

— ANNUAL RESEARCH REPORT · FY27

The GTM Confidence Index FY27

What the most confident
GTM leaders do differently

MAGNUS
CONSULTING

Our research shows only **one in three** GTM leaders are very confident they will hit their growth target.

We dig into the data to discover what they're doing to drive growth and identify the three vital changes every organisation can make to improve their GTM confidence.

EXECUTIVE SUMMARY

What sets the most confident leaders apart?

Better intelligence, shared across teams and turned into action.

Only 35% of GTM leaders are very confident they will hit their growth targets. So what sits behind that stronger conviction?

Across our research, three findings stand out.

01 Very confident leaders are more likely to use real-time customer and market information and AI-assisted insight in decisions.

02 Confidence tends to be higher where AI plays a more central GTM role.

03 Confidence is higher where sales and marketing teams are fully aligned and execution is clear.

Together, those findings point to a more connected way of running GTM: where teams see the same signals, make sense of them together, and coordinate what happens next.

The strongest confidence is found where real-time customer and market information, AI and sales and marketing teams work together as part of the same GTM system, not a collection of separate capabilities and teams.

That raises a more fundamental question: if Sales and Marketing need to see the same signals, make decisions together and act together, why are so many organisations still running them as separate functions?

That doesn't necessarily mean changing the org chart. But it does suggest a different way of working, with Sales and Marketing more closely connected around the same information, decisions and actions. We have identified three priorities that offer a practical place to start.

THREE PRIORITIES FOR COMMERCIAL LEADERS

01

Build a shared GTM signal set

Agree which customer, market, account and performance signals would change a GTM decision. This might be, for example, a sudden increase in objections to price in sales conversations, or a spike in competitor mentions. Give Sales and Marketing one shared view of those signals rather than leaving teams to interpret separate dashboards and historical reports.

02

Integrate AI into the decision and learning loop

Involving AI beyond content and productivity, use it to bring together signals, campaign performance, sales conversations and pipeline data to identify what has changed and highlight what teams should consider next. Then, feed outcomes back in, so the system continuously learns.

03

Turn shared intelligence into coordinated action

Build a weekly or fortnightly cross-functional rhythm around the shared signals. Bring Sales and Marketing together to ask: what has changed? What does it mean? What will we do differently? Leave with clear actions, owners and deadlines.

Tech investment is up. But is it **connected**?

85%

of organisations have increased GTM budgets

~3 in 4

describe their technology as modern but fragmented

The building blocks of modern GTM are increasingly already in place: 85% of organisations have increased GTM budgets and half are actively investing in technology. Businesses have invested in CRM, automation, analytics, AI and specialist platforms, often adding new tools and licences as new capabilities emerge.

That sounds positive, so why do nearly three-quarters of organisations describe their technology as modern but fragmented?

It turns out that more technology does not necessarily drive a greater impact or a more connected GTM operation. The tools may all be there, but if they sit across different systems, data sources and teams, each doing its own job without necessarily working together as a whole, it is harder to get the full value from any investment.

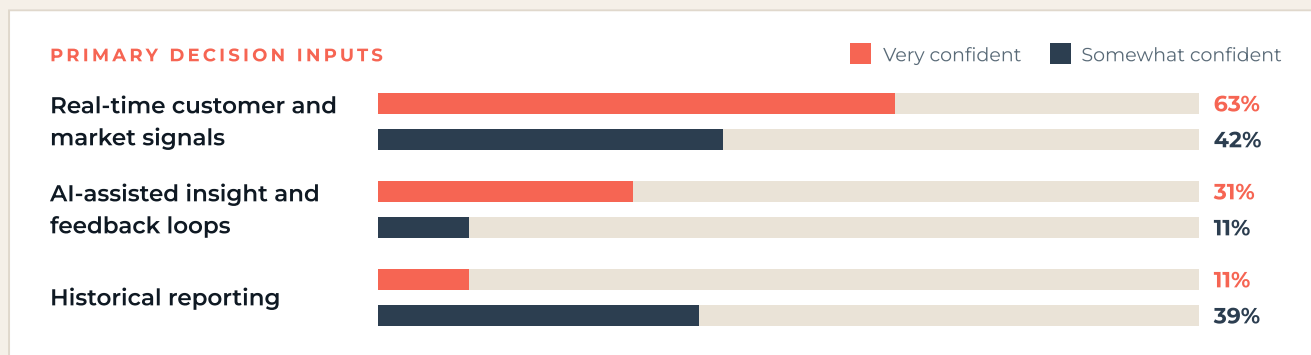
The technology is there. The challenge now is making it work together, and getting more from the investment already made.

For GTM leaders, confidence comes by getting more from existing investments, connecting the tools, data and teams so they work as a system rather than a collection of individual solutions.

From reporting to sensing

Every organisation has data. The question is whether teams can see what's happening now, rather than what happened weeks ago.

Very confident leaders are more likely to use real-time customer and market signals as a primary decision input: 63% versus 42% of the somewhat confident. They are also more likely to use AI-assisted insights and continuous feedback loops: 31% versus 11%.



Historical reporting moves in the opposite direction: 39% of somewhat confident leaders name it as a primary input, compared with 11% of the very confident. In other words, only 13% of organisations that rely on historical reporting as a primary input are very confident, versus 44% of those that do not.

Why real-time reporting is an opportunity

Relying purely on historical reporting can mean teams are looking in the rear-view mirror. A change in customer behaviour, demand or performance may already be well underway before it becomes visible.

That doesn't mean tracking everything in real time. Understanding past data is essential, and focusing only on real-time data can lead to a reactive environment. But confident teams know which changes are important enough to act on, and they have the tools to identify relevant data points quickly enough to respond.

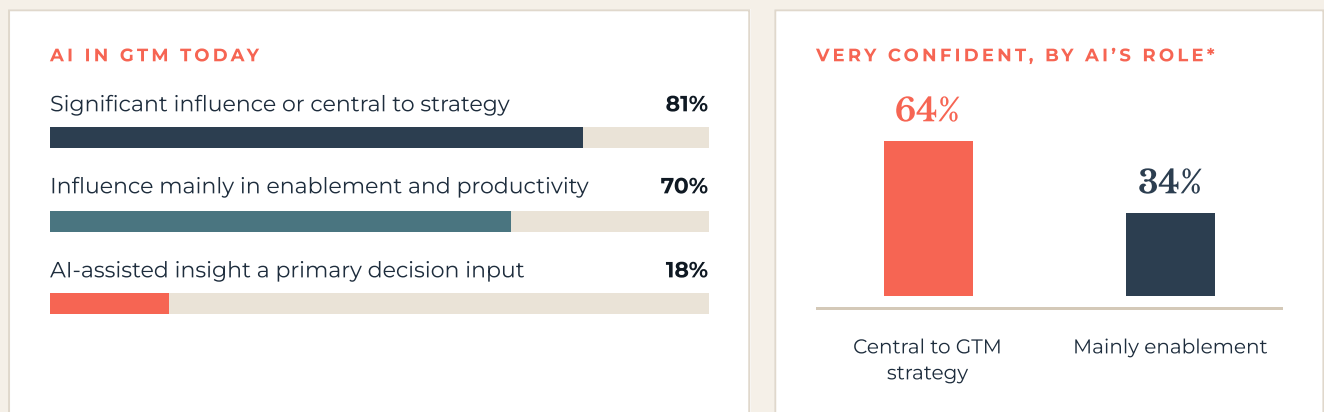
The shift is from reporting what happened to sensing what is happening now.

For leaders, the practical question is simple: which customer, market, account and performance signals would genuinely change a GTM decision? Those are the signals worth connecting and reviewing together.

Taking AI from productivity to decision-making

AI has already moved into GTM: 81% say it has a significant influence or is central to GTM strategy. But for 70%, that influence is still concentrated mainly in enablement and productivity.

With only 18% counting AI-assisted insight as a primary decision input, there's still a gap for most organisations between using AI and making it a core part of how GTM decisions are made.



Yet confidence tends to be higher where AI plays a more central role. 64% of leaders who say AI is central to GTM strategy are very confident, compared with 34% where its influence is mainly enablement and productivity.*

Make AI smarter, not just faster

The opportunity is to move AI beyond doing more tasks, faster. Use it to bring together customer, market and performance signals, identify critical change, surface patterns or risks and help teams decide what they should act on.

AI is already influencing GTM activity. The next move is to use it for helping teams interpret change, make better-informed decisions and learn from what happens next.

This isn't about handing GTM decisions over to AI. It's about using AI to help teams see more, make sense of it faster and make better-informed decisions, with humans always making the final commercial judgement.

* The group saying AI is central to GTM strategy is small (n=11), and nine of these respondents are aggressively pursuing growth. The confidence gap may therefore largely reflect growth ambition, rather than an independent effect of AI's role. Read this as a directional signal, not evidence that making AI central to GTM increases confidence.

Shared intelligence becomes shared action

Better information only creates value when teams can interpret it together and act on it. This raises a bigger question about how GTM teams are organised.

SALES AND MARKETING ALIGNMENT

Very confident when sales and marketing are fully aligned **58%**



Very confident when mostly aligned **33%**



LEADERS WHO CREDIT A STRONG EXECUTION PLAN FOR THEIR CONFIDENCE

Very confident leaders **69%**



Somewhat confident leaders **45%**



It's easy to think alignment is about good working relationships and regular check-ins between Sales and Marketing. Those things are important, but they're not enough. Real alignment means working from the same current information, making sense of it together and coordinating what happens next.

In our research, where sales and marketing are fully aligned, 58% of leaders are very confident of hitting their growth target, compared with 33% where they are mostly aligned. Additionally, a strong execution plan was cited as a reason for confidence by 69% of very confident leaders versus 45% of the somewhat confident.

That raises a bigger question: if Sales and Marketing need to see the same signals, make decisions together and act together, why are many organisations still running them as separate functions?

To tackle this, businesses should look to move beyond an operating model in which teams work with different data, priorities and planning cycles, then come together periodically to align. Instead, confident organisations are creating a shared way of working around the decisions that drive growth.

Real alignment means working from the same current information, making sense of it together and coordinating what happens next.

A weekly or fortnightly GTM review is one practical way to start. Bring Sales and Marketing together around the same current information and ask:

What has changed?



What does it mean?



What will we do differently?

Then cement the response with actions: what are we changing, who owns it and by when?

Can all teams in your GTM organisation answer these quickly, from the **same evidence?**

01 What are customers telling us? ☐

02 Where is performance changing? ☐

03 What are competitors doing differently? ☐

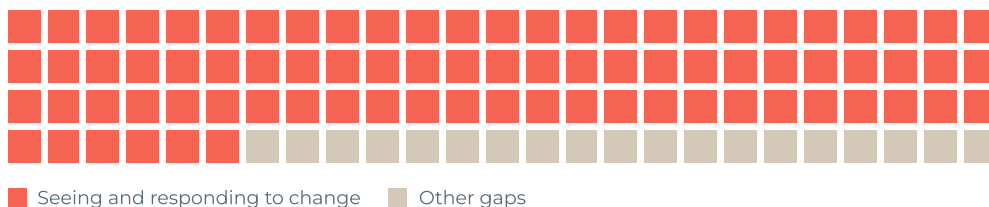
04 Why does it matter? ☐

05 What will we do differently? ☐

06 Who owns the response? ☐

See change sooner. Respond faster.

81%



■ Seeing and responding to change ■ Other gaps

named a biggest GTM capability gap connected to seeing and responding to change

When we asked survey respondents to name their single biggest GTM capability gap, 81% chose something connected to seeing and responding: faster reaction to market change, better customer and market signals, stronger AI-driven insight, better performance visibility or higher-quality data.

Taken together, these are not isolated capability gaps. They point to a bigger challenge: how quickly the organisation can see what is changing, make sense of it and coordinate a response.

The GTM challenge for many organisations is to identify changes in time and respond to them effectively as an organisation, not as siloed teams.

And that brings us back to how GTM is organised. If better information, AI-assisted insight and coordinated execution all need to come together around the same decisions, traditional boundaries between Sales and Marketing can start to get in the way.

That raises the question of whether Sales and Marketing should increasingly operate as one Growth function, sharing the same signals, decisions and accountability for what happens next, whether that means a new team structure or just a different way of working with the teams that are in place.

Three moves to build a more responsive GTM system

01 Build a shared GTM signal set

WHAT IT MEANS Agree the live customer, market, account and performance signals that should inform your most important GTM decisions, and give Sales and Marketing teams one shared view of them.

EXAMPLE *A change in win rates, a spike in competitor mentions, a drop in engagement from priority accounts, or a change in pipeline velocity.*

DO NEXT Pick 3–5 recurring decisions, agree the signals, sources and owners, and review frequency for each.

02 Put AI into the decision and learning loop

WHAT IT MEANS Use AI to help teams bring those signals together, spot the most critical changes and understand what needs acting on.

EXAMPLE *Use AI to combine sales conversations, campaign response and pipeline movement to highlight an account-level risk for the team to investigate.*

DO NEXT Start with one area where teams need a clearer view of what's changing, such as pipeline, campaign performance or sales conversations, and test how AI can help spot patterns or risks sooner.

03 Turn shared intelligence into coordinated action

WHAT IT MEANS Create a regular rhythm where sales, marketing and other GTM leaders review the same current information, agree what it means and decide what to do next.

EXAMPLE *Win rates start slipping in a priority segment, sales conversations show a rise in competitor mentions, while campaign data shows buyers engaging with different messages. Sales and Marketing agree a coordinated response, sharpening the value proposition and campaign message and equipping Sales with a new competitive talk track.*

DO NEXT Establish a weekly or fortnightly GTM review around the shared signals. End each review with clear decisions, owners and deadlines, and start the next one by reviewing what happened.

A connected GTM system is not a one-off project. It is a way of working: seeing what is changing, making sense of it together, acting with clarity and learning from the response. The organisations that build that rhythm will be better equipped to respond as markets, customers and priorities continually change.

NEXT STEPS

None of this requires an overnight transformation. It starts with understanding where GTM is already working as one system, and **where it isn't**.

HOW CONNECTED IS YOUR GTM SYSTEM?

Put the research to work in a free 90-minute GTM Confidence Workshop.

We will assess how effectively your organisation sees, decides and responds, identify where connection is breaking down, and agree two to three practical priorities to improve.

BOOK YOUR WORKSHOP >

magnusconsulting.co.uk/contact

ABOUT THE RESEARCH

About the GTM Confidence Index FY27

The GTM Confidence Index FY27 is based on a survey of 101 GTM leaders in Europe, conducted through a commercial research panel between 31 July and 6 August 2026. The research explores leaders' confidence in delivering growth targets and the GTM capabilities, decision inputs and operating conditions associated with different levels of confidence.

The FY27 sample is not a longitudinal panel of the same organisations surveyed in FY26. Respondent mix and some questions differ, so this report does not treat year-on-year movements as direct like-for-like trends.

The findings should be read as a snapshot of this panel rather than a representative market estimate. Relationships described in the report are associations within the survey data and should not be interpreted as evidence that one factor causes another.



ABOUT MAGNUS CONSULTING

Magnus Consulting is a B2B growth consultancy supporting ambitious businesses to align marketing and sales on where to focus and how to win, embedding the strategy, behaviours and systems teams need to succeed.

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