SCALE

State of GTM AI

2025

INTRODUCTION

There are two types of B2B go-to-market (GTM) leaders today: those who already understand how to leverage AI, and those who want to. As a community, we've moved from asking ourselves whether to adopt AI to how to make the best use of it. Adoption has already broken every record (two-thirds of teams are using AI regularly), the productivity impact has already been widely felt (~85% of adopters have already seen a boost), and there's not a single team that, post-adoption, would choose to revert to a pre-AI era.

Nonetheless, many companies are still struggling to rigorously identify and measure the ROI from GTM AI. While productivity gains may be reducing expenses per unit of output, for most teams, they're not yet moving the downstream, functional metrics boards track religiously: pipeline, win rates, NRR, etc. In our view, there are several reasons for this—including the fact that we often don't track the benefits of productivity the right way—but the most important is this: there are two phases to AI adoption, and we're just reaching the end of Phase 1. We're using AI to do more with less, but many of us haven't yet adopted the Phase 2 use cases that *directly* move department-wide metrics.

In this report, we explain where we are now (Phase 1), where we are going (Phase 2), and how we will get there. Along the way, we cover the use cases that define each phase and establish how to move from one to the other, including which roles and functions should lead the charge, with a single goal in mind: helping you figure out *how* to best use AI.

SUMMARY OF RESULTS

WHERE WE ARE TODAY

We're reaching the end of Phase 1 of AI adoption. Regular use of AI is ubiquitous, though it remains largely focused on increasing the *quantity* of work we can do.

- **Everyone's doing it.** AI adoption in GTM has proceeded at a faster clip than any technological shift we've seen before, and two-thirds of GTM teams are regularly using AI today. Those that are not are looking for a foothold.

- **It's already working, especially for individual productivity.** ~85% of AI adopters are seeing productivity gains, largely powered by use cases that couple ease of adoption with high-frequency usage (e.g., drafting messaging, performing account research). Half of those adopters already report a *substantial* impact.

WHERE WE'RE GOING

We're moving into Phase 2 of AI adoption, which is unlocking downstream impact by improving the *quality* of our work.

- **The next phase is about doing better, not doing more.** GTM teams are increasingly using AI to make better decisions rather than do more work. Early adopters deploying AI agents for data analysis and skill development—from analyzing campaign performance to coaching sales reps—are seeing outsized gains.

- **These use cases move department-wide metrics.** Marketing teams adopting Phase 2 use cases are 3–5× likelier than other AI-adopting teams to improve pipeline and conversion. SDR teams pursuing Phase 2 use cases are 3× likelier to increase SQOs, while sales teams are 3× likelier to lift win rates.

HOW WE'LL GET THERE

The teams moving from Phase 1 to Phase 2 the fastest are sketching an emerging playbook.

- **Start by defining the current state.** The quickest-moving companies rigorously evaluate how they work today and identify their current problems. Understanding how team members spend their time, where they're struggling, and what they're likely to use is a prerequisite to successful adoption.

- **Let RevOps lead the way.** Positioned at the intersection of data, process, and technology, RevOps is uniquely equipped to translate AI strategy into scalable, cross-functional impact. Teams that involve RevOps in AI initiatives are 20% more likely to achieve meaningful business impact.

- **Hire a GTM engineer (or several).** AI transformations increasingly require dedicated owners: people whose only job is to evaluate tools, manage data flows, and embed AI into workflows. A majority of teams are considering hiring a GTM engineer, and those that do are 30% more likely to realize high impact from their adoption.

- **Don't get hung up on the build or buy decision.** Today, building and buying are equally popular approaches to adopting AI. Teams that build see higher near-term impact, though custom internal systems can be hard to maintain and scale. Do what works for you.

"In three years, GTM AI went from zero to ubiquitous. We've never seen a technology transform GTM work this quickly."

SCOTT BRINKER, CHIEFMARTEC

SECTION

01

Where we are today

SECTION

02

Where we're going

SECTION

03

How we'll get there

SECTION

01

# Where we are today

SCALE

TAKEAWAY A

Everyone's doing it

GTM AI has enjoyed a truly historic rise. In the three years since ChatGPT's release, it went from nothing—no adoption, no awareness, no *existence*—to two-thirds of teams using it day in and day out.

Today, every GTM function is making substantial use of AI (figure 1). Current adoption is highest in marketing, where teams are tasked with continually producing huge volumes of fresh, engaging content. As you move along to functions further down the revenue funnel, a declining focus on volume and an increasing focus on facetime with prospects and customers translates to slightly lower (though still remarkable) penetration today.

Irrespective of function, adoption is increasing. As a rule, the non-adopters in our panel are not worried about the quality of AI—they're just looking for a place to start (figure 2).
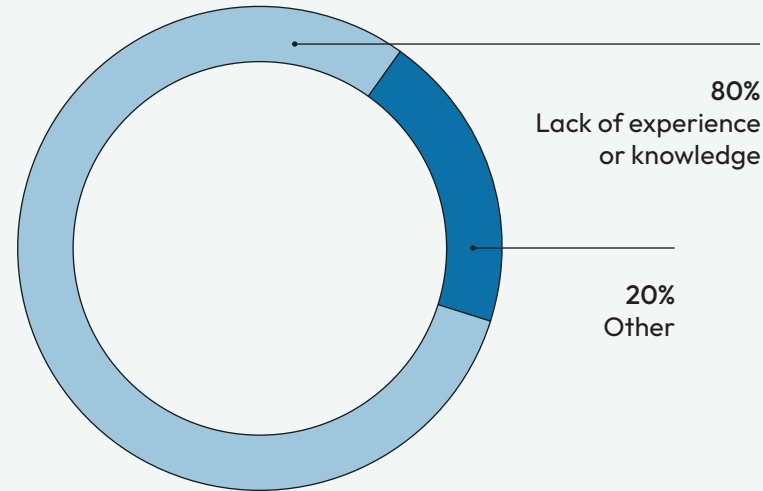
AI ADOPTION BY GTM FUNCTION   % OF RESPONDENTS USING AI REGULARLY
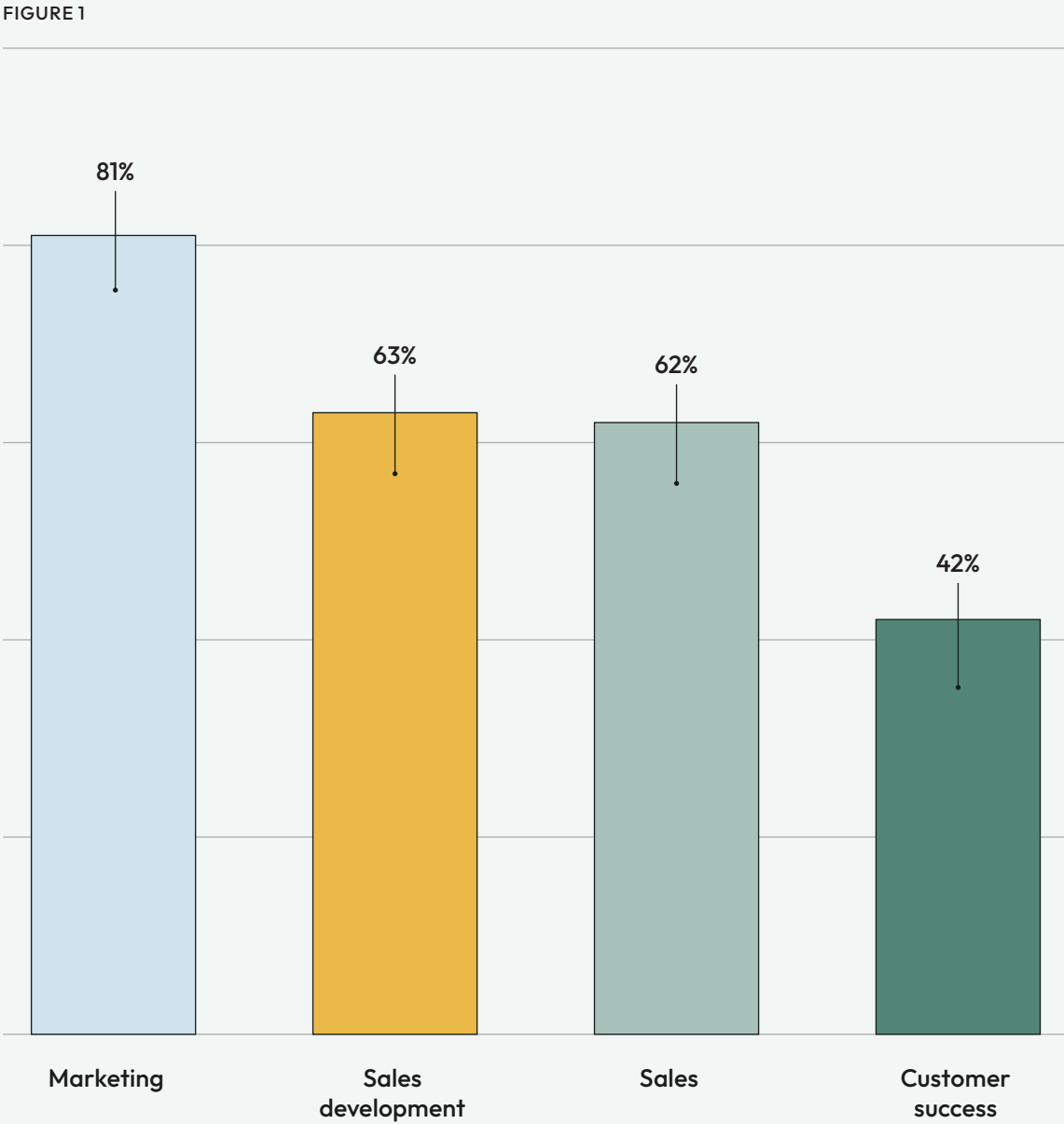
FIGURE 1

"The best way to learn is to just start talking to the machines."

JORDAN CRAWFORD
FOUNDER OF BLUEPRINT, FRACTIONAL GTM ENGINEER

REASONS FOR NON ADOPTION

FIGURE 2

80%
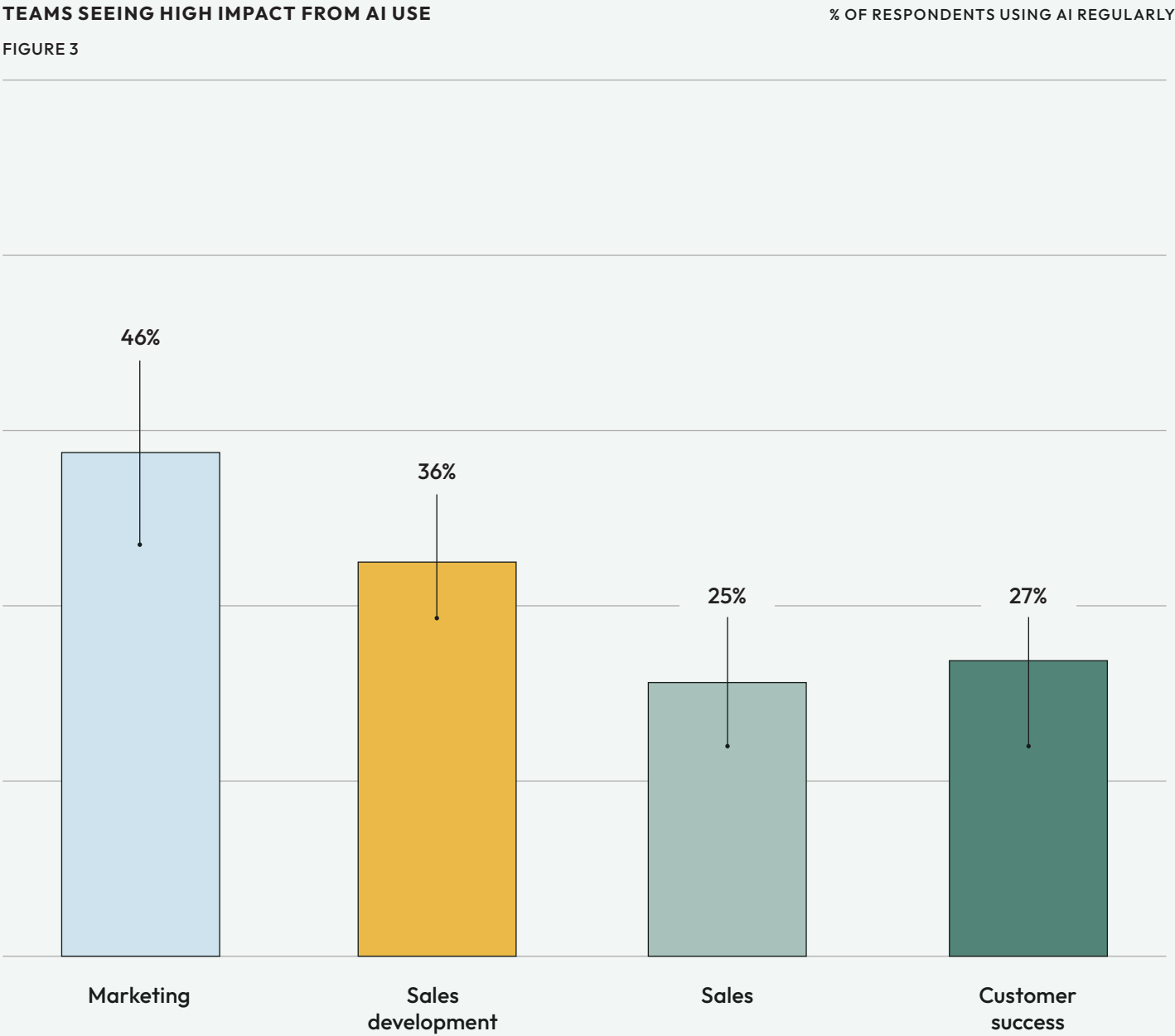Lack of experience or knowledge

20%
Other

TAKEAWAY B

It's already working, especially for individual productivity

AI is working, plain and simple. In fact, ~40% of AI adopters are already seeing high impact (figure 3). While those gains are not evenly distributed—marketing teams are more likely to see them than sales or customer success teams, for the same reasons that marketing adoption outpaces adoption in other functions—it's remarkable that a fourth or more of teams *in every function* are already deriving substantial value from their adoption.

Consequently, the question is no longer *whether* AI's working, but *how* it's working at present. What distinguishes the current phase of AI adoption—which we're terming "Phase 1 adoption"—can all be summed up with one word: productivity. The use cases teams are focused on and the results they're seeing *all* point in the direction of boosting individual productivity.

TEAMS SEEING HIGH IMPACT FROM AI USE

FIGURE 3

% OF RESPONDENTS USING AI REGULARLY

Marketing	Sales development	Sales	Customer success
46%	36%	25%	27%

TAKEAWAY B — MARKETING

Take marketing, for example. In marketing, the two most popular use cases for AI today are for drafting messaging and conducting market research (figure 4). These are laborious, repetitive, time-consuming tasks. Expediting them with AI—which can be done with any off-the-shelf LLM—is obviously valuable. And the value *really is* obvious: over 90% of AI adopters in marketing have already seen increased team productivity, and almost half report a decline in marketing expenses as a percentage of revenue (figure 5).

MARKETING   % OF RESPONDENTS USING AI REGULARLY

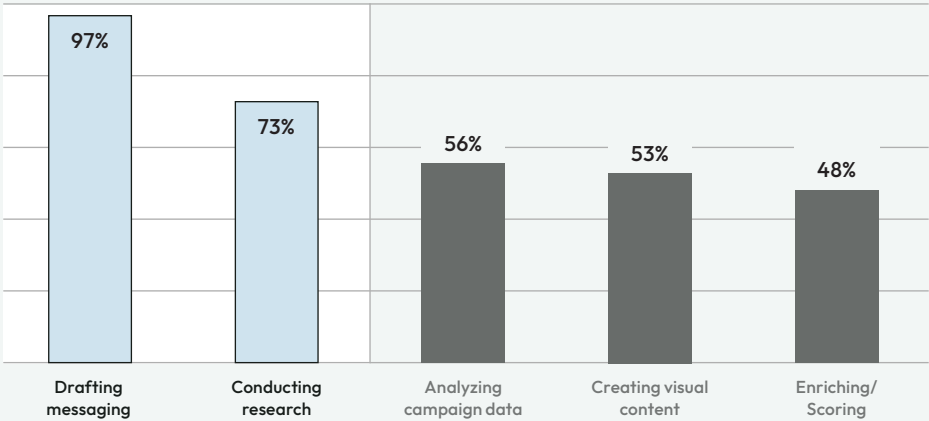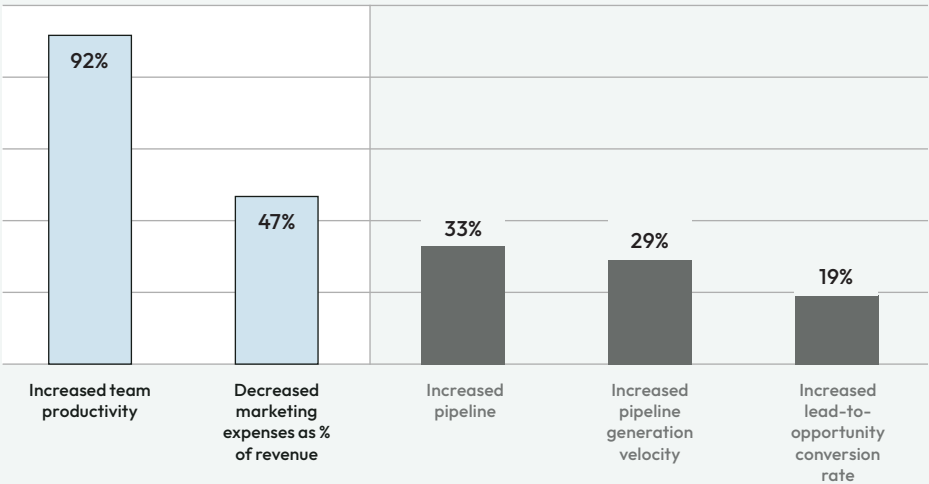FIGURE 4

PHASE 1 USE CASES   PHASE 2 (see next section)

Drafting messaging 97% · Conducting research 73% · Analyzing campaign data 56% · Creating visual content 53% · Enriching/Scoring 48%

FIGURE 5

PHASE 1 BENEFITS   PHASE 2 (see next section)

Increased team productivity 92% · Decreased marketing expenses as % of revenue 47% · Increased pipeline 33% · Increased pipeline generation velocity 29% · Increased lead-to-opportunity conversion rate 19%

"Marketing teams are producing more assets in a single quarter than they used to in an entire year. Every campaign, every audience segment demands relevant and timely content—and AI has become the only way to keep pace."

SYDNEY SLOAN, CMO OF G2

SCALE

TAKEAWAY B — SALES DEVELOPMENT & SALES

In sales development and sales, the same trends are visible. ~90% of sales development teams (figures 6 & 7) and ~85% of sales teams (figures 8 & 9) have adopted Phase 1, productivity-focused use cases like account research and message drafting. These are natural starting points: high-volume tasks often bottlenecked by the time constraints inherent in manual prep. They are also easily automated at the individual level without a purpose-built tool or broader change management initiative.

"[At Fivetran] productivity surged to a pace we couldn't have imagined before AI, increasing production of new opportunities by 50%."

KATHERINE ANDRUHA
SALES LEADER, UBER
(FMR SDR LEADER, FIVETRAN)

RESOURCES

If you aren't already using AI for these low-hanging-fruit use cases, we encourage you to do so. Use our gameboards as a roadmap for getting your first workflows off the ground.

Marketing AI Adoption Gameboard

Sales AI Adoption Gameboard

SALES DEVELOPMENT   % OF RESPONDENTS USING AI REGULARLY

FIGURE 6
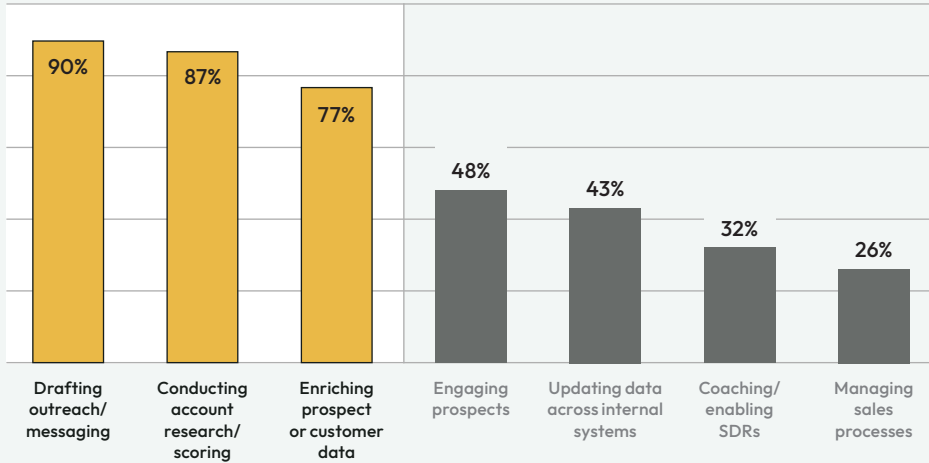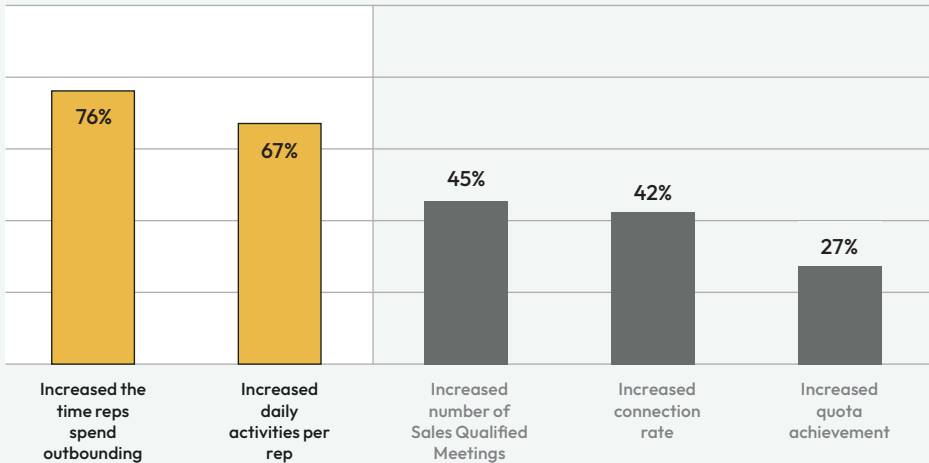
PHASE 1 USE CASES   PHASE 2 (see next section)

Drafting outreach/ messaging	Conducting account research/ scoring	Enriching prospect or customer data	Engaging prospects	Updating data across internal systems	Coaching/ enabling SDRs	Managing sales processes
90%	87%	77%	48%	43%	32%	26%

FIGURE 7

PHASE 1 BENEFITS   PHASE 2 (see next section)

Increased the time reps spend outbounding	Increased daily activities per rep	Increased number of Sales Qualified Meetings	Increased connection rate	Increased quota achievement
76%	67%	45%	42%	27%

SALES

FIGURE 8

PHASE 1 USE CASES   PHASE 2 (see next section)

Conducting account research/ scoring	Drafting outreach/ messaging	Enriching prospect or customer data	Updating data across internal systems	Coaching/ enabling sales reps	Creating decks/ proposals	Managing sales processes
88%	85%	84%	46%	44%	41%	38%
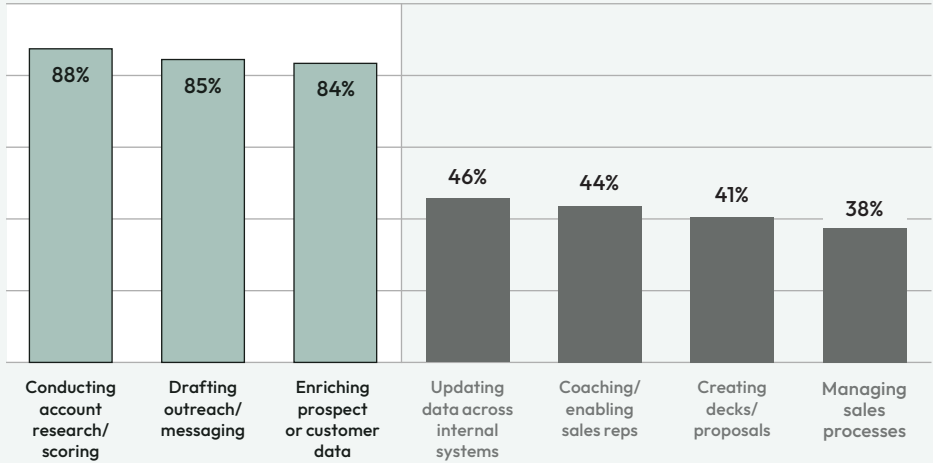
FIGURE 9

PHASE 1 BENEFITS   PHASE 2 (see next section)

Increased the time reps spend selling	Increased deal velocity	Increased pipeline per rep	Increased win rate	Increased average ACV	Increased quota achievement
87%	40%	40%	16%	15%	13%
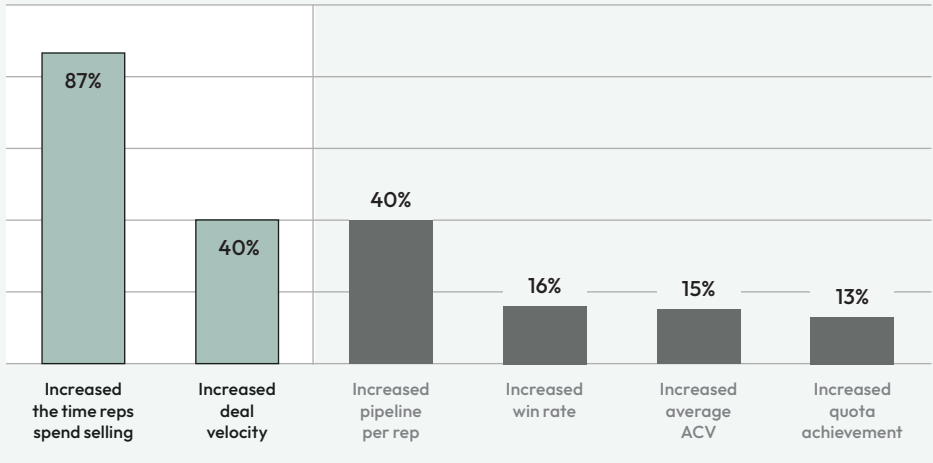
MEASURING AI'S ROI IN PHASE 1

Two new metrics are needed to track the ROI of AI productivity

Even if you know your team members are realizing a productivity boost from your Phase 1 AI adoption, you may still be struggling to quantify the impact of that boost, or to understand why it hasn't yet shown up in board-level metrics.
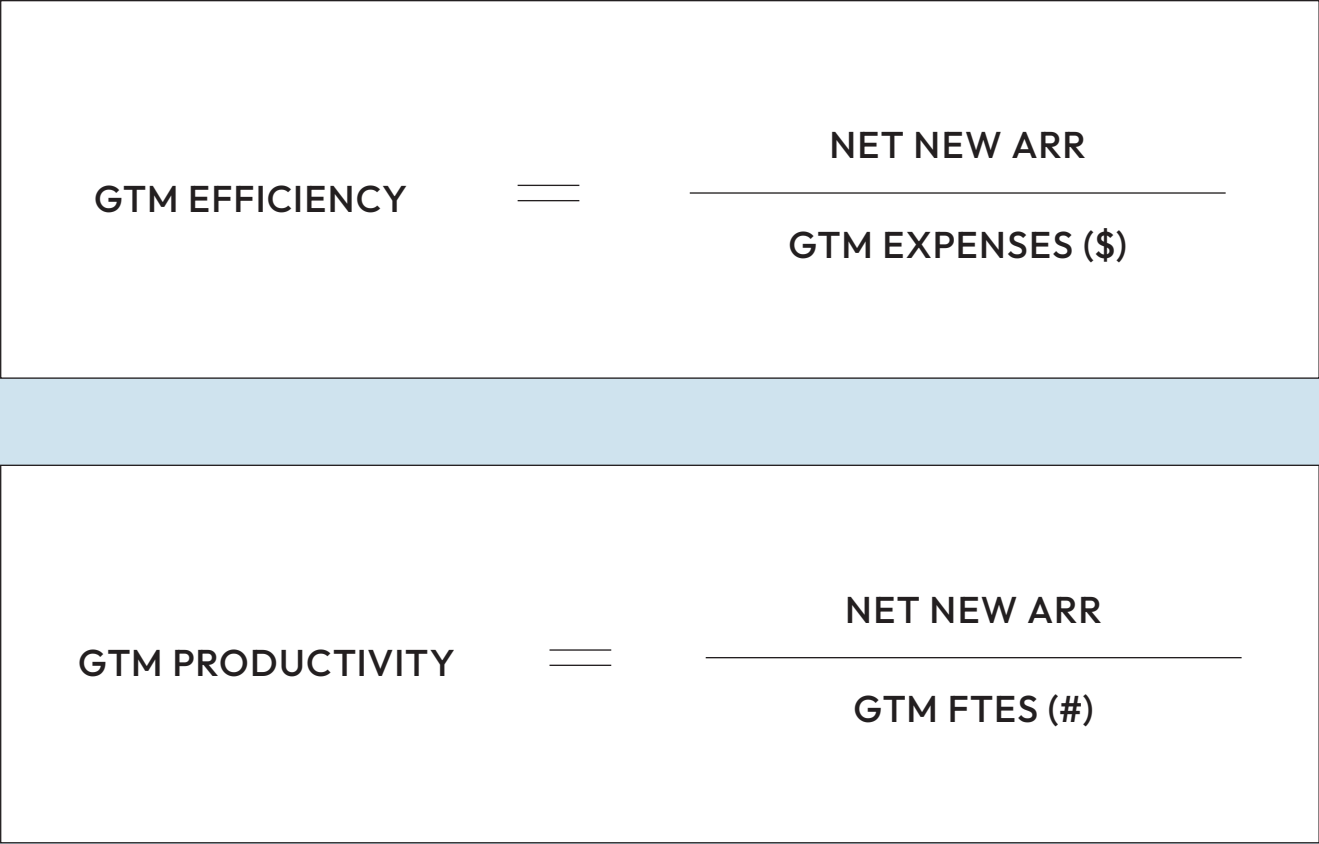
The solution is twofold.

First, to accurately measure productivity gains, we need new metrics (figure 10). Traditional board metrics like CAC or overall sales and marketing spend are far too blunt to capture AI's impact. Instead, GTM leaders need clear, ratio-based measures that evaluate how much expenditure, and how many people, are required to generate one additional dollar of net new ARR.

Tracking these over time, and relative to peers, is a crucial first step to quantifying the value of increased productivity. In fact, the most innovative companies are already setting and hitting forward-looking GTM productivity goals. Case in point: one company we interviewed set out to quadruple their GTM productivity in 12 months, and did so in six. Using AI to scale account research, outbound messaging, and marketing content creation, they 5×'d their net new ARR while keeping their GTM headcount almost perfectly flat.

Second, we must recognize that there is a time lag at play and have a bit more patience. Sure, there are overachievers (see the example above), but most GTM teams will take time to reconfigure themselves, and their work, to make optimal use of their newfound productivity. Once they do so, the effects of turbocharged productivity will make themselves clear.

METRICS FOR MEASURING AI PRODUCTIVITY
FIGURE 10

$$\text{GTM EFFICIENCY} = \frac{\text{NET NEW ARR}}{\text{GTM EXPENSES (\$)}}$$

$$\text{GTM PRODUCTIVITY} = \frac{\text{NET NEW ARR}}{\text{GTM FTES (\#)}}$$

SECTION
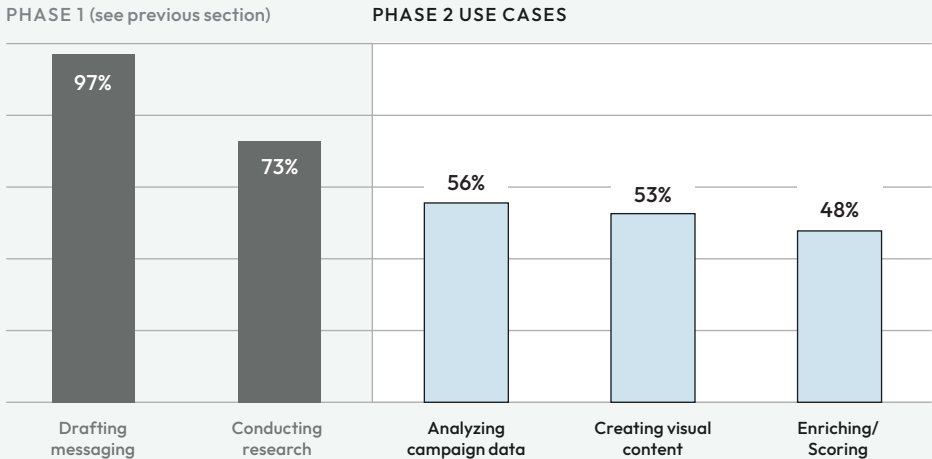
02

Where we're going

SCALE

TAKEAWAY C

The next phase is about doing better, not doing more

As Phase 1 draws to a close, the most innovative GTM teams are already transitioning to Phase 2 use cases. These activities shift the focus from boosting *quantity* to increasing *quality* and, as a result, have direct influence on the department-wide metrics we already track (pipeline, win rates, sales cycles, etc.). They also typically require purpose-built tooling in addition to general-purpose LLMs.
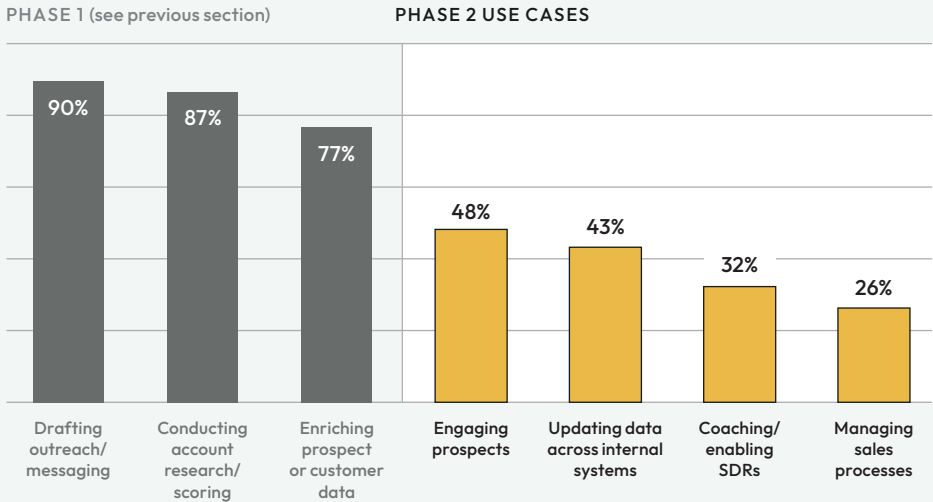
In marketing, Phase 2 focuses on deriving insights from data: analyzing campaign data to improve performance, and using signals and account scoring to channel resources toward the highest value prospects (figure 11). Almost half of AI adopters in marketing have begun experimenting with one or both of these use cases.

In sales development, Phase 2 is all about better engaging prospects (e.g., drafting tailored responses during live conversations, interacting with prospects on social media), better enabling reps, and powering next-step recommendations through clean, efficient data management (figure 12). SDRs need help knowing what to say and when to say it, and AI is the solution. Again, about half of AI adopters have already started the transition to these use cases.
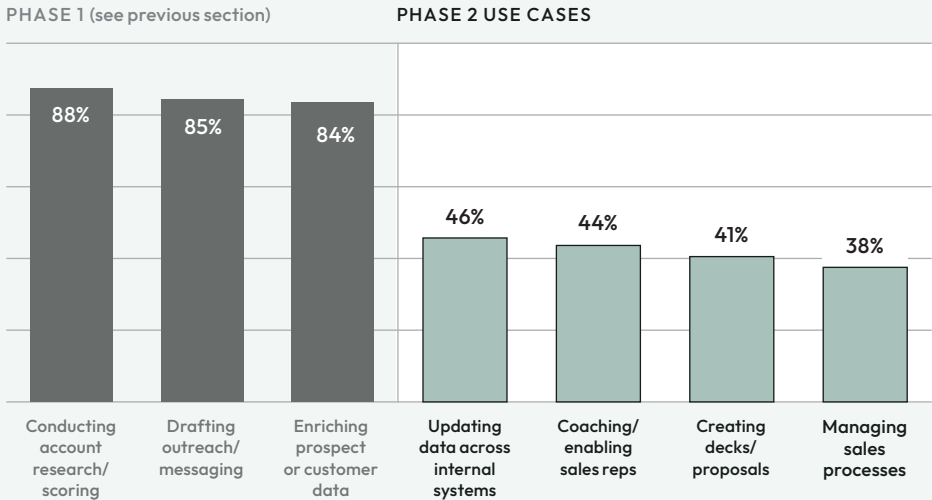
MARKETING   FIGURE 11   % OF RESPONDENTS USING AI REGULARLY

PHASE 1 (see previous section)   **PHASE 2 USE CASES**

Drafting messaging	Conducting research	Analyzing campaign data	Creating visual content	Enriching/ Scoring
97%	73%	56%	53%	48%

SALES DEVELOPMENT   FIGURE 12

PHASE 1 (see previous section)   **PHASE 2 USE CASES**

Drafting outreach/ messaging	Conducting account research/ scoring	Enriching prospect or customer data	Engaging prospects	Updating data across internal systems	Coaching/ enabling SDRs	Managing sales processes
90%	87%	77%	48%	43%	32%	26%

SALES   FIGURE 13

PHASE 1 (see previous section)   **PHASE 2 USE CASES**

Conducting account research/ scoring	Drafting outreach/ messaging	Enriching prospect or customer data	Updating data across internal systems	Coaching/ enabling sales reps	Creating decks/ proposals	Managing sales processes
88%	85%	84%	46%	44%	41%	38%

Finally, in sales, Phase 2 is about helping reps ace the fundamentals of selling: conducting thorough discovery, multithreading effectively, maintaining deal momentum, etc. (figure 13). The teams getting the most leverage are using AI to coach their reps, providing the sort of actionable, specific feedback sales managers struggle to offer at scale, and helping them better navigate the deal process.

TAKEAWAY D
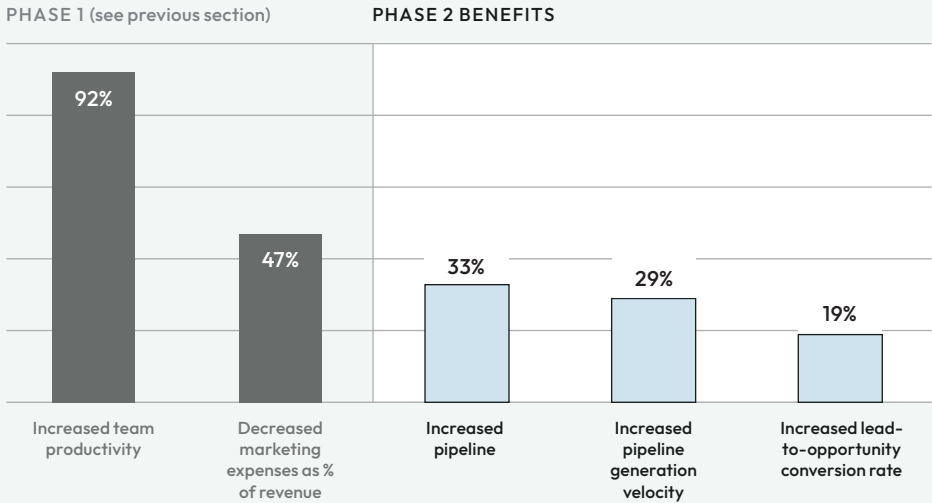
These use cases move department-wide metrics

It's all well and good that GTM teams are experimenting with new ways to use AI, but are they moving the needle? Our answer is an emphatic yes. Across functions, the teams pursuing Phase 2 use cases are already seeing downstream impact on the department-wide metrics that matter most (figures 14, 15, and 16).

33%
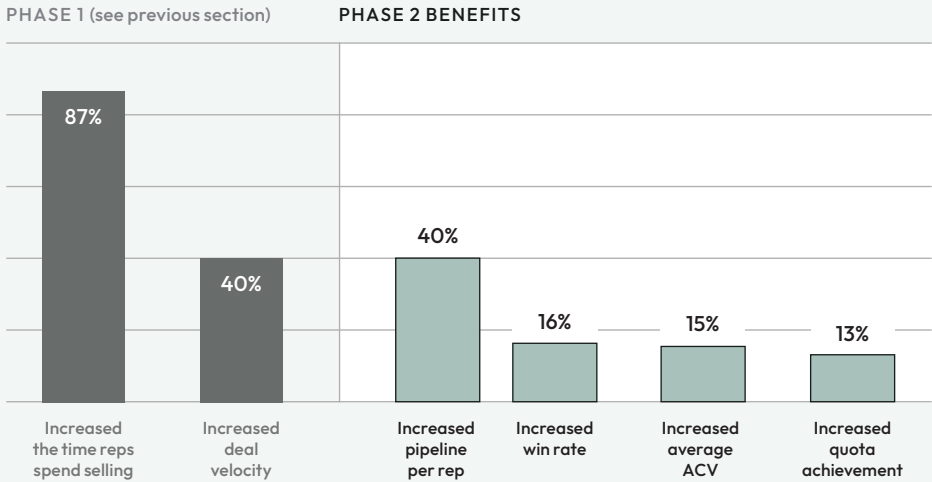of marketing teams have seen an increase in pipeline due to their AI adoption (figure 14).

45%
of sales development teams have seen in increase in sales qualified meetings (figure 15).

16%
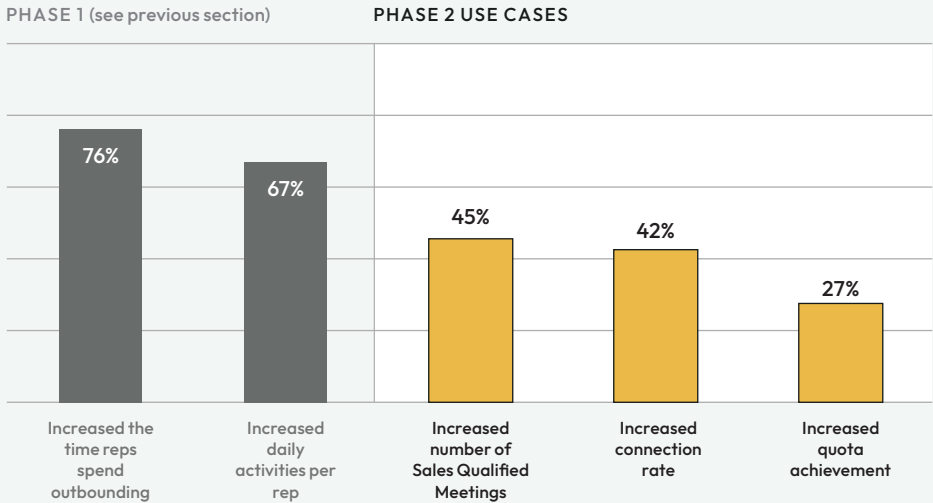of sales teams have seen an increase in win rates (figure 16).

MARKETING   FIGURE 14   % OF RESPONDENTS USING AI REGULARLY

PHASE 1 (see previous section)   PHASE 2 BENEFITS

92%	47%	33%	29%	19%
Increased team productivity	Decreased marketing expenses as % of revenue	Increased pipeline	Increased pipeline generation velocity	Increased lead-to-opportunity conversion rate

SALES DEVELOPMENT   FIGURE 15

PHASE 1 (see previous section)   PHASE 2 USE CASES

76%	67%	45%	42%	27%
Increased the time reps spend outbounding	Increased daily activities per rep	Increased number of Sales Qualified Meetings	Increased connection rate	Increased quota achievement

SALES   FIGURE 16

PHASE 1 (see previous section)   PHASE 2 BENEFITS

87%	40%	40%	16%	15%	13%
Increased the time reps spend selling	Increased deal velocity	Increased pipeline per rep	Increased win rate	Increased average ACV	Increased quota achievement

TAKEAWAY D — CONT'D

Moreover, we can draw a direct line between the adoption of Phase 2 use cases teams and the specific metrics they move (figure 17).

The bottom line is, if you're still fretting about the difficulty of quantifying the impact of the advances you made during Phase 1, as valuable and important as you know they were, you can stop. Phase 2 is here, and it's going to make everything a whole lot easier.

RESOURCES

Our gameboards also lay out the landscape of Phase 2 use cases, including detailed descriptions and sample vendors for each activity.

Marketing AI Adoption Gameboard

Sales AI Adoption Gameboard

If you're a sales or sales development leader looking to get an AI coach up and running, get started quickly with our prompt:

Sales Coaching Prompt

FIGURE 17

IMPACT OF USING PHASE 2 USE CASES

3×
likelier to see increased pipeline

5×
likelier to see increased conversion

Marketing teams using AI for campaign analysis and account scoring are ~3× likelier to see increased pipeline volume and faster pipeline velocity using AI for campaign analysis, and lead enrichment and scoring, and ~5× likelier to see higher conversion rates.

3×
likelier to see increased SQOs

46%
saw increased quota achievement

Sales development teams using AI to engage prospects and to update systems are ~3× likelier to see increased sales qualified meeting bookings. Additionally, while ~46% are raising quota achievement with AI, 0% of the teams not pursuing these use cases are.

3×
likelier to see increased win rate

22%
saw increased quota achievement

Sales teams leveraging AI to coach reps and guide their next best actions at each stage in the deal cycle are ~3× likelier to see higher win rates. Additionially, 22% are seeing increased quota achievement.

"Using AI to analyze our call transcripts, we've been able to dig deeper into our sales process and find the underlying issues that are holding us back. Instead of just talking about what's happening, we can now be prescriptive about what to do next."

NEIL HARRINGTON
SALES LEADER, LEANDATA

SECTION

03

How we'll get there

TAKEAWAY E

Start by defining the current state

AI adoption isn't without its challenges, whether you're moving from Phase 1 to Phase 2 or starting from scratch. To do it successfully, you'll need to select which use cases to tackle first, how to approach implementation, and which change management strategies to pursue. But none of that can start until you have an understanding of the way your team works and the problems they face today.

Defining the current state for Phase 1 adoption

Phase 1 adoption primarily works by saving individuals time. Consequently, when prioritizing Phase 1 use cases, the best teams audit the current state with time studies. The model is simple: assign ops personnel to shadow marketers, SDRs, sales reps, or CSMs for a week and record the time they spend on their activities today.

Mark Lail, VP of GTM Ops and Strategy at Vanta, uses this approach to detect gaps in the way low- and high-performing team members spend their time. His goal is to use AI to elevate low performers to the level of high performers, and the data helps him prioritize AI use cases based on a) the size of the gap they address and b) how completely they address it. As a bonus, once that use case is built, the data also helps guide his change management strategy. To date, his team has boosted rep productivity by 15%.

Defining the current state for Phase 2 adoption

Phase 2 is directly generating department-wide impact. Accordingly, in order to prioritize Phase 2 use cases, you have to identify gaps in department-level performance metrics. Marketing use cases should be evaluated against top of funnel conversion. Sales use cases should be evaluated against stage-by-stage pipeline conversion. Rather than diagnosing time waste, your goal is to diagnose poor quality and quantify, in dollars and cents, the value of fixing it.

For example, by analyzing page views, Matt Amundson, CMO of DuploCloud, discovered that his team's blog content was failing to engage buyers. To address this, he adopted AI buyer personas to evaluate and improve the topics covered in his team's drafts, and his average page viewership increased by 50% in under a month.

"We conducted a time study to understand where we should focus our efforts. The biggest impact came from automating the best practices of our top reps, things like call prep and generating meeting recaps, helping our entire team be more productive. Even though we increased the total number of reps this year, our per-rep productivity has increased by 15%."

MARK LAIL, VP OF GTM OPS AND STRATEGY AT VANTA

SCALE

TAKEAWAY F

Let RevOps lead the way

As recent headlines attest, executive mandates can effectively motivate AI adoption in GTM. They drive 41% of all adoption initiatives today (figure 18).
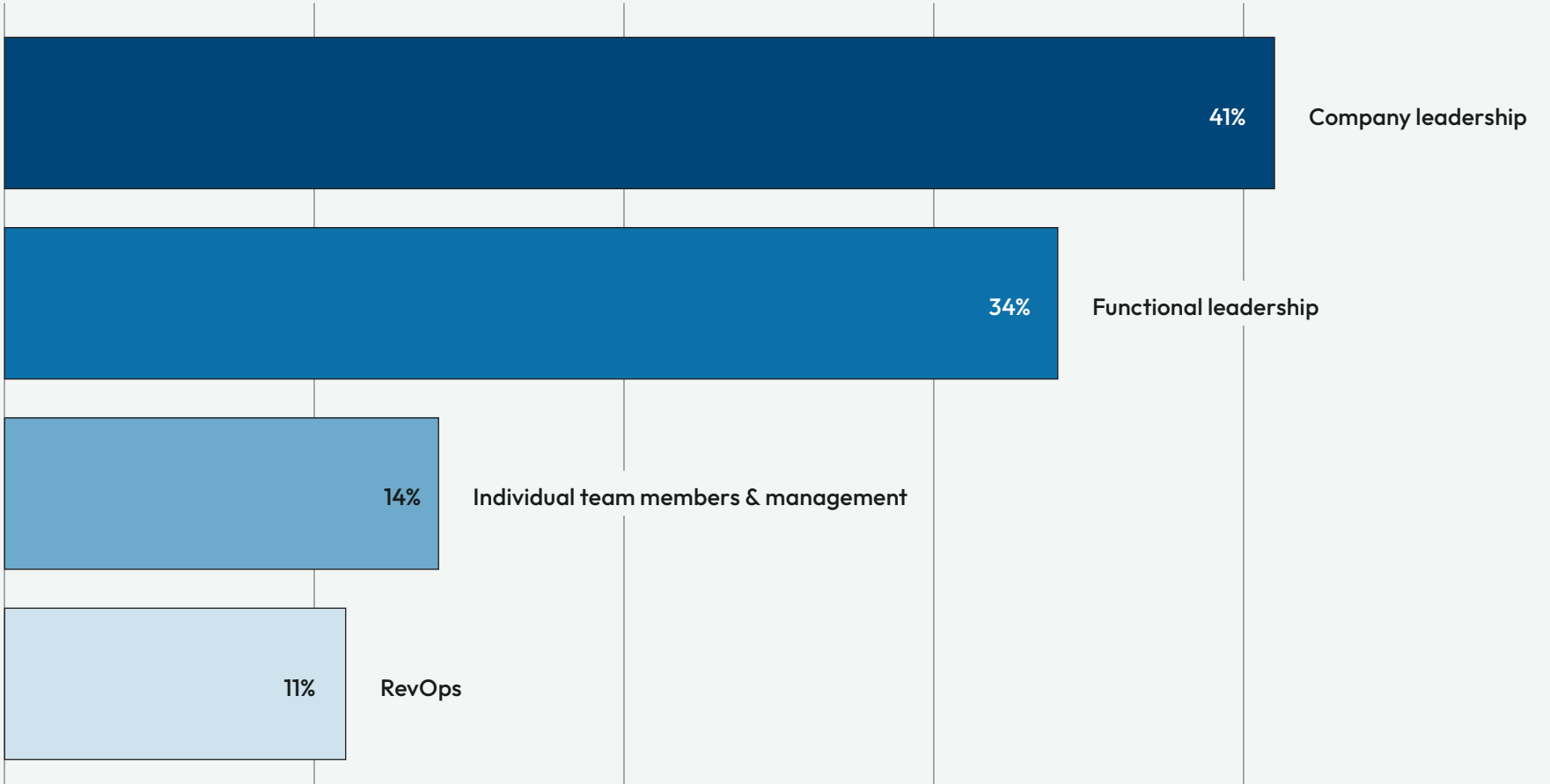
While these are yielding impact, the initiatives that achieve the greatest impact tend to be led by RevOps. On average, RevOps-led programs are 20% more likely to deliver meaningful impact than those driven solely by functional teams or executive edict.

The reason for this is simple: RevOps' day-to-day work designing processes, deploying technology, and managing data makes it an ideal AI "nerve center." It's also better positioned to articulate cross-functional strategies and manage cross-functional use cases.

For teams without a sophisticated RevOps team, functional leaders can drive pilot initiatives to prove value, but the long-term play is to centralize AI strategy and execution for all of GTM.

DRIVERS OF AI ADOPTION

FIGURE 18

41%	Company leadership
34%	Functional leadership
14%	Individual team members & management
11%	RevOps

SCALE

TAKEAWAY G

Hire a GTM engineer (or several)

AI is now its own discipline, requiring expertise in prompt design, APIs, workflow orchestration, and model integration. RevOps should absolutely set the strategy, but existing RevOps leaders, already burdened with maintaining CRM hygiene, overseeing forecasting, enabling sales processes, etc., may not have the time to stay up-to-date as best practices evolve, nor have the capacity to execute AI transformations end-to-end.

That's where the GTM engineer comes in. A dedicated GTM engineer sitting within RevOps brings the hands-on fluency and focused bandwidth needed to translate RevOps strategy into AI workflows and maintain them over time. Already, over half of GTM teams have hired or are currently considering hiring a GTM engineer, and those that do are 30% likelier to realize substantial impact (figure 19).
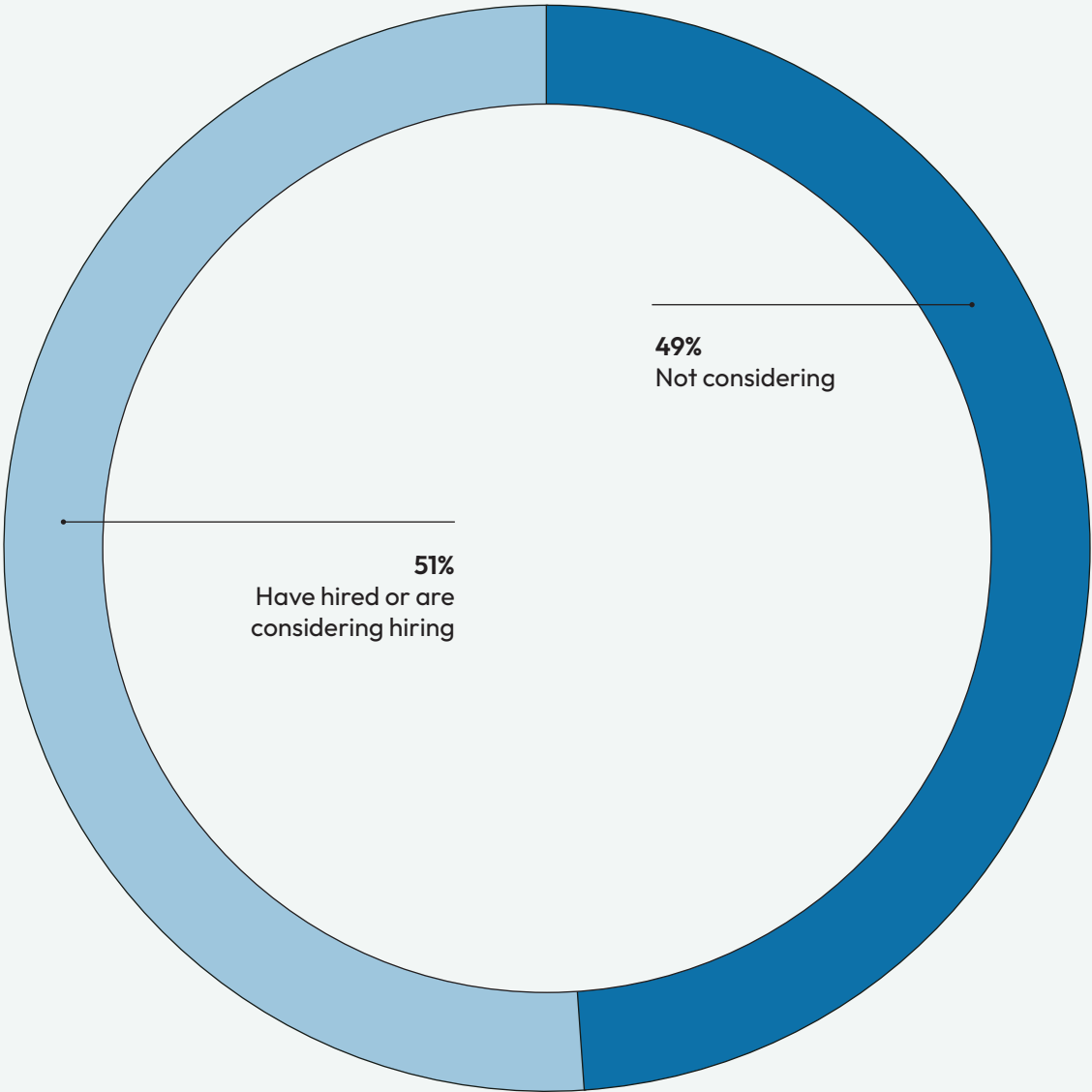
RESOURCES

If you're thinking about hiring a GTM engineer (and you should be), use our draft job description to get started:

GTM Engineer Job Description

GTM TEAMS LEVERAGING GTM ENGINEERS

FIGURE 19

49%
Not considering

51%
Have hired or are
considering hiring

TAKEAWAY H

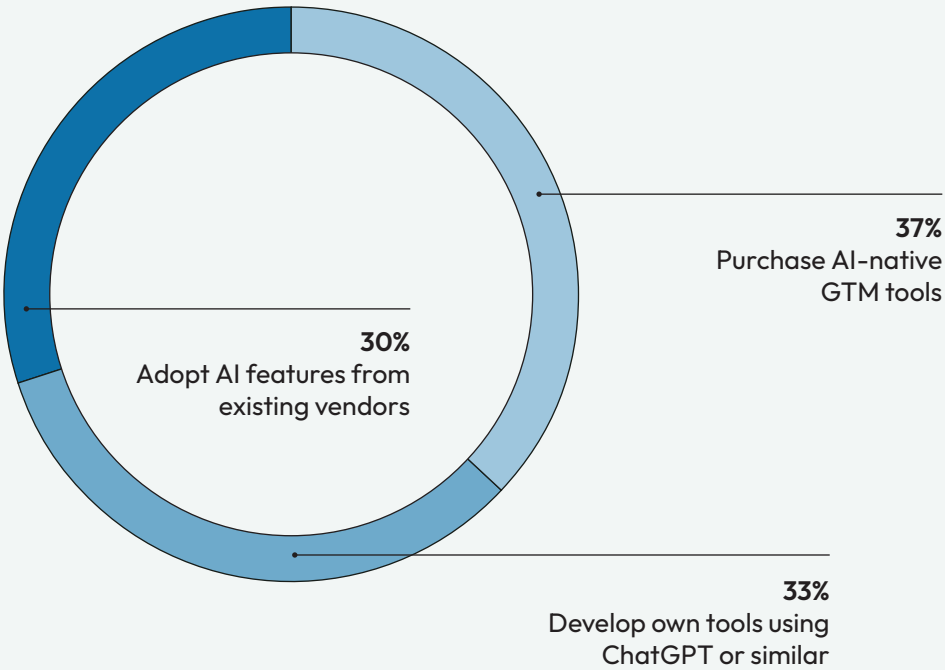## Don't get hung up on the build or buy decision

Even teams that follow all the best practices in identifying and operationalizing new use cases (starting with the problem, assigning a GTM engineer owner, etc.) worry about whether they should be a) building their own AI tooling using a combination of general-purpose LLMs and workflows tools, b) buying purpose-built AI tools, or c) adopting AI features from existing vendors. As Anton Lenke, Global Head of Account Value Engineering at HPE, explains, "many GTM leaders want to 'wait and see how this develops.' I don't want to buy a $50K tool if I can solve my problem with a $200 ChatGPT license in a few months' time."

While this dilemma is understandable, no consensus resolution exists today. Today, building, buying, and adopting features from existing vendors are all equally popular approaches to adopting AI (figure 20). It's true that teams that build are ~35% likelier to see high near-term impact, but custom internal systems can be hard to maintain and scale over time.

In general, you should be building *and* buying, and the key is finding the balance that works for your organization (figure 21).
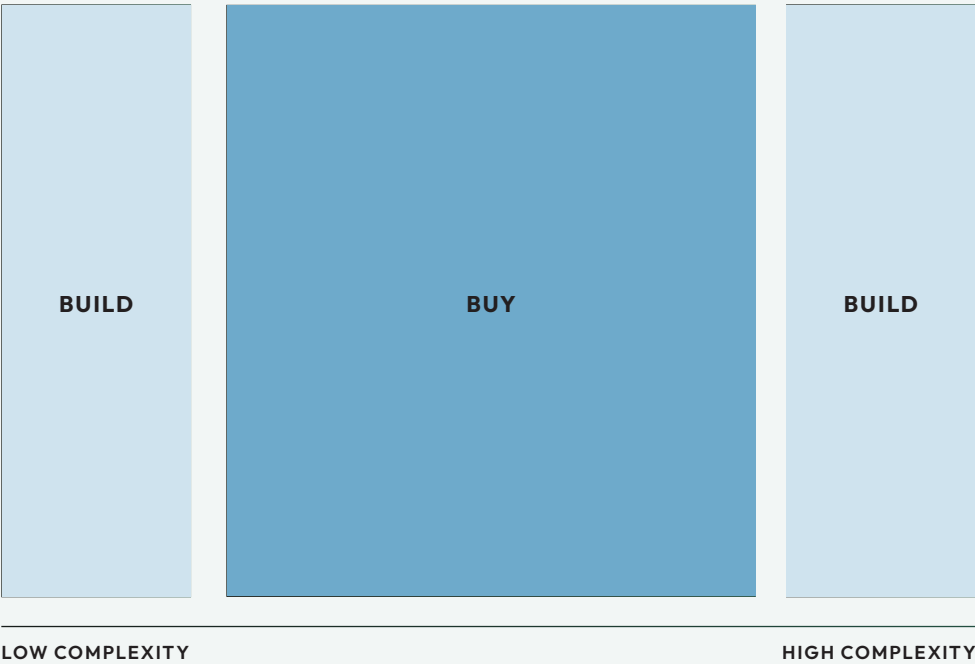
PRIMARY APPROACH TO ADOPTING AI

FIGURE 20

37%
Purchase AI-native GTM tools

30%
Adopt AI features from existing vendors

33%
Develop own tools using ChatGPT or similar

BUILD OR BUY FRAMEWORK

FIGURE 21

BUILD   BUY   BUILD

LOW COMPLEXITY   HIGH COMPLEXITY

"We buy what's already great and we focus our resources on building internal GTM tooling and agentic capabilities that will differentiate us. That build-and-buy balance is how we 10x'd our pipeline capacity with our existing team."
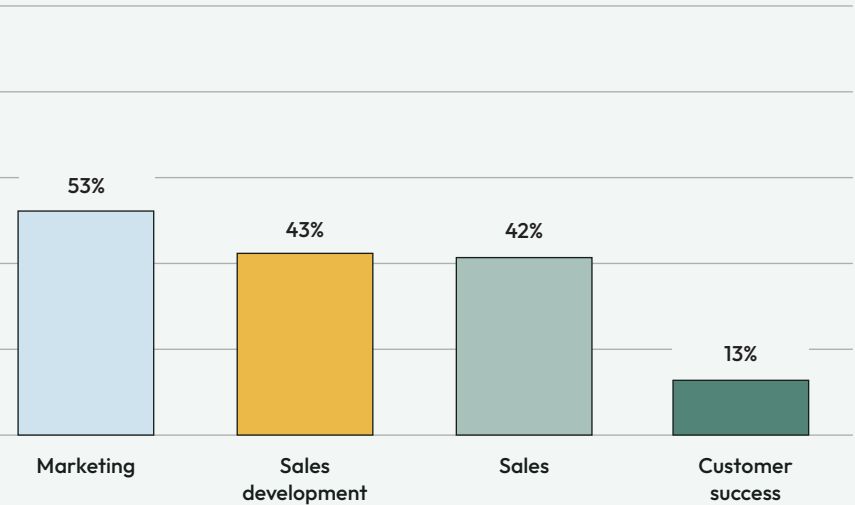
DAVID BOSKOVIC, CEO, FLATFILE

SCALE

RECOMMENDATIONS

Analyze the way your team works to identify where to apply AI. Leading organizations are running time studies to understand where marketing and sales teams spend time, where they get stuck, and where AI can help.

Make RevOps the AI nerve center. RevOps should own the GTM AI strategy, aligning data, processes, and technology across functions.

Empower functional teams to experiment. Bottom-up experimentation helps teams iterate faster. Create tiger teams or host AI hackathons to let front-line managers and reps test, refine, and operationalize new ideas quickly.

Hire a GTM engineer. AI is evolving too quickly to be managed part-time. RevOps should own the organization's AI roadmap while a dedicated GTM engineer executes it, evaluating tools, managing integrations, and operationalizing AI across functions.

Adopt a "build *and* buy" strategy. Hire GTM engineering talent to build differentiated internal capabilities, and complement them with best-in-class vendors for common or time-sensitive needs. The most advanced teams balance customization and speed.

CONCLUSION

On average, GTM leaders expect their teams' productivity to rise an additional 30% over the next two years.

A year ago, many GTM leaders were still asking themselves whether to adopt AI. Now we know the answer: they did, and you should, too (if you haven't already). In general, AI adoption has proceeded at a much faster pace than adoption of any previous GTM technology, and its impact is already remarkably widespread.

Today, as leading teams reach the end of Phase 1 of AI adoption, that impact has largely been felt in the realm of individual productivity. And as meaningful as these gains have been, the road ahead looks even brighter. On average, GTM leaders expect their teams' productivity to rise an additional 30% over the next two years. Meanwhile, teams are racing toward new Phase 2 use cases that directly move department-wide metrics.

The teams that will get there the fastest and establish durable gains are following a tried-and-true rule: they're starting with the problem, rather than the tech. They're also adopting some new tricks, hiring GTM engineers, and blending build and buy strategies. Most importantly, they're evolving their approach over time in response to new trends and data. We hope the insights contained in this report will ensure you're among them.
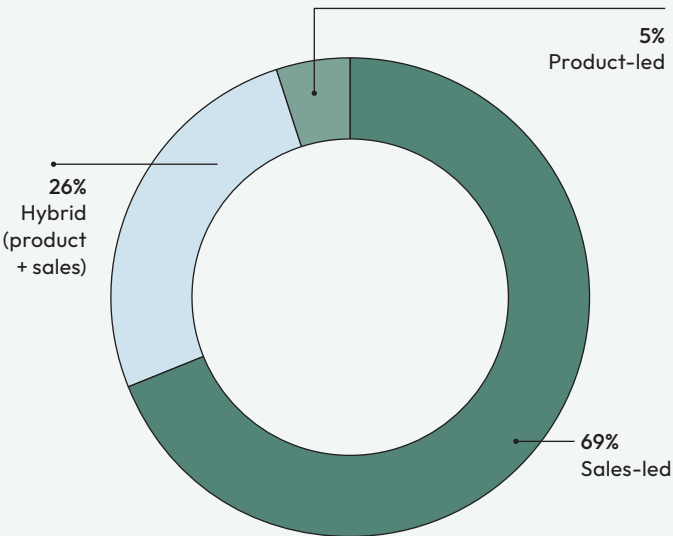
DEMOGRAPHICS OF THIS REPORT

FUNCTION (MULTIPLE SELECTIONS ALLOWED)

- Marketing: 53%
- Sales development: 43%
- Sales: 42%
- Customer success: 13%

GTM

- 5% Product-led
- 69% Sales-led
- 26% Hybrid (product + sales)

ACV

- 7% < $5K
- 6% $5K–$10K
- 13% $10K–$25K
- 18% $25K–$50K
- 25% $50K–$100K
- 20% $100K–$250K
- 11% > $250K

INDUSTRY

- 7% Software with a hardware component
- 4% eCommerce
- 28% Horizontal app
- 27% Vertical app
- 14% Security
- 12% Other
- 8% Infrastructure

INCORPORATED AI

- 67% Yes—incorporated AI features
- 21% Yes—AI native
- 13% No

REVENUE

- 7% > $1B
- 10% < $1M
- 11% $1M–$5M
- 24% $5M–$20M
- 12% $20M–$50M
- 13% $50M–$100M
- 15% $100M–$250M
- 8% $250M–$1B

SCALE