pod productivity; spread of quota attainment; forecast variance by pod and market.

VI · SCENARIO D OF 4 · ENTERPRISE AI SOFTWARE

The partner ecosystem becomes the delivery mechanism.

THE SITUATION

An enterprise AI software company sells to the largest enterprises. A growing share of new deals arrive through hyperscaler marketplaces and close with a global system integrator delivering the program. Capital is moving the same way: one hyperscaler planned 50 launch partners for its AI agent marketplace and got 900. Marketplace sales are projected to grow from $30 billion in 2024 to $163 billion by 2030, with partners facilitating nearly 60% (Omdia).

THE GTM CHALLENGE

> **Make partner-delivered revenue as predictable as direct revenue.**

WHY IT STAYS ELUSIVE

Capability alone does not reach production. Partners carry it there, yet partner data sits in portals, marketplace reports, and spreadsheets. Co-sell credit is negotiated deal by deal. Marketplace fees and private-offer discounts reach Finance after the quarter. The forecast cannot see partner commit, and delivery capacity decides time to value.

HOW DOES IT GET SOLVED? THREE COMMON ANSWERS

APPROACH	WHAT IT FIXES	WHAT IT LEAVES OPEN
Add partner managers	Coverage of key partners	Coordination stays manual, one account at a time.
Deploy a partner portal	Deal registration and content	A record of partner deals, not shared context with Sales, Product, and Finance.
List on every marketplace	Procurement through committed cloud spend	Fees and discounts erode margin without route economics.

THE AI-NATIVE ANSWER

Run partners as part of route to market on shared commercial intelligence. Experts frame which routes serve which segments and the margin each must clear. Agents match account needs to partner capabilities and committed cloud spend, assemble private offers, and share permissioned deal context with every co-selling team. Partner leaders and Finance validate roles, margin, and attribution. Leaders set route mix and incentives.

Board test: Partner and marketplace bookings grow faster than direct, at or above target gross margin, with time to value falling.

USE CASES (EXHIBIT 10)

13 Partner matching and co-sell · 14 Marketplace and private offers · 02 Time to first value · 17 Closed-loop attribution · 18 Pricing and agent unit economics · 19 Revenue context and interoperability

DECIDING CONDITION

A continuous operating cadence

MEASURED BY

Partner-sourced and marketplace bookings; route margin after fees and discounts; time to first value by partner; forecast variance on partner commit.

The Power of 3, rebuilt for agents.

The problem it solved. Large enterprise deals rarely involve one company. A hyperscaler holds the customer's committed cloud spend. A global system integrator (GSI) owns the transformation program. The software vendor owns the product. Left alone, three sales teams pursue one customer with three pipelines, three incentive plans, and three views of the account. Credit disputes and stalled procurement follow.

How the motion addressed the problem. Proven tri-party motions, known as the "Power of 3," put all three on the same opportunity. Dedicated joint business groups, executive sponsors, and mutual account plans make it work, but only through manual coordination, one account at a time.

What changes. In an AI-native engine, that motion runs on shared commercial intelligence, so it scales past the accounts a joint team can coordinate by hand.

HYPERSCALER	GSI	SOFTWARE VENDOR
Cloud, committed spend, marketplace	Transformation, delivery, scale	Product, outcomes, roadmap

- Agents match account needs to partner capabilities, committed cloud spend, and marketplace listings.
- Every co-selling team sees the same permissioned context at the same time.
- Partner leaders agree on roles, margin, and attribution before work starts.
- Delivery and time-to-value outcomes decide who partners with whom next.

The ecosystem stops being a channel.

It becomes the enterprise's extended capacity to deliver value.

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 trusted validators buyers seek. Leaders set boundaries and own outcomes.

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

EXHIBIT 14 · THE CURRENT ENABLEMENT MODEL IS UNDER STRAIN

48%

of reps achieved annual quota in 2026, down from 51% in 2024

Bridge Group, 158 companies

6.2 mo

average ramp time, the highest in that research's history

Bridge Group, June 2026

49%

say enablement focuses primarily on new hires. Only 29% emphasize tenured sellers.

Bain, March 2026

2.4x

more likely to achieve strong revenue growth when organizations prioritize upskilling sellers on AI

Gartner, 227 CSOs

Transformation does not start with the first sales agent. It starts with six questions.

SIX OPERATING MODEL QUESTIONS

01 **Customer ownership.** Who owns the end-to-end relationship when agents act across Marketing, Sales, Product, Customer Success, and Partners?

02 **Cross-functional governance.** Who governs an agent that touches product telemetry, CRM, partner portals, and ERP?

03 **Economic tradeoffs.** How are priorities resolved in real time when conversion speed and gross margin conflict?

04 **Human and machine authority.** Which decisions can agents make, which need expert validation, and which need leadership sign-off?

05 **Multi-party attribution.** How are measured outcomes and costs credited across sellers, marketing, agents, and co-sell partners?

06 **Compounding value.** How does local task productivity become predictable enterprise revenue and EBITDA growth?

FIRST MOVES

Start with one decision. Choose one consequential commercial decision, such as when product adoption should trigger expansion outreach or when renewal risk warrants intervention. Then establish the shared signals, accountable owner, decision rights, and economic measures.

Agree on definitions. Set shared definitions for account, opportunity, bookings, and revenue. Reconcile them to financial actuals.

Map the use cases. Choose the use cases from Exhibit 10 that move that decision, and name owners in each function.

Set authority. Define what agents may do, what experts validate, and what leaders decide in each workflow.

Measure the outcome. Track cost per dollar of revenue growth and forecast accuracy against recognized revenue, on an event-driven cadence.

McKinsey finds growth champions rewire core workflows end to end rather than adding AI on top of existing constraints (B2B Pulse, July 2026). The test for a CRO and CFO: does the workflow improve conversion, cost to serve, margin, customer experience, or retention after implementation and governance costs?

IN CLOSING

Is predictable revenue growth truly elusive? No. It is elusive only when enterprises treat an operating model problem as a software procurement exercise.

For eleven years, the industry has tried to make revenue growth predictable by buying another layer of software. In 2015, unifying marketing, sales, product, and finance data exposed revenue lost between the first marketing touch and recognized revenue. Through 2024, eight revenue intelligence use cases proved that insight still fragments without cross-functional alignment. In 2026, Gartner and Forrester validated revenue orchestration. Yet after near-universal AI adoption, only 8% of revenue leaders report higher quota attainment.

FUNCTIONAL CONTEXT TO ENTERPRISE CONTEXT

One shared view of every account, relationship, and forecast, available to every domain and partner through open standards.

ACTIVITY METRICS TO OUTCOME ECONOMICS

Every workflow, campaign, and agent credit reconciled against bookings, recognized revenue, gross margin, and net revenue retention.

AUTONOMOUS CHAOS TO PROPORTIONATE GOVERNANCE

Experts frame, agents create, experts validate, leaders decide, so machine speed never outruns human commercial judgment.

PERIODIC REVIEWS TO CONTINUOUS CADENCE

A closed loop of sense, analyze, plan, execute, measure, and learn that adapts in near real time.

When shared commercial intelligence, outcome-based economics, proportionate governance, and continuous execution operate together, enterprises can improve revenue growth predictability and the economics of growth. Forecasts become more accountable when reconciled to bookings and recognized revenue, while customer and financial outcomes inform the next decision cycle. Technology remains essential. Competitive advantage depends on how effectively the enterprise connects intelligence, decision authority, execution, and economic accountability.

Tools capture signals. Shared commercial context connects the dots. The operating model can support consistent, sustained, predictable revenue growth.

ABOUT THIS PERSPECTIVE

An independent perspective.

This perspective does not evaluate, rank, or endorse any vendor. It names no employer, client, or vendor. Analyst findings are paraphrased from the Gartner and Forrester research listed in the sources; no extended quotation is used. The mapping to the operating model is the author's.

Research and market triggers were checked against available primary publications and identified secondary reporting as of October 28, 2026. Analyst platform assessments are point-in-time evaluations, not comprehensive tests of an enterprise operating model. Forrester's Q3 2026 Wave used vendor materials submitted by July 7, 2026.

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© 2026 June Manley. All rights reserved. The AI-Native GTM Operating Model (Exhibit 8), the Four Eras of Connecting the Dots (Exhibits 5 and 6), the Twenty Connected GTM Use Cases (Exhibits 9 and 10), the Executive Command Scorecard (Exhibit 12), the AI-Native GTM Flywheel, and the GTM Engine Framework are the author's original work.

KEY TERMS

ARR · Annual recurring revenue
CAC · Customer acquisition cost
CLV · Customer lifetime value
CPQ · Configure, price, quote
GSI · Global system integrator
ICP · Ideal customer profile
ISV · Independent software vendor
MCP · Model Context Protocol, an open standard for connecting AI agents to systems
MSP · Managed service provider
NRR · Net revenue retention
OEM · Original equipment manufacturer
Answer engines · AI assistants buyers use to shortlist vendors

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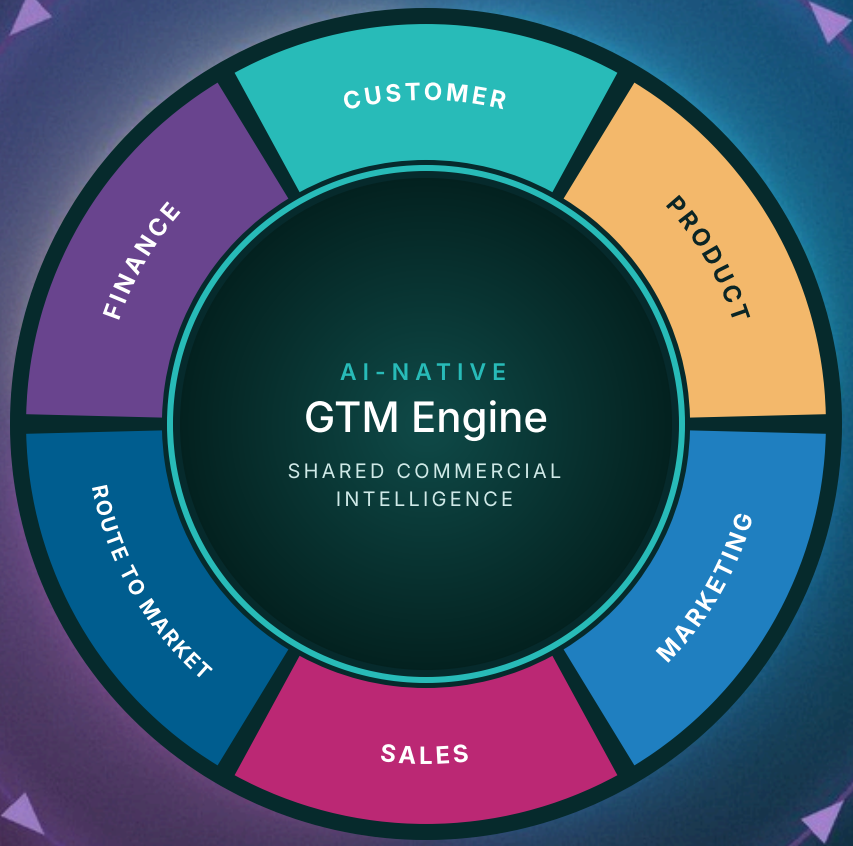
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The revolution is in the operating model.

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