

The New **Go-to-Market** **Standard** for B2B Selling

What C-suite buyers need to make a defensible decision, and how Go-to-Market leaders can equip sellers to help them reach it.

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AT A GLANCE

What GTM organizations need to win today

AI has made information abundant, but it has not made enterprise decisions easier. Buyers still need sellers who can turn information into judgment they can trust. This report examines what C-suite buyers expect from sellers and what GTM leaders need to put behind them to deliver consistently.



The findings point to five capabilities:



Clear ownership of AI-enabled content.

One team or leader must be accountable for its accuracy, governance, and use.



Connected systems and an authoritative source of truth.

Sellers need current, consistent information and a clear record when systems disagree.



Governance and approval controls for customer-facing content.

GTM teams need safeguards that prevent unapproved or unreliable content from reaching buyers.



A business case sellers can defend.

Sellers must be able to quantify value, explain assumptions, and respond to scrutiny in the moment.



Stakeholder-specific guidance for the buying committee.

Sellers need to understand what each person in the room needs to believe to support the decision.

Together, these capabilities make trusted seller performance **repeatable.**

INTRODUCTION

How AI has raised the standard

A shift is underway in B2B selling. Information is abundant. Judgment is scarce.

AI lets them research products, compare vendors, and test claims before the first sales conversation. It can also give weak evidence the appearance of authority. Buying committees have grown more technical, with more stakeholders able to challenge or stop a decision. Sellers now enter conversations where every claim faces more scrutiny and every answer carries more weight.

That changes the seller's job. **When AI-generated content conflicts with human guidance, 75% of buyers trust the human.** Buyers need sellers who can judge what applies, test assumptions, quantify value, surface risk, and help the buying committee reach a decision it can defend. The seller earns that trust by making sense of abundant information and standing behind a recommendation when the decision carries consequences.

That judgment cannot depend on a few exceptional sellers. Go-to-market (GTM) teams must make strong seller performance repeatable with trusted information, connected context, credible proof, and guidance sellers can use when the decision is being made. Every seller carries the quality of the organization behind them into the customer conversation. Seller performance is a shared GTM outcome.

This report examines that new GTM standard through two connected lenses: what C-suite buyers need from sellers to make defensible decisions, and how those same leaders equip their own customer-facing teams to meet those expectations. Buyers judge the seller. The entire GTM organization shapes what that seller can deliver.

How we designed this research

NewtonX conducted original research with 200 C-level and senior leaders across North America and Northern EMEA who evaluate, approve, manage, or fund revenue technology.

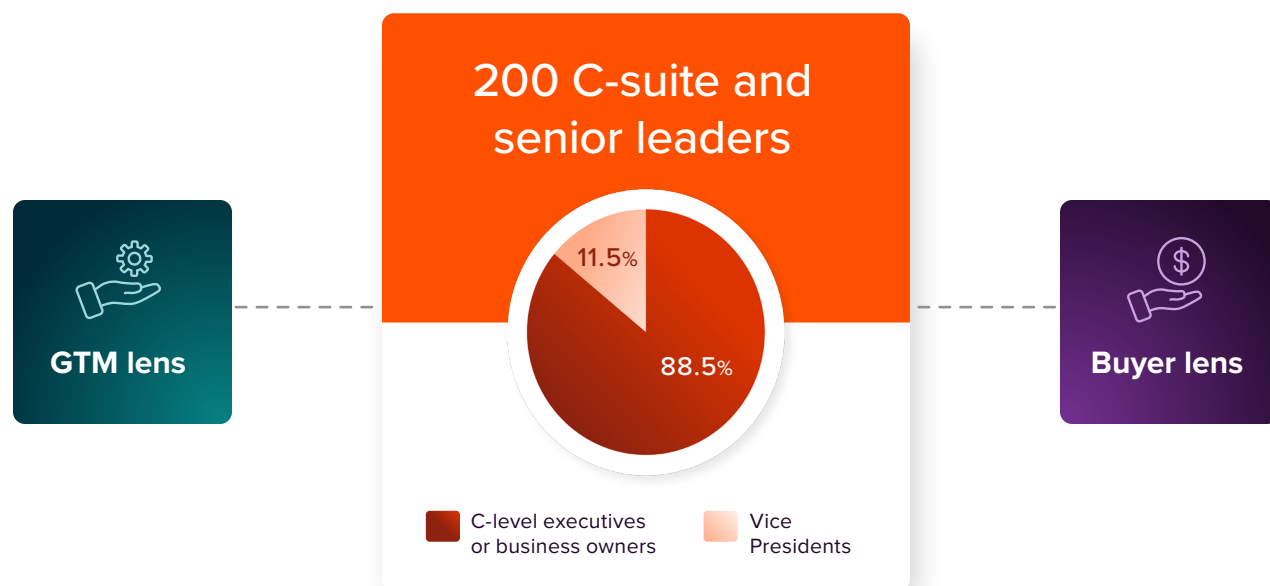
The study asked the same leaders to consider enterprise selling from both sides of the decision.

In this report, go-to-market (GTM) refers to the connected work of marketing, sales, enablement, revenue operations, customer success, and IT across the customer lifecycle.

Buyer lens: How leaders evaluate vendors, build consensus, and decide what earns their confidence.

GTM lens: How their organizations equip customer-facing teams with the content, data, governance, and guidance to meet those expectations.

The survey fielded from July 20 to July 30, 2026. Eight AI-moderated interviews and six in-depth executive interviews added context to the findings.



NewtonX®

About the research partner

NewtonX is a B2B research intelligence company. It connects organizations with verified professionals and supports end-to-end research using traceable data across more than 140 industries.

The buying committee raises the stakes

A more complex and technical buying committee raises the burden of proof for every seller.

More voices bring more requirements

The buying committee does not apply one shared standard. Each function brings its own requirements, from ROI and integration to security, compliance, and implementation risk.

Enterprise technology decisions now move through a large, more technical room. Committee size is only part of the shift. Where influence sits inside that room matters more. Adding voices lengthens a decision. Redistributing influence changes what the decision tests.

Executive leadership and IT participate most often in AI-enabled revenue or GTM technology purchases. Seventy-six percent of respondents say executive leadership is involved, while 74% say IT or enterprise architecture is involved. When executive

leaders join the decision, the CTO or CIO appears more often than the CFO, bringing technical scrutiny alongside commercial value. Influence is also moving toward functions with less history in commercial decisions. Data governance shows the clearest shift: among respondents with the function on their buying committee, 87% say its influence has grown over the past two years. Strategy or transformation follows, then product or engineering, security, and IT.

Functions that once reviewed a purchase late now hold an effective veto early, which means the room a seller walks into today is evaluating the deal on more dimensions, and in a different order, than it was two years ago.

"There's more decision makers. We need to understand the actual workflows, we need to evolve the workflows ready for AI, and we also need to massively involve the security team to make sure we are complying with all data regulations."

— Chief Revenue Officer, Technology

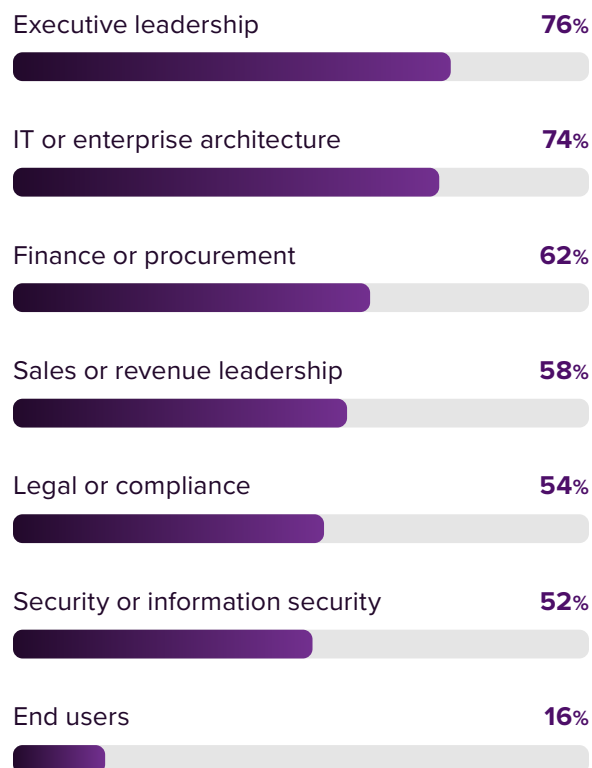
Each function verifies a different part of the decision. Finance tests the business case. IT examines integration. Security and compliance assess exposure. Revenue leaders look for evidence that the technology will improve execution.

The voice least often represented in the room belongs to the people who will eventually use the technology. End users are involved in just 16% of

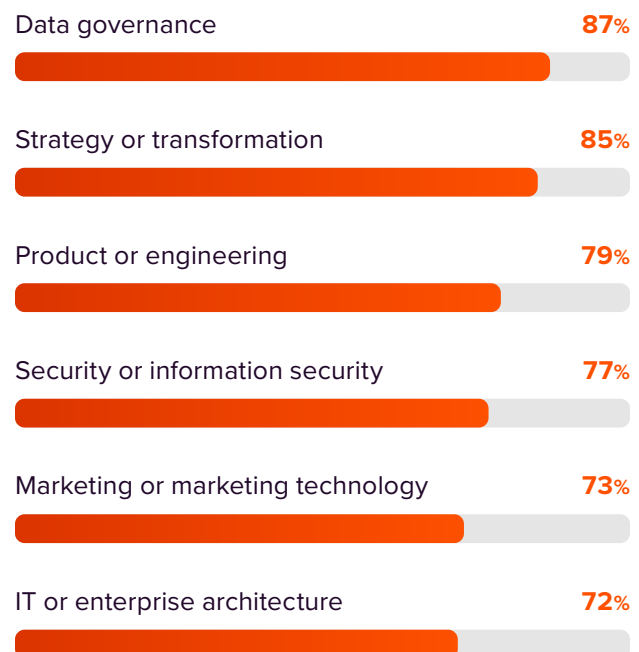
these buying committees, the lowest rate among the groups listed in the survey. Their influence can matter more after selection, as organizations decide whether a tool earns broader adoption.

Seller preparation must start with the people in the room, but it cannot stop there. The committee needs enough proof to address each function's concerns and manage the doubt that remains.

Functions *involved* in AI-enabled revenue or GTM technology purchases



Functions with the *largest gains in purchase influence* over the past two years



Base varies by function and includes respondents who selected that function as involved in purchase decisions. Percentages show those reporting some or significant gain in influence.

Base: all respondents, n=200. Multiple responses allowed.



What each stakeholder needs to prove

The same purchase looks different from every seat in the room. Sellers need to understand the question each stakeholder brings, the influence they carry, and the evidence that helps them reach a decision.

Stakeholder	Question they need answered	Role in the decision	Evidence sellers need
Executives and finance	Will the value hold?	Test and challenge the business case	Transparent assumptions, downside scenarios, measurable outcome
IT and architecture	Will it work in our environment?	Assess integration, scalability, and the internal-build alternative	Architecture details, integration plans, technical validation
Security and compliance	Can we control the risk?	Can stop the purchase when core requirements remain unresolved	Certifications, privacy documentation, audit trails, governance control
Procurement and revenue operations	Will it hold up over time?	Test viability beyond initial deployment	Real-data pilots, operating costs, ownership, performance measures
End users	Will it work in practice?	Influence expansion through pilot and adoption evidence	Representative pilots, usage feedback, support plans

Editorial synthesis of survey and interview findings. The table does not represent a measured role-by-role ranking.

The business case carries the most weight

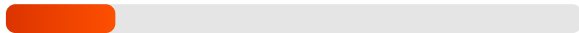
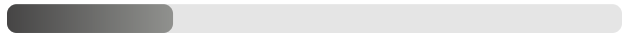
ROI gives a varied committee common ground where buyers can inspect and challenge the assumptions.

Finance can test the economics, IT can weigh integration costs, and Security and Compliance can assess whether the expected return justifies the risk.

This explains why ROI has such force in both directions. A clear business case builds confidence for buyers. An unclear or unproven one creates doubt for them. The business case

must survive examination as leaders inspect the assumptions, challenge the logic, and decide whether the value will hold through implementation.

A business case starts to earn credibility when sellers tailor the pitch to the buyer's business context and make the logic clear enough for each stakeholder to examine and shape the decision. Half of leaders feel most skeptical during initial outreach or the pitch, which means the credibility test starts before a proposal ever reaches the committee.

What *builds* confidenceClear ROI or business case **55%**Security and compliance validation **38%**Smooth integration with existing systems **29%**Internal executive sponsor buy-in **22%**Transparent, clear pricing **19%**Alignment with our roadmap **19%**A live product demo or trial **18%**Transparency on how the vendor's AI uses data **17%****What *undermines* confidence**Unclear or unproven ROI or business case **46%**Data security or privacy risk **39%**Lack of clearly defined use cases **29%**Doubts about the accuracy or reliability of AI outputs **28%**Cost or pricing that feels unclear or opaque **27%**Integration challenges with existing systems **26%**Unanswered regulatory or compliance questions **24%**Inconsistent information across sales reps or materials **15%***Base: all respondents, n=200. Multiple responses allowed.*

“[Moving a skeptic to support a purchase] only happens if we can see they have existing use cases already built and working at scale, with a partner company of theirs or maybe a different company. We don’t need the company name, but we at least need a case study.”

— Business Owner, Technology company

Buyers often decide before doubt disappears

Buying groups move forward once their key questions are answered and the remaining risk feels manageable.

Full confidence rarely determines whether a deal progresses. Only 7% of leaders say their organizations always wait until everyone on the buying team feels fully confident. Ninety-three percent proceed with unresolved doubt at least a quarter of the time.

Buying groups make that uncertainty manageable. They use additional validation, safeguards, staged commitments, monitoring, and clear ownership to address concerns without reopening the entire decision. Security and Compliance carry a harder standard because a serious objection can stop the purchase.

Most of this work happens beyond the seller's view. GTM teams must help sellers identify who will test the decision, what each person needs to verify, and which concerns could end the deal. Transparent ROI assumptions, current technical evidence, and



stakeholder-specific proof give the committee something concrete to challenge and defend.

This is where confidence at scale begins. A single pitch can land on its own merits. Giving every voice in that room its own proof, on every deal, regardless of which seller is running it, requires a repeatable system behind the seller.

“If their concern is legitimate, we’ll address it directly, maybe through additional validation or specific safeguards. But once there’s a clear executive decision, generally everyone aligns behind it.”

— Chief Technology Officer, Technology Sector

Actions for GTM leaders



Build a stakeholder proof map and make it standard on enterprise deals.

For each function on the committee, define the question it needs answered and the single artifact that answers it, then hold that library centrally so no seller assembles it alone.



Redesign the early-stage motion so proof arrives in the first conversation.

Half of these leaders are most skeptical at initial outreach and only a fifth at proposal review, so the credibility test happens before your proposal stage exists. Move the ROI logic, the security position and the integration path into first-meeting material, then measure whether teams actually use it.



Standardize one ROI model your teams can hand over.

Unclear or unproven ROI is the leading destroyer of confidence, ahead of data security risk. Own the model centrally, including its inputs, sensitivities and failure conditions, so every seller gives finance the same defensible proof.

Information failures reach the seller, then the buyer

A seller can only bring credible judgment into the room when the information behind it is current, governed, and clearly owned.

AI makes information faster, not more reliable

AI carries the quality of its sources into every output. When those sources conflict, sellers inherit the risk.

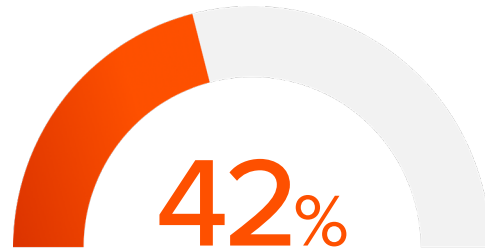
The lens now shifts to the GTM organization. The same executives who described rising buyer scrutiny also reported outdated and contradictory information inside their own revenue teams.

AI has accelerated access to that information. Eighty-three percent agree that AI has significantly increased how quickly teams can access the information they need for decisions. Faster access carries the quality of the source forward. **When systems disagree, AI can deliver the wrong answer with the polish of approved work.**

One in four organizations encounter outdated information in AI-generated sales and marketing materials at least monthly. One in four also encounter inconsistent messaging across teams or channels at least monthly.

The seller often becomes the last person in the chain. They receive an answer, proposal, or recommendation that looks ready to use, then carry its accuracy into the customer conversation.

Forty-one percent say unapproved AI-generated content reaches customers a few times a year or more. Eleven percent see it happen at least monthly. Once inaccurate material reaches a buyer, the cost isn't just duplicate work. It jeopardizes the seller's credibility and the vendor's claims.



encounter at least one of three
AI-generated content failures monthly:

- Outdated information
- Inconsistent messaging
- Unapproved content

Fragmented systems create compounding costs

When systems disagree, AI turns an internal information problem into seller rework and buyer risk.

The breakdown is structural. The leading causes sit upstream of the seller. Organizations

lack an agreed source of truth, different teams work from different systems, content changes faster than teams can update it. Teams working inside these systems inherit the conflict regardless of how careful they are.

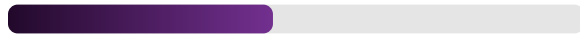
“The majority of the time, [the cause of accuracy or consistency problems related to AI generated content] is data quality. There isn’t a single source of truth. We have several data points that contradict each other, so depending on which core systems the AI can access, we get different answers. Maybe 90% of the time it’s a data-related issue, not a functionality or prompting problem.”

— Group COO, Financial Services

AI accelerates access to whatever those systems contain. It can also conceal disagreement between them. A seller may receive a confident answer without seeing the old record, conflicting source, or missing context underneath it.

Where **responsibility** for content accuracy breaks down

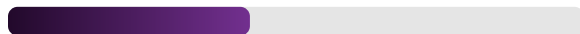
Different teams use different systems **46%**



No single source of truth **43%**



Content becomes outdated faster than it is updated **42%**



The **leading consequences** of content accuracy breakdowns

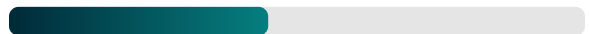
Time spent correcting errors **57%**



Additional review or approval steps **51%**



Lower employee confidence in AI tools **45%**



Bases: responsibility breakdowns: all respondents, n=200. Consequences: respondents who reported problems caused by outdated, inconsistent, or unapproved AI outputs, n=184. Multiple responses allowed.

One executive described an AI sales workflow that used stale CRM and engagement data to recommend the next best action on an enterprise account. The recommendation looked

credible, yet it directed the team toward the wrong stakeholder with the wrong message. The team caught the error before losing the opportunity, but the correction slowed the sales cycle.

“It’s just a vast array of different systems that hold similar, or non-similar, data, and that creates these errors. We’re working hard to minimize duplication of data across different stages, but it’s very difficult when you’re not a startup starting from a blank slate.”

— Head of Technology, Financial Services

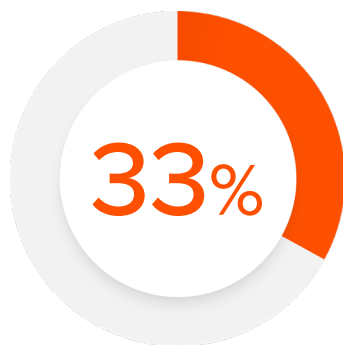
Self-built AI workflows create predictable breakdowns

For a seller, a self-built AI workflow moves the problem rather than removing it.

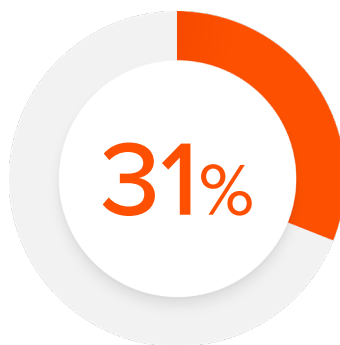
Some teams answer fragmentation by assembling their own AI workflows. When they do so without a vendor platform or central governance, the failures follow a

pattern. The workflow does not scale beyond the team that built it. It grows harder to maintain as requirements change. Its outputs drift. It stalls at security review, misses integrations, and in some organizations no one clearly owns it when something goes wrong.

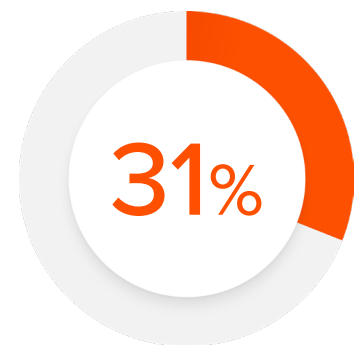
Where self-assembled AI workflows break down:



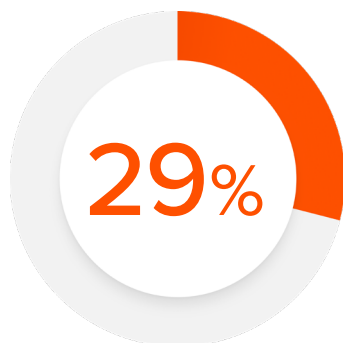
Did not scale beyond the original team



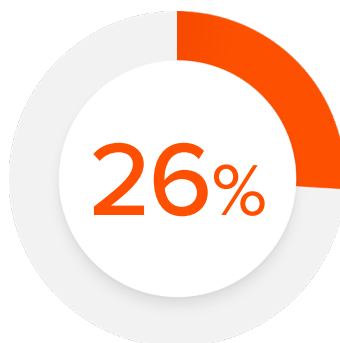
Grew difficult to maintain as needs changed



Outputs became inaccurate or unreliable over time



Failed a security or compliance review



Did not integrate with other systems



No clear owner when something went wrong

Base: all respondents, n=200. Multiple responses allowed.

Taken together, these breakdowns show the operating burden of a self-built approach. They also raise two practical questions for sellers: Who maintains the workflow as requirements change? Who is accountable when an output is wrong?

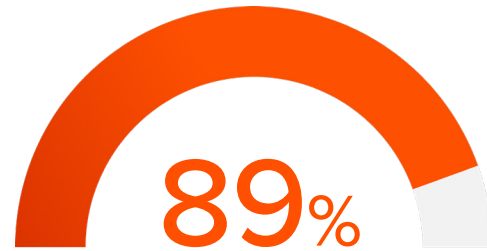
Accuracy needs an owner before information reaches the seller

Connected systems make information available. Clear ownership determines what sellers can trust.

Technology alone cannot decide which source should win when systems disagree. GTM leaders must establish where approved information lives, who maintains it, and who carries responsibility for customer-facing AI output.

Today, that ownership remains dispersed. IT is named most often (29%) as responsible for the accuracy of customer-facing AI output, and 16% report no single owner.

One executive described an AI-drafted proposal that included obsolete pricing and services the engineering team no longer supported. The document looked complete. Human review caught it before it reached the customer. Without that review, the proposal could have created contractual risk.



agree that clear content ownership and connected systems can help organizations make purchase decisions faster.

Governance becomes concrete when someone can approve, correct, or stop an output before a seller uses it. Seller judgment starts with information they can trust. Clear ownership and governed sources give sellers a firm basis for guiding the buyer.

“We define where the data is, what is the single source of truth or the system of record. It doesn’t matter what you call it. We describe this during the buying process, before we start looking for a solution that could help us.”

— Head of IT and Digital, Machinery Manufacturing

Actions for GTM leaders



Assign one named owner for the accuracy of customer-facing AI output.

No function holds a majority today, and around one in six organizations reports no single owner.



Decide which system is authoritative when two disagree.

Teams working from different systems and the absence of a single source of truth are the two leading breakdowns, and they need different fixes: consolidation connects the systems, a documented decision settles authority.



Put a human approval step in the workflow before content reaches a customer.

More than four in ten say unapproved content reaches customers at least a few times a year, and roughly one in ten sees it monthly. A third name the absence of a formal review process as the breakdown point, and a majority are already losing time correcting errors after the fact.

Sellers earn their place through judgment

Information has never been more abundant, and AI makes the basic part of it easier than ever to find. Buyers trust and value sellers who can make sense of the options, apply them to the business, and stand behind the recommendation.

Buyers still rely on people, not AI, for context and accountability

Human guidance matters most when buyers need accountability, interpretation, and a recommendation someone will defend.

AI and self-service research have changed what buyers expect before the first conversation. They can compare features, review competitors, check price benchmarks, and form an initial view without speaking to a seller.



agree that they trust human guidance more when it conflicts with AI-generated content.

“It’s a human in front of us that we discuss the price with. If everything sits on a platform, you check the price the way you would on Amazon, and you choose the cheapest. But if you put a human there, the human can discuss longer with the customer and build confidence with you.”

— Head of Data and AI, Automotive

That access has increased the value of strong human relationships for many buyers. Forty-six percent say AI-generated content and information have made them more reliant on people in high-stakes decisions. Only twenty-one percent have become less reliant. Among those who rely more on people, 36% point to accountability as the leading reason. Buyers still want someone to stand behind the recommendation when the decision carries consequences.

That preference has limits. One executive trusted AI more on pricing, but still preferred an experienced person for specialized technical questions. Human value depends on the work: automation can improve a data-rich decision, while judgment matters most when context and consequences remain unclear.

Buyers give their trust to sellers who can explain why an answer applies to their business, acknowledge uncertainty, and take responsibility for the recommendation.

“I would trust AI more, in general, on pricing. AI will always beat you in the long run there. For technical questions, it’s different. If I have someone who has worked thirty years in the industry on a specific application, I’d trust that person over AI, for now.”

— CFO, Industrial Distribution

Buyers need sellers to turn information into a decision

The seller's value sits in the work that generic information cannot finish: testing fit, exposing tradeoffs, and making value concrete.

Buyers still rely on people across the hardest parts of a purchase. Negotiating price and terms ranks first. Assessing whether the business case fits their organization, understanding downside risk, and applying the solution to their environment follow closely.

The pattern extends well beyond price. Buyers want a seller who can connect the economics, risks, and technical realities of a purchase to the decision their organization must make. Thirty-four percent also rely on sellers to validate claims they encountered elsewhere. An AI answer may be accurate in general and still fail in the buyer's specific environment. The seller earns trust by recognizing that distinction and stopping a flawed recommendation before it reaches the buyer.

The seller's role goes beyond adding information. Buyers need help interpreting what they have found, challenging assumptions, and understanding how a solution applies to their environment. One executive described the change in the job as fending off recommendations that hold up in theory but fail against their actual circumstances, and saying so plainly.

Where buyers still rely on a vendor representative or human expert

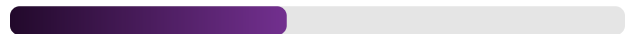
Negotiating pricing or contract terms **55%**



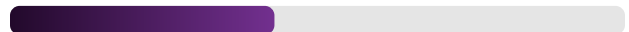
Assessing ROI or business-case fit **49%**



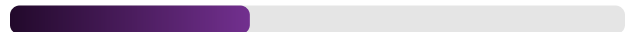
Understanding risk or potential downsides **45%**



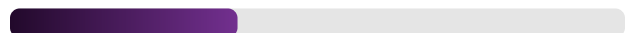
Interpreting how a solution applies to their situation **43%**



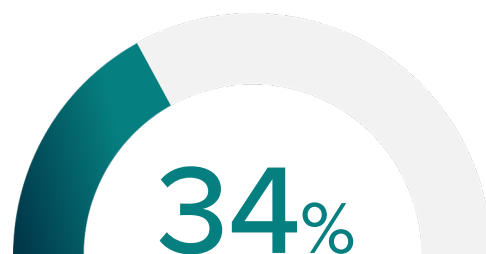
Drawing on industry expertise or peer references **39%**



Navigating internal alignment or politics **37%**



Base: all respondents, n=200. Multiple responses allowed.



rely on a vendor representative or human expert to validate claims they encountered elsewhere.

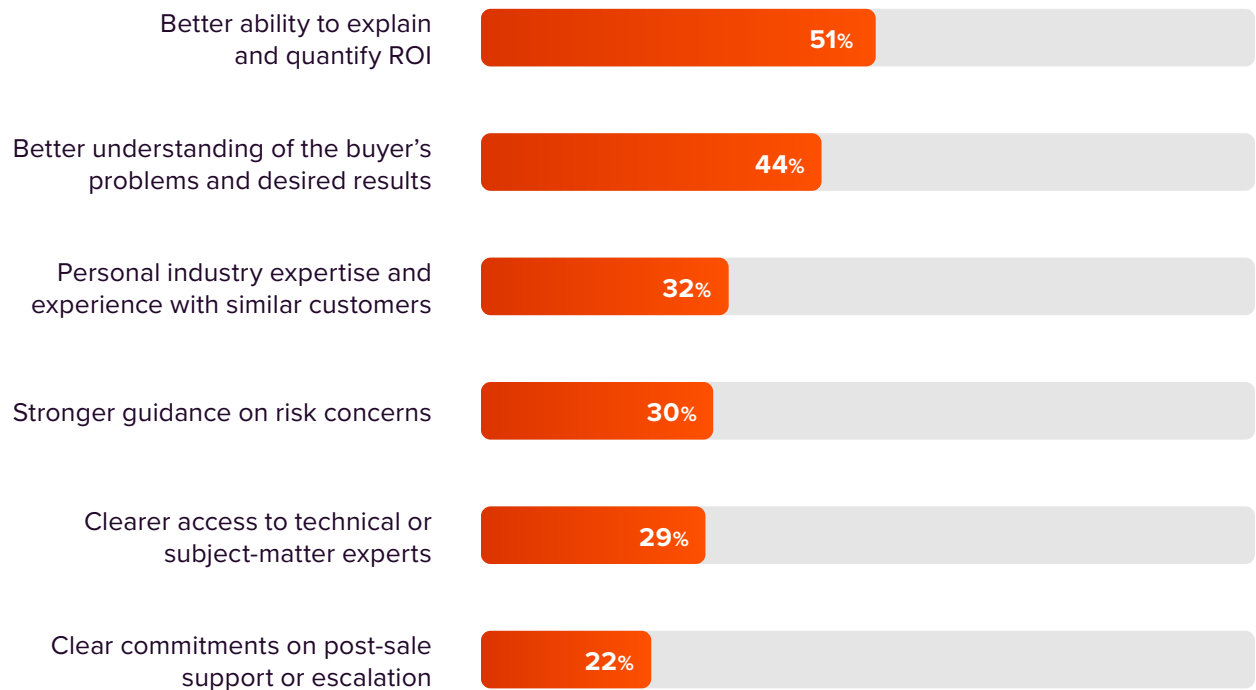
“AI and self-serve information have actually made me value a good sales representative more. I don’t need a salesperson to give me information; I can research features, competitors, price benchmarks, and customer feedback myself before we even speak. Where I want the rep involved is helping me understand how the solution applies to our own environment, challenging our assumptions, and navigating trade-offs that aren’t obvious from the documentation.”

— Chief Technology Officer, Technology Sector

Buyers want sellers to quantify value and understand the problem before they add more information.

Asked what would help a seller guide them more effectively, leaders put ROI fluency first. Understanding the buyer’s problem ranks second. Both outrank personal industry expertise, access to technical experts, and case studies.

What would help sellers guide buyers better



Base: all respondents, n=200. Multiple responses allowed.

Judgment has to be equipped

A seller cannot improvise the business case, context, and technical proof that a skeptical committee expects.

Human judgment becomes a
repeatable advantage **when GTM**
teams give sellers reliable inputs
and train them to apply those
inputs to the buyer's situation.

That includes transparent ROI assumptions, current technical evidence, relevant customer examples, and access to specialists when the decision demands it.

The first two sections establish the dependency: A large buying committee raises the standard of proof, while fragmented information weakens the seller's ability to meet it. Strong sellers connect those two sides of the decision. They turn governed information into guidance a buyer can test, challenge, and defend.

“If I was advising a peer, I’d tell them to sort the data out first. Establish a modern platform, get your data unified, and you need real-time data. That’s the thing that unlocks the ability to use AI in a meaningful way.”

— Chief Commercial Officer, Financial Services

Actions for GTM leaders



Make ROI quantification a core part of seller training and certification.

Better ability to explain and quantify ROI is buyers' biggest ask, well ahead of the rep's personal industry expertise. Make it something every seller is signed off on.



Publish an approved position on the claims circulating in your category.

A third of buyers rely on a human to validate claims they have already seen, and three quarters trust the human when AI-generated content and human guidance conflict. Give every seller the same counter-evidence, kept current.



Set an account research standard before sellers reach a buyer.

Understanding the buyer's problems and the results they want is the second-biggest ask, and buyers also want a human for risk and downside and for how a solution applies to their situation.

BUYER LENS

GTM LENS

Enterprise readiness has to be proven, then proven again

Enterprise readiness requires evidence during evaluation, implementation, and continued use.

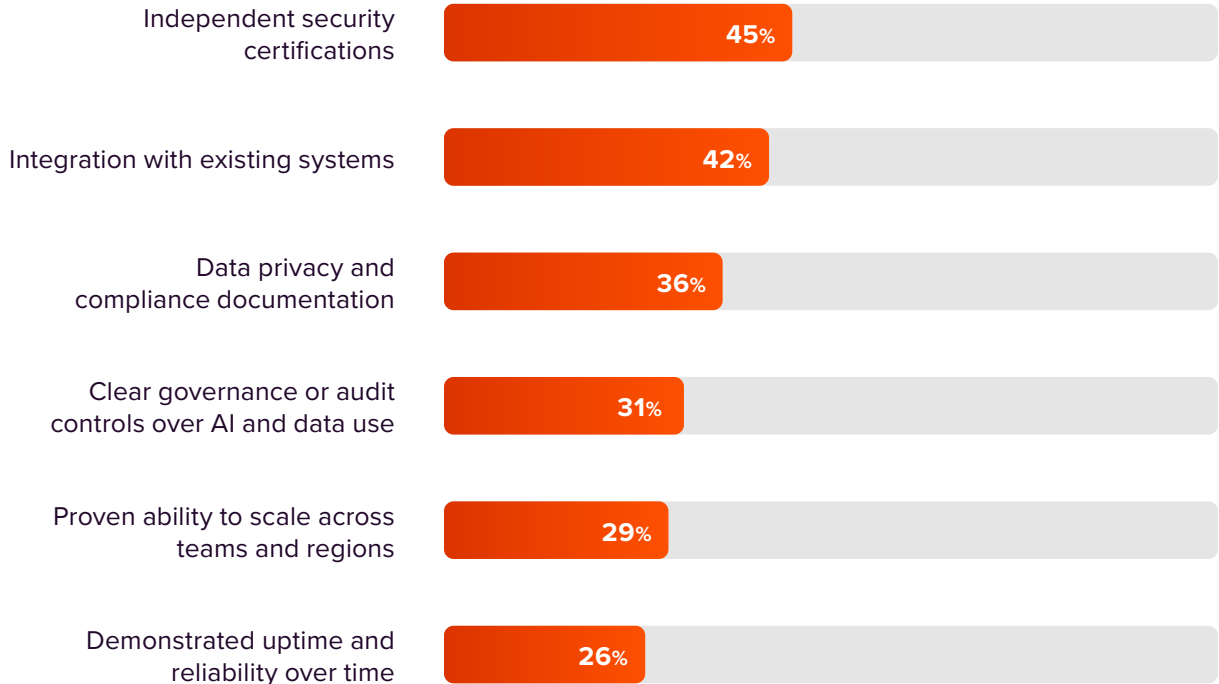
Buyers ask for evidence they can inspect

Enterprise readiness becomes credible when buyers can test it against their own systems, controls, and obligations. They look for evidence that a solution can operate safely today and keep pace as integrations, regulations, and use cases change.

“Enterprise-ready, in our case, means meeting really high standards in data privacy and compliance, having all relevant certificates, having test results making sure that it is safe against any hostile IT attacks, and having that proven. And in AI, making sure that no internal data can be shared to train the model.”

—Chief Marketing Officer, Marketing and Advertising

What makes an enterprise-ready claim credible



Base: all respondents, n=200. Multiple responses allowed.

Broad assurances carry little weight in this conversation. Sellers need access to the certifications, architecture, controls, and technical experts that can withstand scrutiny from the committee.

One executive described a specific version of that standard: any AI vendor must prove performance in a sandbox pilot on the buyer's own real-world data before a contract is signed, and new AI capability must arrive inside the tools teams already use rather than as a separate system they have to go to.

"We place a lot of emphasis on verifiable artifacts and programmatic evidence. Vendors can't simply state that they're totally secure or unbiased. They must actively demonstrate that through hard engineering and architectural data."

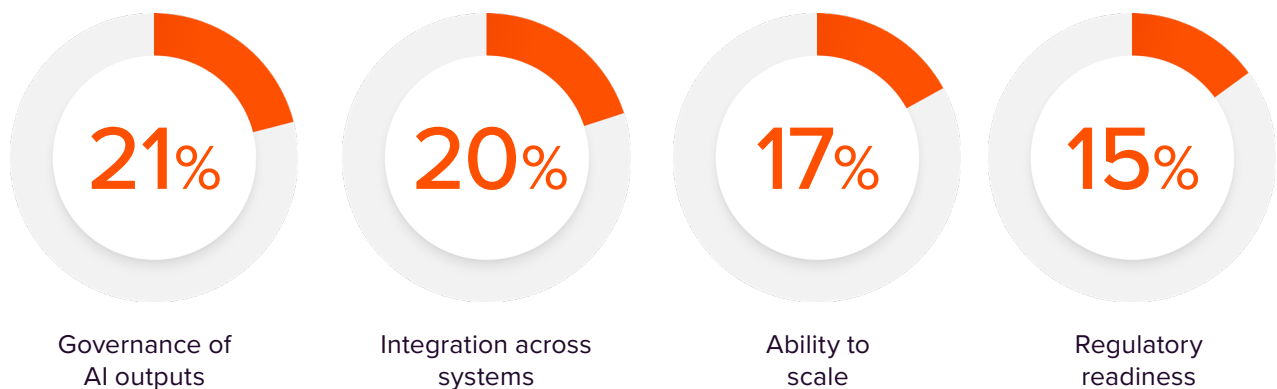
—EVP, Corporate Strategy, Global Technology and Consulting

Governance weaknesses limit GTM readiness

Leaders most often identify governance of AI outputs as an area where their GTM organizations fall short of an enterprise standard.

When leaders assess their own AI-enabled GTM operations, they identify governance of AI outputs as the area least likely to meet an enterprise standard. Integration across systems follows closely. Only 1% express confidence across every readiness area tested.

Where leaders see the greatest enterprise-readiness weakness inside their organizations



Base: all respondents, n=200. Single response.

This firsthand experience raises the standard for vendors. A buyer who has struggled to connect internal systems will ask for a working demonstration of integration. A buyer building governance controls will look for traceable evidence of how data and AI outputs move through the product.

“We’ve got a number of sales and revenue platforms in different teams, from different vendors. That creates silos, and that’s probably our main challenge at the moment, that we can’t roll out AI in a unified way across the organization.”

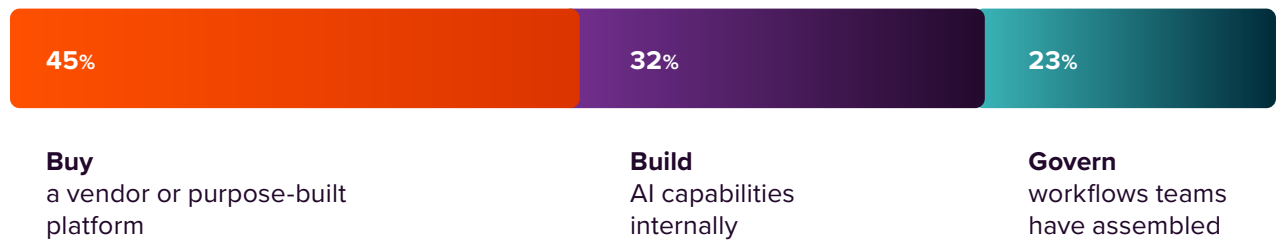
— Chief Commercial Officer, Financial Services

Every adoption path carries an operating burden

The choice to build, buy, or govern an assembled workflow determines who owns integration, maintenance, control, and accountability.

Across the eight AI-enabled GTM use cases tested, organizations use all three approaches. Buying a platform is most common, while internal builds and governed workflows remain substantial parts of the mix.

How organizations approach AI-enabled GTM use cases

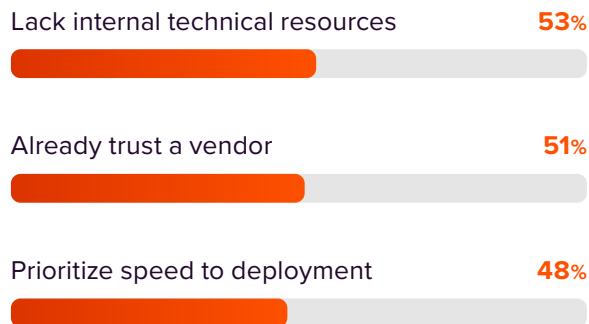


Data shown as the average distribution across eight AI-enabled GTM use cases among respondents using one of these three approaches.

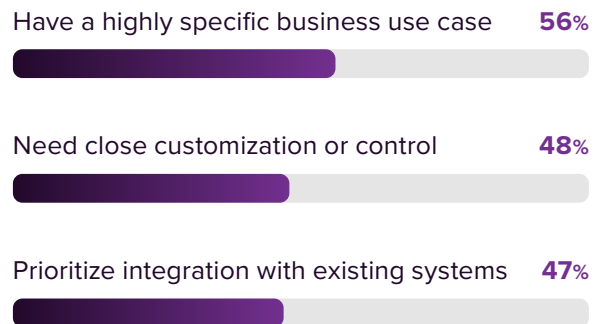
The decision extends beyond product capability. Buyers weigh who will own integration, maintenance, governance, and performance over time.

Specific conditions push teams toward each path.

Organizations **buy** when they:

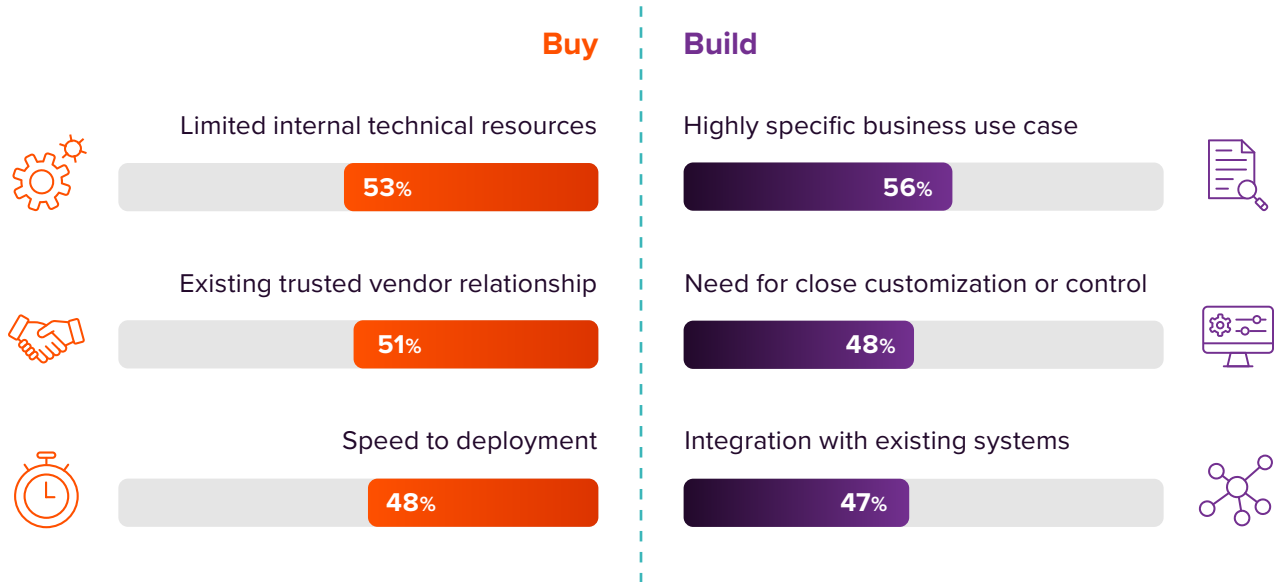


Organizations **build** when they:



Each buy trigger gives sellers a point of influence. Each build trigger is an alternative they must address directly.

What pushes organizations to buy or build



Bases: respondents whose organizations use each approach across at least one tested use case; buy, n=196; build, n=186. Multiple responses allowed.

The build option is more than an alternative path; it gives buyers leverage in a potential deal. IT, Security, and Compliance have all gained purchase influence over the past two years, and the credibility of an internal build strengthens their position in the room. A function that can point to its own engineering team can set conditions on a purchase, or hold one up until those conditions are met.

Sellers must address the internal alternative directly. They are competing with the room's own engineering team, and the case for buying has to be made against that alternative rather than around it.

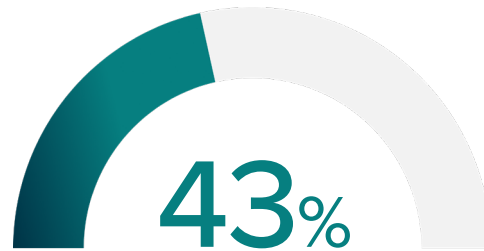
The internal build carries a documented failure pattern: workflows that do not scale past the team that built them, become difficult to maintain as needs change, lose accuracy over time, and lack a clear owner when something breaks.

Readiness must survive implementation

A signed contract does not settle whether a solution can operate at enterprise scale.

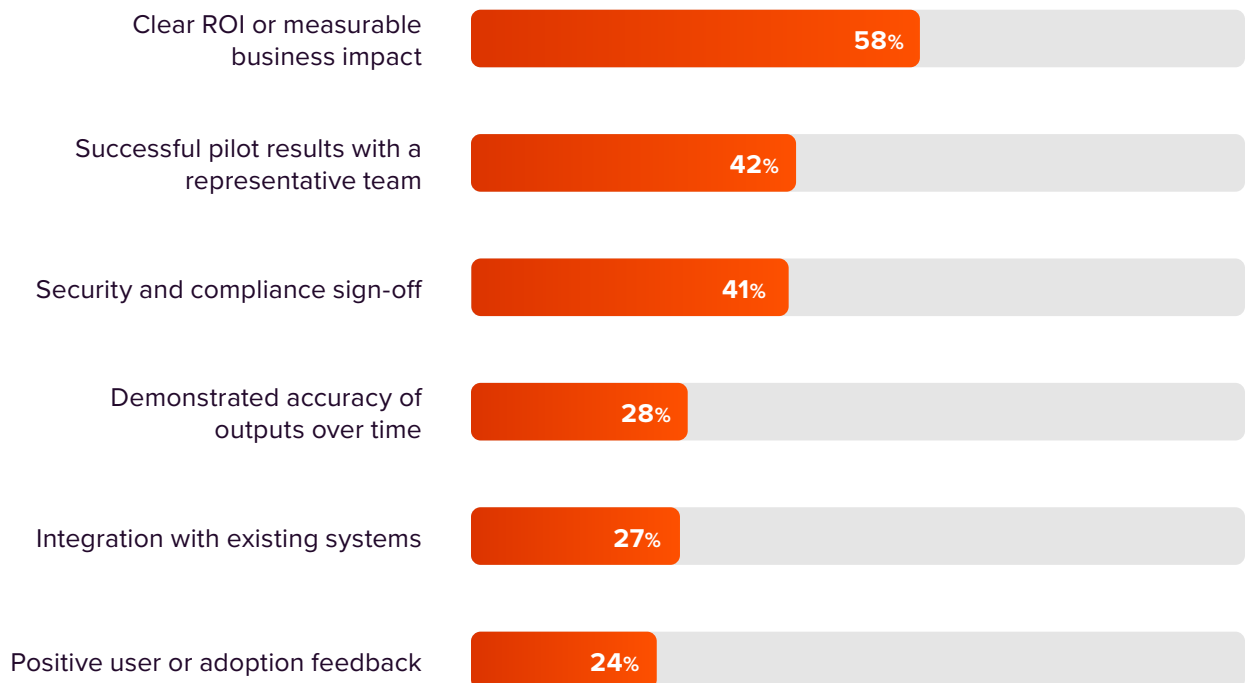
Forty-three percent agree that their current vendors and platforms do not fully meet their security, compliance, and scale requirements. Thirty-one percent disagree, and the rest remain neutral.

The next test comes when an AI tool moves from pilot into everyday revenue execution. Buyers put measurable business impact first, then successful pilot results and security approval.



agree that their current vendors and platforms **do not** fully meet their security, compliance, and scale requirements

Proof required before an AI tool enters everyday revenue execution



Base: all respondents, n=200. Respondents selected up to three.

End users appear in only 16% of buying committees, the lowest share of any group measured. Their influence returns when the organization decides whether to scale. Forty-two percent require successful pilot results with a representative team, and 24% require positive user or adoption feedback before an AI tool enters everyday revenue execution. End-user influence is deferred into evidence that arrives after selection.

Executives described different ways to reduce risk in AI pilots. One required vendors to test against the buyer's own data. Another set a conservative performance baseline before deployment. Others accepted a targeted ROI as long as results were monitored and the tool could be shut off

if it underperformed. Together, these practices point to a provisional standard for AI investment: buyers may proceed before ROI is proven when measurement and accountability are clear.

Requirements continue to move as use cases, data sources, regulations, and integrations change. Buyers expect the evidence to keep pace.

Certifications and documentation open the conversation. Measurable value, working integration, governed outputs, and reliable performance keep the solution in use. GTM leaders must make that evidence available to sellers across the full customer relationship.

"If a vendor assumes customer requirements remain static, I don't think they can grow. That means strong APIs, modular architecture, configurable governance and permissions, and the ability to integrate new models and data sources without forcing a major redesign."

— Chief Technology Officer, Technology Sector

Actions for GTM leaders



Build and maintain the evidence pack centrally.

Buyers require independent security certifications, integration proof, compliance documentation and governance controls over AI and data use. What a vendor asserts about itself ranks lowest, so own the verifiable four as one current asset.



Equip your teams to discuss the internal build.

Buyers build for highly specific use cases, close control, integration and strict data security. They buy when internal technical resources are short, when a trusted relationship exists, or when speed matters most, so put those three in your standard materials.

CONCLUSION

The new standard reaches the whole GTM organization

Buyers judge the seller in the moments that shape a purchase. The quality of that moment reflects the work of every team behind them.



The research points to three connected shifts in enterprise selling. Together, they explain why the standard has risen for sellers and for the GTM leaders who equip them.

Information overload has made human judgment more valuable

Buyers can access product claims, comparisons, and AI-generated answers before they speak with a seller. They still rely on people when a decision requires context, accountability, and a clear view of the tradeoffs.

The seller earns a role by making information useful to the specific buyer, in their specific environment, for their specific decision. The opportunity for GTM leaders is to make that judgment available across the sales channel instead of depending on a few exceptional sellers. That requires more than just access to content: sellers need current evidence, business context, and the authority to challenge an answer that does not fit.

More voices make guidance more important

Enterprise decisions move through large committees with strong technical, security, governance, and executive influence. Each function tests a different part of the case. Doubt often remains even when the group moves forward.

Sellers must help the committee examine the business case, understand the risk, and decide what can move ahead. GTM leaders make that possible when they give sellers the evidence that each stakeholder can examine and the preparation to use it under scrutiny.

Preparation must hold up in performance

The systems behind the seller now shape the customer conversation directly. AI accelerates access to information, including information that is outdated, contradictory, or unapproved. Enterprise buyers also expect evidence to remain current as implementation, regulation, and use cases change.

GTM preparation earns its value when it improves seller performance during a live decision. That starts with governed sources, named ownership, connected context, and evidence sellers can apply. It continues after the sale as teams demonstrate value, reliability, and readiness through continued use.

The new GTM standard is better judgment at the moments when buyers need it most. Sellers are increasingly asked to help buyers make sense of abundant information, reconcile competing requirements, quantify value, surface risk, and stand behind a recommendation. That makes seller performance a shared responsibility across GTM.

GTM leaders must put the strength of the organization behind every seller as buyers make a purchase decision. That turns trusted judgment from an individual talent into a repeatable capability.

Achieving that standard requires governed information, connected context, continuous learning, and guidance in the flow of work. Together, these elements form a revenue execution system designed to help teams perform in the moments that decide revenue.

About Seismic

Seismic is the Go-To-Market Performance company, driving how organizations turn their strategy into revenue. Seismic brings together signals from customer conversations, buyer engagement, governed content, coaching and seller behavior to turn intelligence into winning action. Through its AI revenue execution platform, the company equips customer-facing teams with the insights, governance, and contextual guidance they need to execute with confidence and deliver measurable business outcomes. Trusted by 2,500 organizations and over 3.5 million users around the globe, Seismic is headquartered in San Diego with offices across North America, Europe and Asia-Pacific.

To learn more, visit **Seismic.com**.

