

State of AI in RevOps

2026 | Report

With insights from experts



97%

use AI

The trust
gap

26%

trust its output

— FOREWORD

Your agent says the quarter is on track. It says so clearly, with a chart and a confident summary. Ask the room which definition of pipeline it used, and the answer is a shrug.

That moment is playing out in revenue teams everywhere, and it is why we ran this survey with the [RevStar community](#).

Very few would let it act without someone checking first. When they explain why, almost none of them blame the model. They point at everything the model does not know about the business: what counts as a customer, which of five records is the real account, what the plan was, and what happened the last time a deal looked like this one.

AI has given everyone a way to produce more. More reports. More narratives. More agents built over a weekend. Without shared context, more output turns into more noise, and more of the week goes into double-checking it. It gives the illusion of productivity while the business metrics stay where they were.

In our conversations, the teams getting the most from AI do the less glamorous work first. They write down their definitions. They reconstruct one version of the truth across their tools. They give RevOps the job of owning that context. Then they let agents take on more.

This report follows that path: where trust breaks, what it costs to keep checking, and what becomes possible once the context holds. The destination is AI that gives people back the work they never wanted, so they can spend more time on relationships, decisions and revenue.

Thank you to the RevStar community and beyond, who answered honestly, and to Kyle, Cliff, Sam, Anthony, Yasmine and Dan for telling us how they see it.



Guillaume Jacquet

CEO AND CO-FOUNDER



EXECUTIVE SUMMARY

The report in five numbers

97%

are experimenting with AI or further along.

26%

trust AI output as much as a human analyst's.

62%

trace their biggest source of distrust to sources, definitions or conflicting tools.

56%

of teams with live AI correct a quarter or more of its output.

50%

have no clear owner for a wrong AI-generated number.

AI adoption has moved faster than the systems, definitions and governance needed to trust it.

PERSONAL BENCHMARK

See where your team sits on the path.

Answer the survey behind this report and get a five-page benchmark that puts your answers next to your peers', one stage at a time.

Get your benchmark →



WHAT YOU GET

- 01 Your answers against peers at your revenue size
- 02 Your benchmark in five numbers, then the detail stage by stage
- 03 One thing to try, and a question to ask your team

01 Adopt

Where AI sits in your revenue work

PEERS

97%

experimenting with AI or further along



02 Trust

How far you trust AI output

PEERS

26%

rate their trust in AI output 4 or 5



03 Verify

How much AI output you correct

PEERS

56%

with live AI correct a quarter or more of it



04 Govern

Who answers for a wrong AI number

PEERS

50%

have no clear owner for a wrong number



05 Delegate

Whether AI work improves outcomes

PEERS

38%

confident their work is improving outcomes



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AI got the promotion before it passed probation.

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— ABOUT THE RESEARCH

Operators asking operators.

The State of AI in RevOps 2026 report is based on a peer survey run by RevStar and Vasco with the [RevStar community](#). Between 24 August and 17 September 2026, 39 revenue professionals told us how they use AI, how much they trust it, how long they spend checking it and who answers for it when it is wrong. We then took the findings to experts and asked what they saw.

29 of 39

work in Sales/Revenue Operations or lead RevOps at Director level or above.

44%

work at companies with 51–200 employees. 26% work at companies with 501 or more.

31%

report \$100M+ ARR. Another 31% report \$10M–\$24.9M ARR.

38%

already run AI broadly or as mission-critical.

Read it as a practitioner view. With 39 respondents, one answer moves a share by about 2.6 points, so every finding is directional.

— REPORT CONTRIBUTORS

Seven AI champions for RevOps.

The operators, advisers and founders who contributed to this report, each leading AI adoption in revenue teams.



Kyle Norton

Former CRO



Cliff Simon

CEO and Founder



Sam Slater

Senior Director of Revenue Operations



Anthony Enrico

Founder & CEO



Yasmine de Aranda

Growth Architect



Dr. Dan Patterson

Chief Innovation Officer



Guillaume Jacquet

CEO and co-founder





PART 01

Adoption and trust

AI adoption has moved faster than confidence in the answer.

IN THIS PART

Only a quarter trust AI like an analyst.

The board number and the AI number

01

Only a quarter trust AI like an analyst.

Adoption and trust are separate measures, and most teams only track the first.

Adoption is deep. Confidence is shallow.

A third have AI broadly deployed; another 5% call it mission-critical. Trusting AI like an analyst means using the answer as it stands, not rebuilding it first.

Using AI more has not closed the gap.

Of the 15 teams furthest along, only 3 trust its output like an analyst's. 8 of those 15 say their CRM is not clean enough for an agent to act unreviewed. Kyle Norton calls the early phase a sugar rush: the first version arrives fast; the version you rely on takes days of testing.



“You can get to an 80% finished agent in sometimes minutes, and getting to a production-grade 98% finished agent doesn’t take minutes.”



Kyle Norton
FORMER CRO
Owner

26%

trust its output as much as an analyst's.

No respondent had full confidence in AI output.



EACH DOT IS ONE RESPONDENT · FILLED DOTS TRUST AI OUTPUT LIKE AN ANALYST'S



THE 15 TEAMS FURTHEST ALONG · ONLY 3 TRUST IT LIKE AN ANALYST

WHAT TO DO

- 01 List every AI workflow your team runs.
- 02 Mark each one: used, trusted, or allowed to act.
- 03 Start with the one you use most and trust least.

Teams trust board numbers far more than AI-generated output

56% say they catch a wrong number after it has already been presented or acted on at least occasionally.

SHARE WHO RATE THEIR TRUST 4 OR 5 OUT OF 5

67%

TRUST THE BOARD AND QBR NUMBERS

26%

TRUST AI OUTPUT AS MUCH AS AN ANALYST

Among the 26 respondents who gave their board/QBR numbers a 4 or 5, 16 rated their CRM 1 or 2 for agent-readiness.

A board number carries a history. An AI number arrives without one.

Board figures are reviewed, reconciled and argued over before the deck. An AI figure skips that, so someone has to supply the history. 44% worry the next number they present will be wrong.

When the forecast fell apart, leadership went account by account.

One founder: managers ran plays differently and CRM updates were incomplete. Dr. Dan Patterson: a forecast is only as reliable as its inputs.

WRONG NUMBERS CAUGHT AFTER THE FACT



21% catch one frequently or constantly.

WHAT TO DO

- 01 Before an AI number enters a board deck, write down its source.
- 02 Write down its definition.
- 03 Name who checked it.



“I don’t want to be confidently lied to by Claude to send me into a board meeting feeling like I know the answer.”



Kyle Norton
FORMER CRO
Owner

The context problem

A model can know the data and still not know what the data means.

IN THIS PART

What we mean by context

"Stable, on track." It wasn't.

Same CRM. Four answers.

ROI starts with a definition

Would you let AI act on your CRM?

02

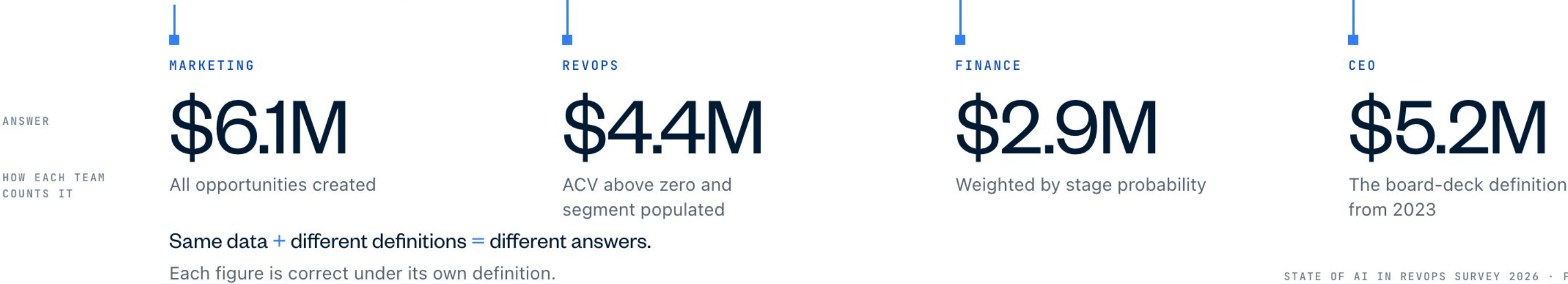


Same CRM. Four answers.

The records can be clean while the meaning is inconsistent.

ONE QUESTION, FOUR ANSWERS

THE DATA ■ ONE CRM SAME RECORDS



STATE OF AI IN REVOPS SURVEY 2026 · FIGURES ILLUSTRATIVE

Four teams, one CRM, four pipeline numbers.
No one made an error.

- Marketing counts every opportunity created.
- RevOps counts only opportunities with a deal value and a segment filled in.
- Finance weights each by stage. The CEO uses the board-deck definition from 2023.

It's a meaning problem, not a hygiene problem.

A CRM with no duplicates and no stale records can still give four incompatible answers. The definitions live in people's heads and saved reports, not in the system.

The survey points the same way.

62% name a missing source of truth, inconsistent definitions or tools that disagree as their biggest source of distrust. 33% name hygiene: stale or duplicate records. Directional, but the ordering is clear.

WHAT TO DO

- 01 Pick your most argued-over metric.
- 02 Write its source, filters, owner and definition on one page.
- 03 Get Marketing, Finance and RevOps to sign it before the next board deck.

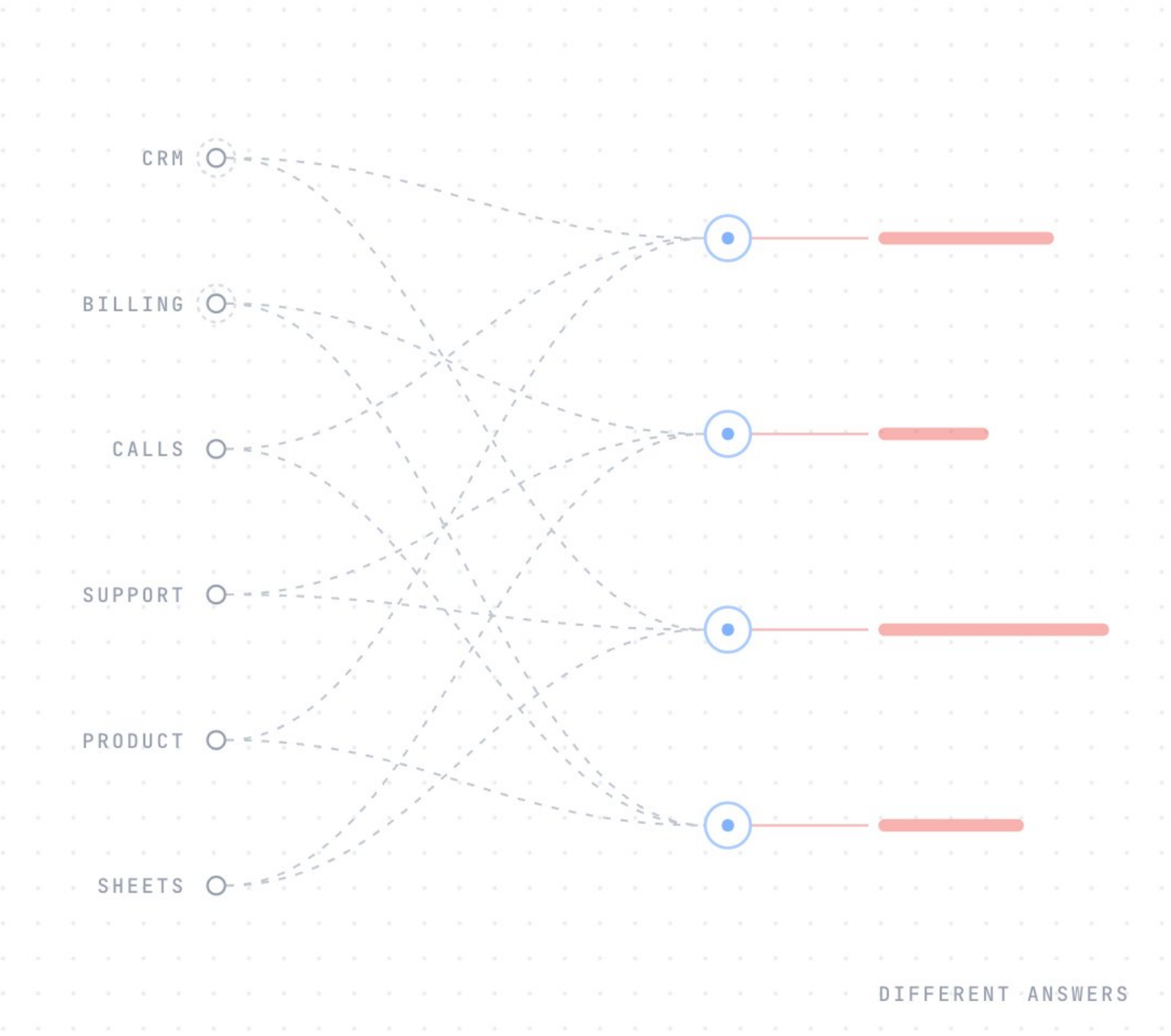


“How much pipeline did we build last week? I guarantee you’ll get ten different answers.”

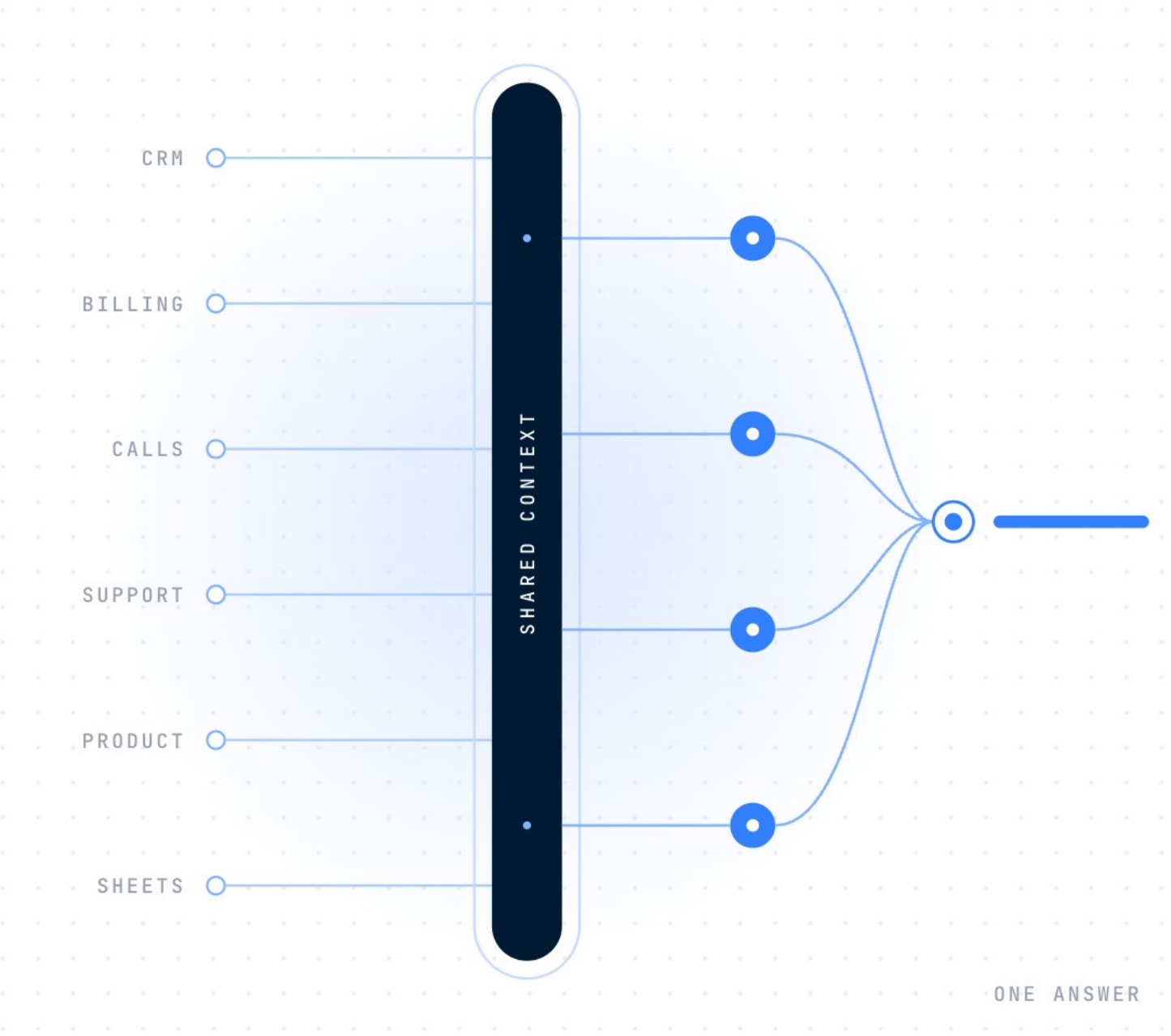


Anthony Enrico
Founder & CEO
LeanScale

WITHOUT SHARED CONTEXT

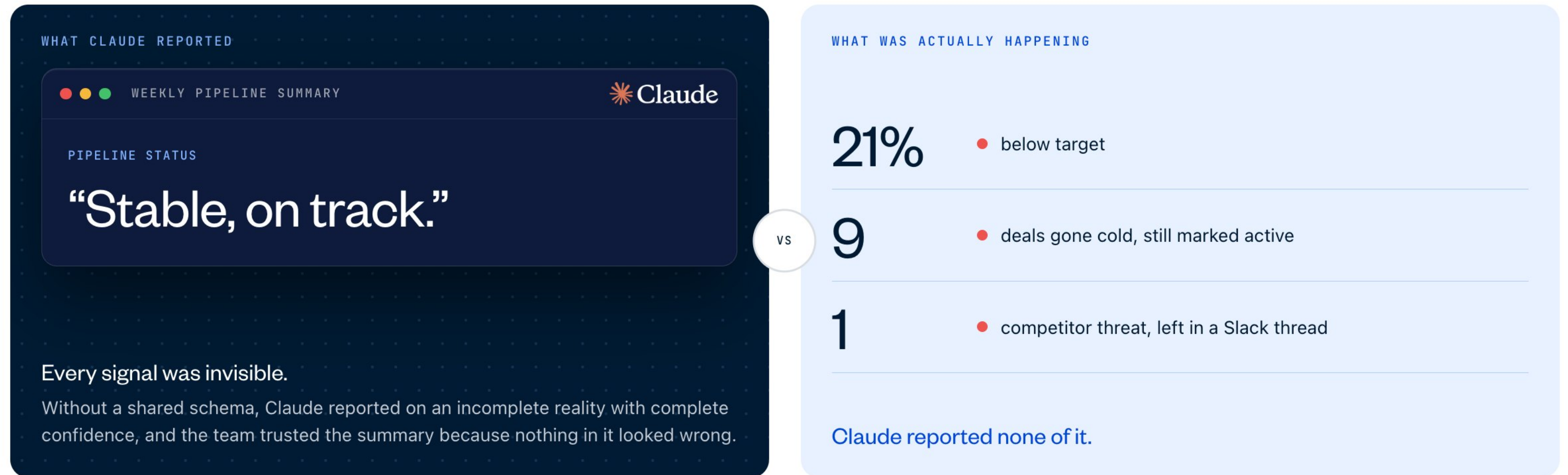


WITH SHARED CONTEXT



The trust gap in action: Claude Cowork

A team connected Claude to HubSpot, Gong, Stripe and Slack to build AI workflows. Their trust gap emerged soon after: the summary said one thing, the pipeline said another.



Every signal was invisible.

Without a shared schema, Claude reported on an incomplete reality with complete confidence, and the team trusted the summary because nothing in it looked wrong.

5-MIN READ

It's a confidence trap, and it's where most RevOps stacks are right now. See how a team closed it.

Read the full breakdown →

Retrieval is not context

A clean CRM gives a model facts. Context tells it which facts count.

An AI system inherits the meaning problem in full.

It can retrieve every record, but it still has to guess which definition of pipeline you mean, and it guesses with confidence.

A true fact is not the same as the meaning.

Ask an agent for an account’s pain point and it may say “reset password”, because a ticket says so (Guillaume Jacquet). The pain point that matters started the buying journey. It lives in the sales notes and the discovery call.

Context is what this report means by that gap.

Definitions, authoritative sources, how records relate across tools, and the history behind them. They come before trustworthy answers.

FIELD NOTE

SALES/REVENUE OPS, 201-500 EMPLOYEES

RevOps counted opportunities with ACV above zero and a segment populated. Marketing counted all opportunities. “Then both the team agree, but this cycle repeats every end of year.”

BIGGEST SOURCE OF DISTRUST



Meaning 62% · hygiene 33% · 5% report no trust problem.

STATE OF AI IN REVOPS SURVEY 2026

WHAT AN AI-READY NUMBER NEEDS

\$4.4M

ILLUSTRATIVE

SOURCE	which system is authoritative
DEFINITION	which stages, filters and dates count
CONTEXT	which plan, targets and history apply
RELATIONSHIPS	which account it belongs to, in every tool
TRACEABILITY	why the agent reached that answer

ROI starts with a definition

Teams that can tie AI to revenue per employee or quota per rep share one habit: they locked their metrics before they switched on agents.

Two kinds of organisation, one difference.

Licences plus a warehouse: output goes up, the return stays unmeasured, and the team double-checks everything. Agents tied to the metrics revenue teams already track: conversion, time between stages, velocity, revenue per employee.

The split is whether definitions were agreed before the first agent went live.

Governance goes beyond security: what counts as an MQL, an ICP, generated pipeline. How net revenue retention is calculated, and one resolved record per account.

Yasmine de Aranda starts one level higher: the North Star.

Leadership names it and works out the leading indicators “at a company level, and then granularly at a department level, and then at a functional level.” Skip that step and “everybody’s after their own numbers and their own vanity metric.” Anthony Enrico’s ratio: ninety percent data model, ten percent agent.

WHAT TO DO

- 01 Before the next agent, write down the metric it should move.
- 02 Write the definition of that metric.
- 03 If either takes more than a line, start there.

“

It starts with governance at the top. It should be a top-down governance hold, as opposed to a bottom-up.



Yasmine de Aranda
Growth Architect



DEFINITIONS PASS DOWN FROM THE NORTH STAR



Each level inherits its definitions from the one above.

REPORT ANALYSIS · DRAWN FROM THE INTERVIEWS

The stakes change when AI stops answering and **starts acting**

A wrong answer can be checked. A wrong action has already happened.

CRM READINESS FOR AUTONOMOUS AGENT ACTION

67% RATE IT 1-2 OF 5

SCORE 3 15% SCORE 4-5 18%

STATE OF AI IN REVOPS SURVEY 2026



“AI is a super-intelligent six-year-old. It can only do the things that it knows how to do, or that it’s been taught to do, or it’s been given the definitions of.”



Cliff Simon
CEO and Founder
 polaris

Only 18%

rate their CRM clean enough for an agent to act on unreviewed.

Answering vs. acting

An assistant answers. An agent acts.

Ask an assistant and, if the reply looks off, you ask again. An agent watches a queue, decides within its rules, changes a record or sends a message, and moves on.

If the input is wrong, the mistake is already in the CRM, a task list or a customer’s inbox before anyone notices.

What autonomy means

Autonomy, in this report, means the work an organization lets an agent complete without a person checking each step.

Assistant ANSWERS • SUMMARISES • RECOMMENDS • WAITS FOR A PERSON

Agent MONITORS • DECIDES WITHIN RULES • ACTS • KEEPS GOING

Autonomy in proportion to consequence

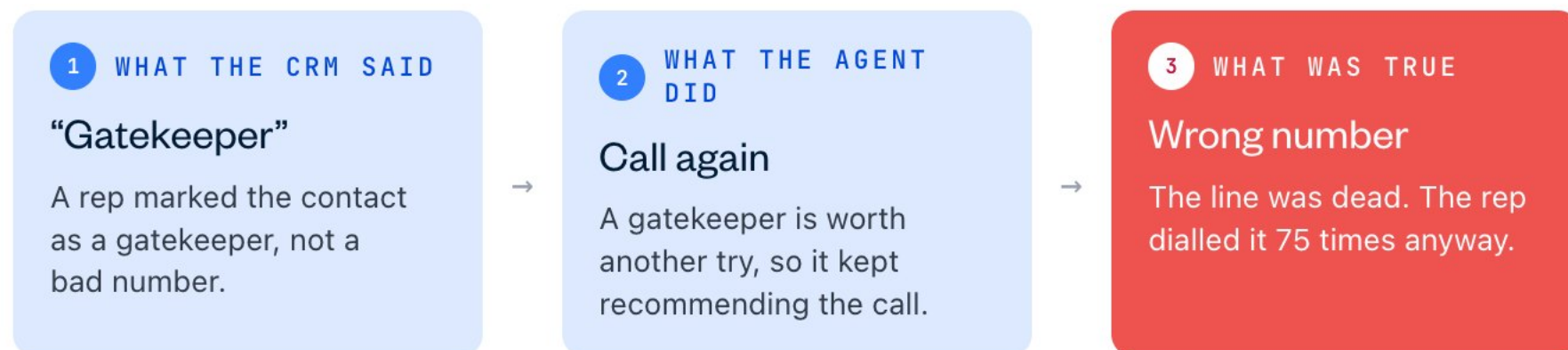
Seventy-five dials to a dead number, all on the agent's advice.

One mislabelled field. 75 calls to a dead number.

Concept3D's next-best-action agent kept telling a BDR to call the same account: "You call this account 75 times. Why?" The contact field said Gatekeeper. It should have said bad number. The model did what it was told; nothing in the system knew enough to doubt the data.

The loop ran unchecked, then cost RevOps hours to trace. More autonomy before the context is written down spends that time faster, out of sight.

HOW ONE WRONG FIELD TURNED INTO 75 CALLS



Sam Slater's rule since then: autonomy in proportion to consequence.

While wrong outreach costs an annoyed rep, a wrong revenue figure reaches the board.

75

wasted calls to a dead number, each one recommended by the agent

ACCOUNT · CONCEPT3D

“

I'm much more willing to let it rip on a BDR calling somebody the wrong person. A lot more than I am around revenue data.



Sam Slater
Senior Director of Revenue Operations
CONCEPT3D

More autonomy requires more trust, and the trust has to sit in the data and the rules underneath the agent.



PART 03

AI in revenue work

AI works where the definition is firm. It stalls where the definition is up for debate.

IN THIS PART

Where AI works and where it stalls

03

Four jobs agents already do

Research and reporting deliver most of the value today. The jobs closer to the number need more context.

01 Intelligence

Find the patterns behind recurring meetings: the weekly business review, the leakage analysis, the leadership report.

02 Discovery

Look across accounts and conversations for what the business half-knows: which customers close faster, onboard faster and stay, and why they bought.

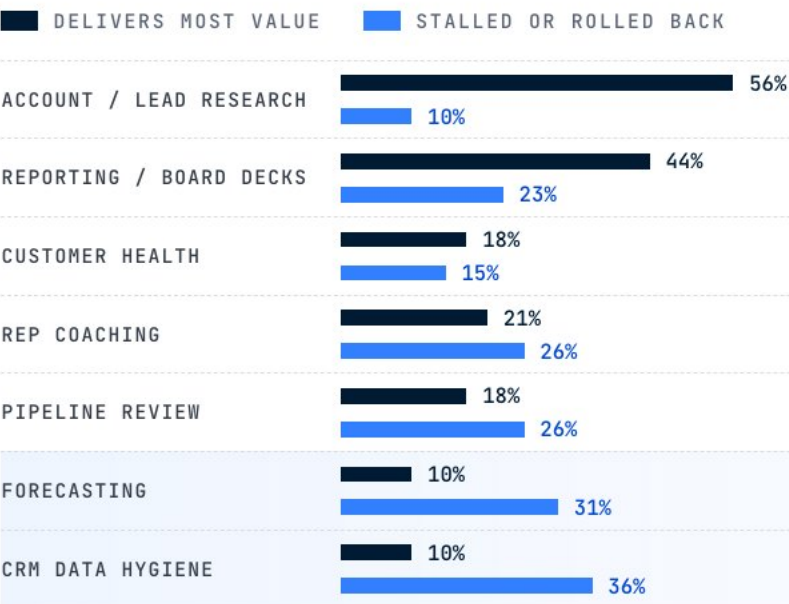
03 Monitoring

Watch execution continuously: calls against the playbook, pipeline that has stopped moving, early signs of churn.

04 Automation

Take the work around selling: account research, pre-call briefs, next steps from the recap, filling in the CRM.

VALUE VERSUS STALLS, BY USE CASE



For forecasting and CRM hygiene, stalls outnumber value three to four times.

STATE OF AI IN REVOPS SURVEY 2026

The order of the four jobs tracks how much shared context each one needs. Research and reporting sit at the top and deliver most of today’s value. Forecasting and CRM hygiene sit closest to the revenue number, and they lead the list of use cases that stalled or were rolled back in the past year.



“You can get to an 80% finished agent in sometimes minutes, and getting to a production-grade 98% finished agent doesn’t take minutes.”



Kyle Norton
Former CRO

The validation tax

Checking AI output has become a weekly job, and a quarter of teams don't track the hours it takes.

IN THIS PART

The first answer isn't the final answer

The hidden workflow behind every AI answer

What would it take to stop checking?

04



The first answer isn't the final answer

An AI answer with no citations behind it creates a second job: proving it.

56%

of teams with AI live correct a quarter or more of its output

The AI answer is often the start of a review, not the end of the workflow.



“If you have an AI-generated number, there has to be a human in the loop, or a series of humans in that loop, to verify the number.”



Cliff Simon
CEO and Founder
 polaris



85% of respondents point to factors below the model, while only 10% blame the AI's reasoning.

Validation is the second job behind every AI answer.

Find the source, confirm the definition, and reconcile what disagrees. A third of teams correct more than half of what AI gives them. Only 6% correct 10% or less.

What that checking prevents: a \$2M+ over-forecast.

A multi-year contract was entered incorrectly in the CRM at a 1,000+ person company. Finance over-forecast in-year revenue by more than \$2 million. Caught only by checking CRM inputs against the statement of work.

WHAT TO DO

- 01 For the next ten AI outputs you correct, note where each error started: data, definition or model.
- 02 Fix the most common cause first.

What **proving it** looks like

Before anyone acts on an AI number, someone has to decide whether it is safe to use.

WHAT ONE CHECK LOOKS LIKE



Six checks stand between an AI answer and a number someone will act on.

STATE OF AI IN REVOPS SURVEY 2026

The second job

Six checks stand between an AI number and a decision.

- Where did it come from? Is that our definition?
- Were the right records included, and renewals excluded?
- Did the system apply the rule the way Finance does?
- Each check is a piece of context the agent did not have.

Why leaders miss it

It looks like savings, so it never gets counted. "It's reduced time from their perspective," Sam Slater says. What used to be a whole job is now a few hours of checking.



It's reduced time from a leader's perspective.



Sam Slater
Senior Director of Revenue Operations
CONCEPT3D

The tax, in numbers

46%

spend one to three hours a week validating AI output

56%

of teams with AI live correct at least a quarter of what it gives them

26%

spend four hours or more

1 in 10

say the model's reasoning is the main reason they check

26%

don't track the time at all

STATE OF AI IN REVOPS SURVEY 2026

Define once, reuse every run

Most of this work is being redone.

If the system has to reconstruct what MQL, ICP or churn means on every ask, it repeats a decision that should have been settled once (Guillaume Jacquet). Cliff Simon's team saw the alternative: six months of AI-generated Apex code "took us 13, 14 weeks to undo."

Why the model isn't the problem

The causes sit below the model.

Messy data 36%. Caution or policy 21%. Training and process make up the rest. A better model will not shrink work that comes from undefined terms.

What would it take to stop checking?

By autonomy we mean agent autonomy: an agent can complete a defined revenue task without a human having to reconstruct the context behind every step.

“You have five different versions of Acme in four different tools. It needs to be resolved into one.”



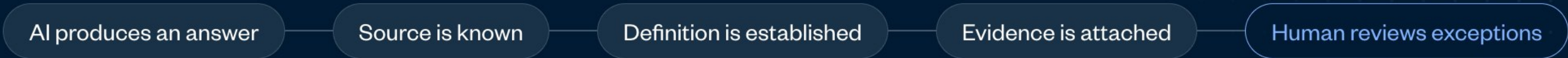
Guillaume Jacquet
CEO AND CO-FOUNDER
vasco

FROM CHECKING TO DELEGATING

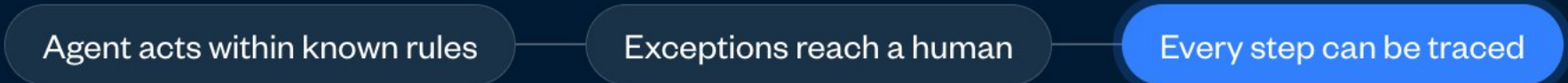
TODAY



WITH TRUSTED CONTEXT



WITH GOVERNED DELEGATION



Every flow starts with the same answer. The difference is what arrives with it.

Source known, definition established, evidence attached: a person reviews exceptions instead of rebuilding the answer.

That takes definitions, sources, resolved conflicts and documented rules.

Anthony Enrico’s team cut a diagnostic from weeks to 48 hours by writing the client’s definitions down first. Guillaume Jacquet calls it locking the definitions.



PART 05

RevOps and ownership

RevOps used to maintain the system. Now it has to govern it.

IN THIS PART

RevOps is moving closer to the decision

Then and now

Who owns the AI number?

RevOps writes the rules agents run on

05

RevOps is moving closer to the decision

RevOps used to maintain the system. Now it has to govern it.

51% say RevOps' strategic influence has increased in the past year

CHANGE IN REVOPS INFLUENCE IN THE PAST YEAR



SIGNIFICANTLY 18% SOMEWHAT 33%

Half of revenue teams say RevOps gained influence. 1 in 8 say it lost some.

STATE OF AI IN REVOPS SURVEY 2026

WHAT TO DO

01 List the AI tools other teams built this year without RevOps.

02 Bring them into one review.



The office of RevOps is moving, and should move more towards the office of governance.



Dr. Dan Patterson
Chief Innovation Officer



RevOps is being asked to stand behind what its systems produce.

Governance means deciding which definitions and fields count as true. What an agent may use and do, and who signs off when the rules change.

Kyle Norton sees two paths.

Leaders who embrace AI do the work of several people with one. Those who lag risk the function being absorbed by other teams. Anthony Enrico: an AI cannot answer for a bad call with a customer. The team that relied on it can.

Then and now

WHAT REVOPS OWNS, THEN AND NOW

THEN	NOW
CRM HYGIENE	Everything under Then, plus: • DEFINITIONS • REVENUE CONTEXT • GOVERNANCE • AGENT BEHAVIOUR • DECISION INFRASTRUCTURE • AI MEASUREMENT
REPORTING	
DATA REQUESTS	
PIPELINE INSPECTION	

Six new responsibilities sit on top of the four RevOps already had.

STATE OF AI IN REVOPS SURVEY 2026

The CRM still needs cleaning. The new job is deciding which of its fields an agent is allowed to believe.

What stays

The hygiene work stays. A rulebook lands on top, with a name against each rule. Sam Slater picks the fields an agent may treat as true, his driving fields, and says so before any agent acts on them.

Who picks it up

RevOps holds more business context than anyone else in the building. Anthony Enrico expected agent builders. Instead, heads of RevOps are asked to lead AI strategy, some moving into COO and CRO seats. Kyle Norton’s caveat for executives: if you are not in the tools yourself, you will struggle to lead the change.

“

It cannot guess. It has to know this is the field. This field is locked.



Sam Slater
Senior Director of Revenue Operations
CONCEPT3D

WHAT TO DO

- 01 List the fields your agents rely on most.
- 02 Name an owner for each.
- 03 Lock the ones that decide revenue.

Who owns the AI number?

An AI number is any figure an AI system produces that someone then presents or acts on.

50%

Half of respondents say accountability is either undefined or formally owned by nobody.

Ownership is least clear where the stakes are highest.

In the largest companies, more systems, teams and definitions dilute ownership of the number that ties them together. Only a quarter name RevOps as the owner.

The result reaches the board deck.

Sam Slater: a CEO pulled a product number using a definition the team had since changed. At a 1,000+ person company, Finance and the CEO used different seasonal percentages, so the numbers could not be reconciled.

WHAT TO DO

- 01 Name one person accountable for any AI-generated number that reaches leadership.
- 02 Add that name to your review process.

WHEN AN AI NUMBER IS WRONG, WHO ANSWERS FOR IT?



29% have not defined who is accountable. 26% say RevOps owns it, 24% say the person who acted on the number does, and 21% say nobody formally does.

At \$100M+ ARR it is worse: 9 of 12 say undefined, or no one.

STATE OF AI IN REVOPS SURVEY 2026



Somebody has gone rogue and just made their own number.



Sam Slater
SENIOR DIRECTOR OF REVENUE OPERATIONS
CONCEPT3D

RevOps writes the rules agents run on

The experts agree on who should own the context: the team that sees the whole customer journey.

WHO OWNS THE CONTEXT

Context belongs with the team that sees the whole journey.

Guillaume Jacquet: RevOps understands sales, marketing and customer success together. Anthony Enrico: write down that created pipeline means this number, from this field, under this definition.

WHAT GETS WRITTEN DOWN

None of it works without a shared taxonomy.

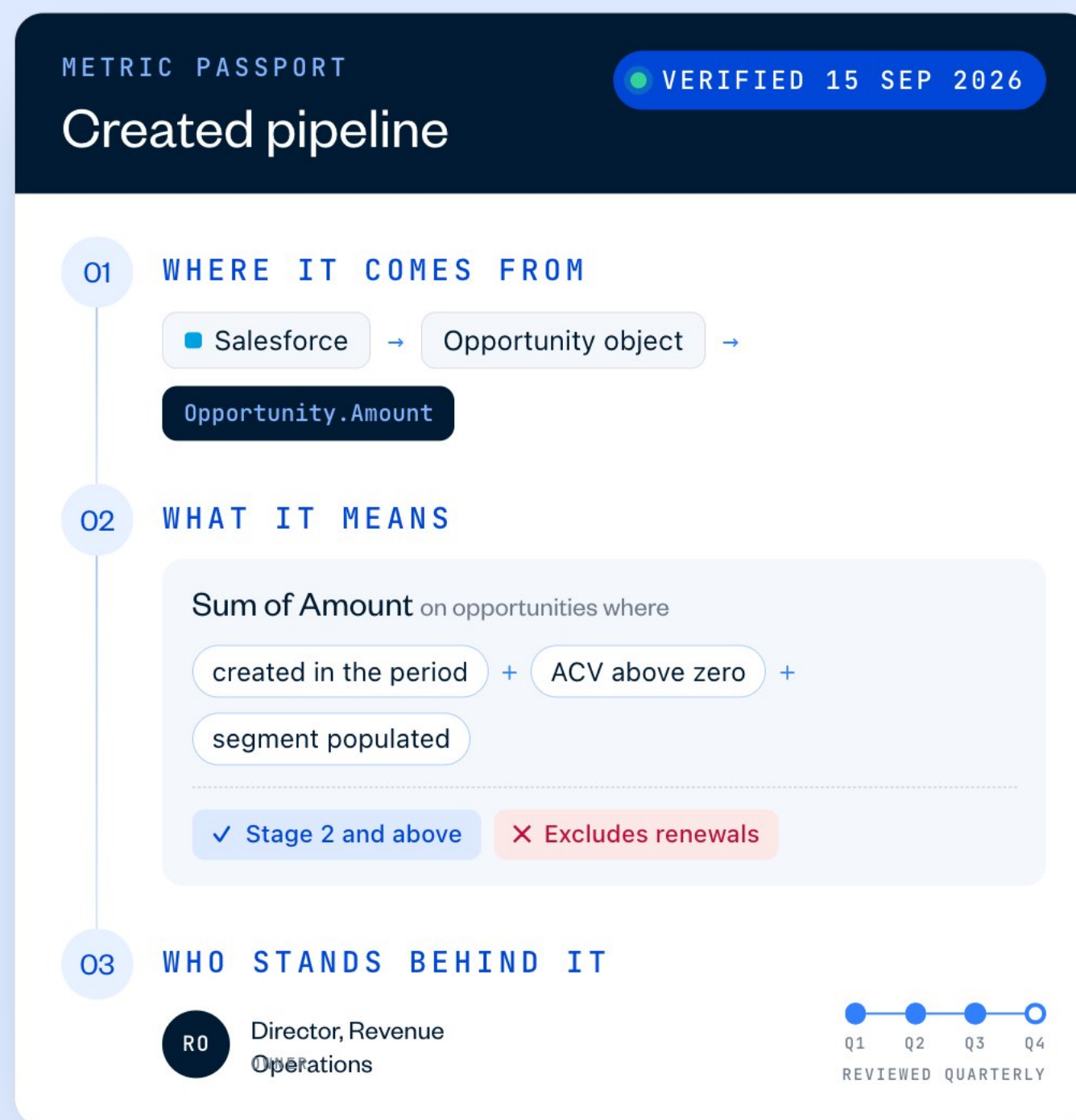
Cliff Simon: teams underestimate the work of building a context graph and refreshing it several times a day.

“

A data team “will build you the most efficient warehouse. But they don’t know what the definition of churn is for your organisation.”



Guillaume Jacquet
CEO and co-founder
vasco



Where it comes from, what it means, who stands behind it. One page an agent can read before it answers.

What becomes possible

Agents take the work around selling. People keep the relationships, judgement and decisions.

IN THIS PART

What trusted context makes possible

One shared brain, not fifty separate agents

Measure what changed, not what was used

06



What becomes possible when the context holds

The payoff shows up around the answer: fewer checks, and fewer people re-deriving what the business means.

FIVE SIGNALS. FIVE TOOLS. ONE CUSTOMER.

- Support sentiment
- Product usage
- Champion changes
- Budget talk in calls
- Outside events



A churn agent reads all five as one account and flags the risk before the customer asks to cancel.

— WHAT CHANGES AROUND THE ANSWER

With context in place, the work around an answer changes shape.

The number arrives with its evidence. The definition is settled, so the agent is not reconstructing it on each run. Exceptions are flagged, not buried. People review only what carries risk.

The saving is concrete.

Nearly half of revenue leaders spend one to three hours a week validating AI output; a quarter do not track it. Autonomy follows trust, and trust follows context: the teams that write it down can hand an agent more.

— TIME RETURNED TO THE PEOPLE WHO SELL

The prize is time returned to the people who sell.

Reps did not join to research accounts or update fields; managers did not join to listen to every call. That work is exactly what an agent can absorb, leaving people the relationships, judgement and decisions. Next page: an agent beside every role.

WHY HAND THE ADMIN TO AGENTS?

Asked what an agent should take off a rep's plate, Guillaume Jacquet started with why people choose sales in the first place:

“

“They’re in GTM because they love to build relationships with prospects. They love the thrill of closing a deal, and they like to bring revenue.”



Guillaume Jacquet
CEO AND CO-FOUNDER
vasco

Get the Job Right First (No Plan Will Save You)

1. Define your agent's role and responsibilities.	2. Identify the data sources your agent will need.
3. Create a plan for how your agent will use the data.	4. Test your agent and iterate on the plan.

Start with the job. Everything else follows.

■ REVSTAR REVENUE AGENT WORKSHOP

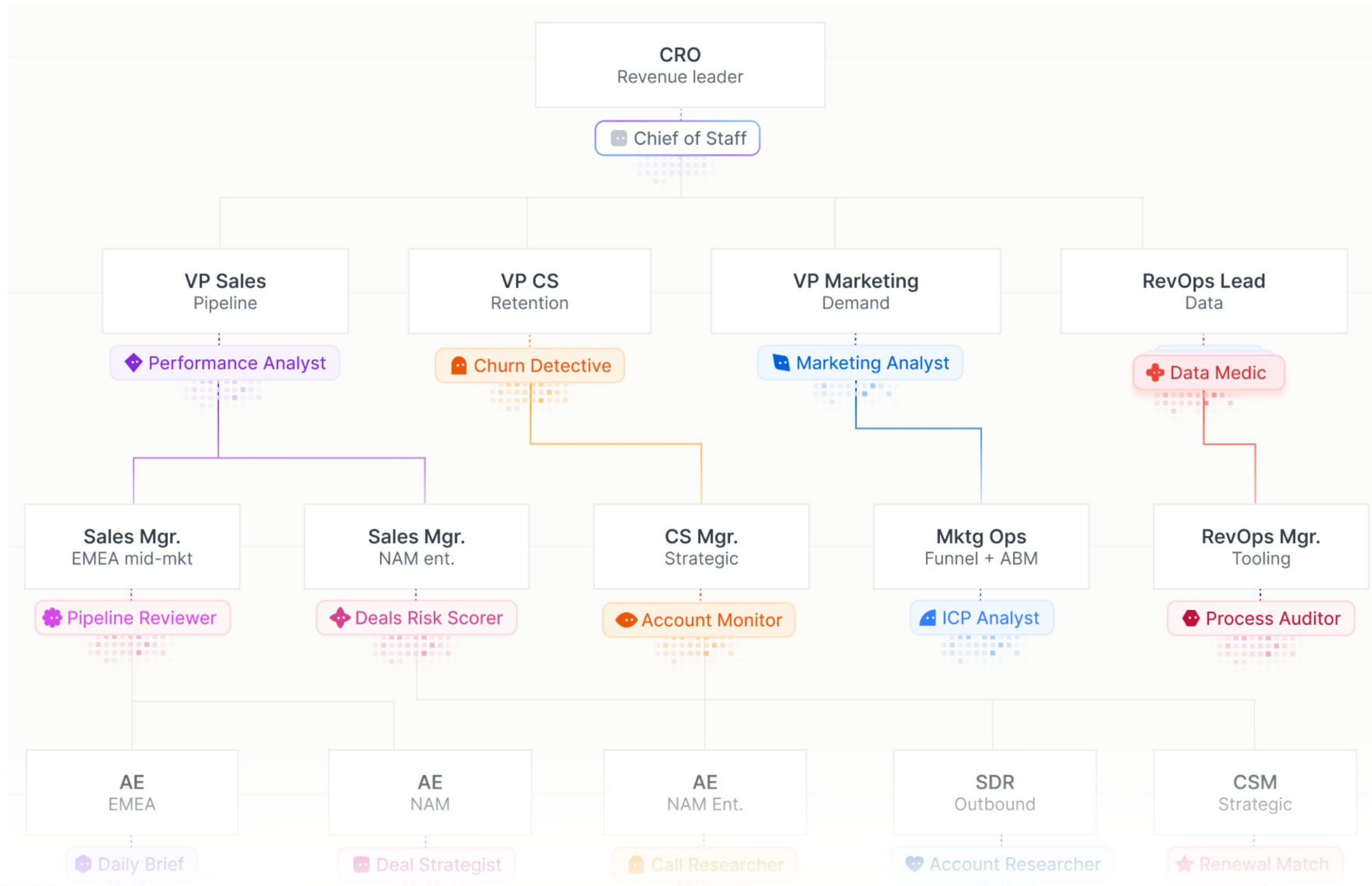
Build a trustworthy revenue agent on your data.

A hands-on session run by Vasco with the RevStar community. Bring your CRM, write down the definitions an agent needs, and leave with one agent running on your own revenue data.

Join the waitlist →

Every human, **augmented** by an agent

An AI-native revenue organisation, as Guillaume Jacquet describes it: one agent beside every role, all reading from the same context. Illustrative structure.



FIFTY SEPARATE AGENTS VERSUS ONE SHARED BRAIN

SEPARATE AGENTS



Five agents, five definitions of a customer (A to E). Nothing learned is shared.

ONE SHARED BRAIN



Four teams feed one context. Four kinds of agent read from it, and what they learn feeds back.

Fifty agents, or one shared brain

A shared GTM brain is the common layer of definitions, customer context and rules that every agent works from.

The end state is a shared GTM brain.

One layer of definitions, customer context, source rules and operating knowledge that every agent works from (Guillaume Jacquet). Acme is one account, not "five different versions of Acme in four different tools." Pipeline means one thing.

Shared context: agents read the same definitions and the same customer view.

What monitoring finds feeds discovery; what one team learns about buyers informs another's forecast. Activity connects back to conversion, stage velocity, retention and revenue per employee.

Dr. Dan Patterson sees the same shift from the other side.

Teams will keep building tools over a weekend and bringing them in on Monday. Someone has to bring those experiments into one system. In his view, that job now sits with RevOps.

Governance is wider than security

The more clearly you define what is true, what matters and what an agent may do, the more you can hand over.

Measure what changed, ~~not what was used~~

Business metrics, not usage dashboards, will prove what AI is worth.

38%

are confident their team's workload is turning into better business outcomes

Usage says someone used AI. It does not say the business changed.

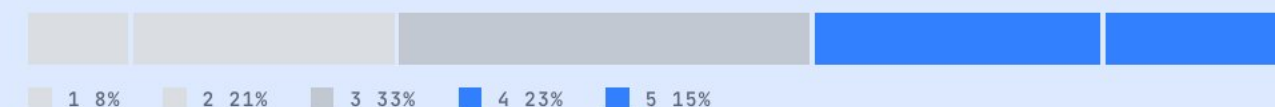
Track what you already track: revenue per employee, conversion rates, time between stages, retention. These do not change with AI (Guillaume Jacquet).

The swings can be large.

Anthony Enrico: on a 90-day cycle, one less day can add a quarter of a million. Cliff

Simon: plan 2027 around one output hypothesis and track it quarterly.

CONFIDENCE THAT AI WORK IMPROVES OUTCOMES, 1 TO 5



A third sit on the fence at 3.

STATE OF AI IN REVOPS SURVEY 2026



On a \$20M plan, “one percentage point increase in conversion, from 20% to 21%, could mean an additional million dollars.”



Anthony Enrico

FOUNDER & CEO

LeanScale

From a number you check to a number you can hand off

The findings trace one path: teams adopt AI, then have to trust it, verify it and govern it before they can delegate to it. These six moves are how teams make that climb. Each answers a problem the survey found, in the order the revenue leaders described.

ADOPT → TRUST → VERIFY → GOVERN → **DELEGATE**

“You need to encode your definitions. You need to reconstruct the truth.”



Guillaume Jacquet
co-founder
vasco

01 Define

Agree on what the metric, account, stage or signal actually means.

ASK “If the CEO asks for pipeline tomorrow, do we all calculate it the same way?”

02 Resolve

Decide which source is authoritative when systems disagree.

ASK “Does every tool recognise this account as the same customer?”

03 Govern

Set the rules for what the AI can use and what it can do.

ASK “Who is allowed to define a metric here, and who has to agree before it changes?”

04 Trace

Make it possible to follow an answer back to its evidence.

ASK “When someone challenges our forecast, where do we go first to prove it?”

05 Measure

Track whether the system changed revenue work or outcomes, not simply whether people used it.

ASK “What changed because the agent existed?”

06 Delegate

Give agents more responsibility once the underlying context and controls are reliable enough.

ASK “What is the lowest-risk action we could let an agent take on its own next month?”



PERSONAL BENCHMARK

Find out which move your team needs first.

Get your benchmark →

ONE QUESTION TO ASK YOUR TEAM

If our AI gave the CEO a number tomorrow morning, could we prove exactly where it came from?

If the answer is no, that is the work.

WBR Agent

Am I on track for this quarter's recurring revenue?

As of today, February 28, 2026, we are nearing the end of the second month of Q4 FY2026. We are currently behind pace for both new customer acquisition and revenue generation for the quarter.

We have generated \$243K in New Sales against a forecast of \$904K (27% attainment).

This suggests a limited "late-quarter" recovery, with conversion rates drastically impacted by a slow start.

Inspect Metric

\$243,679

\$ Sales Accepted Leads

All Motions SQL → SAL Q4 2026

How was this calculated?

Account and Events

4 sources

EVERY NUMBER CITES ITS SOURCES



The report shows the gap. Vasco closes it.

97% of revenue teams use AI. 26% trust its output. The missing piece is the context an agent needs before it answers: definitions, identity, sources and rules. Vasco supplies that context once, for every agent you run.

62%

trace their biggest source of distrust to sources, definitions and conflicting tools.

Definitions locked once.

Every metric carries a source, an owner and a formula. Every agent reads the same version.

56%

correct a quarter or more of AI output before anyone can use it.

Every number cites its evidence.

Click a figure to see how it was calculated and which accounts it came from.

50%

have no clear owner when an AI-generated number is wrong.

Governed actions.

Reads run straight away. Every write waits for approval and is logged with a name.

Try Vasco with AI credits →

3,000+ CONNECTORS · NO CARD NEEDED

CITE EVERY NUMBER



Chats > Q3 pacing

How are we pacing against the Q3 new-business plan?

Gama

Q3 new business is at **\$1.84M**¹ against a \$2.10M plan², 88% to plan with 19 days left.³

Ask Gama anything about your revenue engine

AGENT

Pipeline pacing agent

Owns: new-business ARR to plan
Runs weekly, Monday 8:00

1



New-business ARR
Metric

\$1.84M

ARR from new logos closed in the period.
Excludes renewals and expansion.

Q3 2026 to date

Motion: New business

Stage: Closed won

Northwind Labs	\$220K
Halcyon Freight	\$185K
Brightline Health	\$160K
Oakridge Systems	\$140K

[View all 23 accounts →](#)

The same business-review questions, asked twice

21.9%

CORRECT · RAW CRM + STRIPE

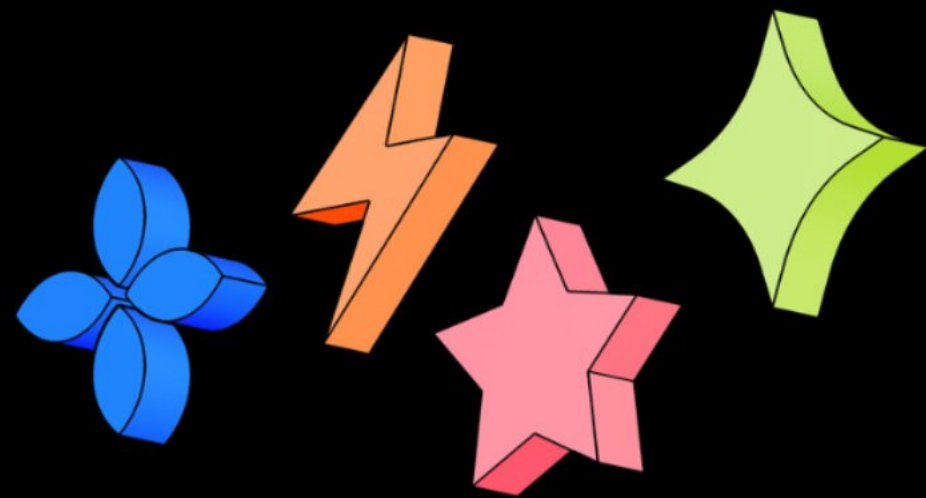


99.5%

CORRECT · VASCO CONTEXT GRAPH

RevStar

SUMMIT • MEETUPS • RESEARCH • COMMUNITY



RevStar gathers North America's top revenue leaders, founders, and investors for a one-day summit, with meetups and workshops through the rest of the year.

Created by Vasco and Boreal Ventures, it takes on the gap between building a great B2B product and selling it at scale. You'll leave with playbooks you can use Monday morning, plus contacts worth keeping.

[Subscribe for updates →](#)



METHODOLOGY

How we ran the survey and how to read the numbers

WHO PARTICIPATED

39 revenue professionals responded between 24 August and 17 September 2026: Sales/Revenue Operations (17), RevOps leaders at Director level or above (12), founders/CEOs (5), fractional consultants (2), and one each from CRO/VP Revenue, Marketing Operations and Customer Success Operations.

HOW TO READ THE DATA

Percentages are based on those who answered each question (38 for the accountability question). Questions about live AI tools exclude the three respondents without them, noted where used. Agreement questions use a 1–5 scale, where “high” means 4 or 5 and “low” means 1 or 2. With 39 respondents, one answer moves a share by about 2.6 points. All findings are directional and not statistically representative.

“What we heard” marks field notes: anonymous open-text answers. “What to do” suggests a next step teams can take on their own. Expert views come from interviews in September 2026 and one live Vasco webinar, and are distinct from survey findings. Examples experts gave, including the churn agent, are their own accounts.

COMPANY SIZE

44% work at companies with 51–200 employees. 26% work at companies with 501 or more. 31% report \$100M+ ARR and 31% report \$10M–\$24.9M ARR.

DISCLOSURE

This report was produced by RevStar and Vasco. Guillaume Jacquet is Vasco’s CEO. Several contributors are Vasco partners or RevStar community members, and some also answered the survey. Their views are their own and were not edited beyond trimming filler words.

SURVEY • STATE OF AI IN REVOPS SURVEY 2026
INTERVIEWS • KYLE NORTON, CLIFF SIMON, SAM SLATER, GUILLAUME JACQUET (SEPTEMBER 2026) • DAN PATTERSON AND YASMINE DE ARANDA, JOINT INTERVIEW (SEPTEMBER 2026) • ANTHONY ENRICO, VASCO LIVE WEBINAR (SEPTEMBER 2026)
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