B2B GROWTH SOLUTIONS
FROM B2B MARKETING



AI and Revenue Decisions:
Turning Intelligence into Business Impact

Convertr™

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How B2B Marketing Leaders Are Building Confidence in AI



Lina Vaz
Senior Editor
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AI is moving beyond content generation and workflow automation to influence the decisions that shape B2B marketing performance. From campaign setup to sales planning, forecasting and budget allocation, AI-generated recommendations are increasingly informing decisions with real commercial consequences.

But adoption doesn't automatically translate into business value. The reliability of AI recommendations depends on the quality of the data behind them, the processes used to validate them and the expertise of the people making the final decisions.

This report examines how B2B marketing teams are navigating that challenge. It draws on quantitative research with 111 mid-to-senior-level B2B marketers at organizations with 250 or more employees, 40% based in the UK and 60% in the US, complemented by in-depth interviews with three marketing leaders.

The findings reveal a gap between AI adoption and confident use. Only 14.4% of respondents describe adoption as enterprise-wide, while data quality, governance and human judgment remain central to effective decision-making.

For marketing leaders, the challenge is no longer whether AI has a role in the organization, but how reliably it can inform decisions that affect business performance. The priority is to build the data, processes, capabilities and accountability needed to turn AI-generated intelligence into better decisions and measurable results.

Contributing Marketing Leaders



Andreas Klauser
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Zoom



Wendy White
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Daxko



Judit Szabo
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Foreword

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AI is increasingly playing a role in commercial decisions, raising the stakes on the data that underpins them. A flawed record used to mean a bounced email or wasted seller time, but now it can lead to inaccurate forecasting, or worse still, budget being allocated to the wrong accounts, audiences, or growth opportunities.

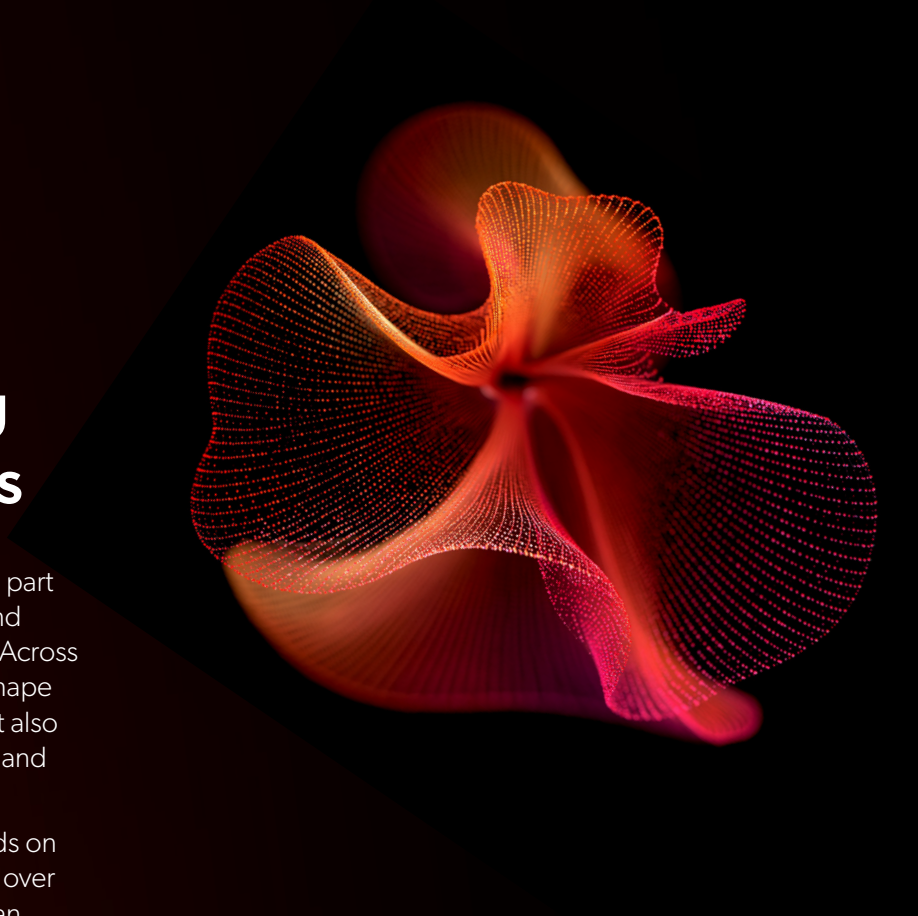
This report found that two-thirds of marketers have seen erroneous AI recommendations affect the business, and for close to 30% the impact is moderate or significant. A third saw it reach revenue forecasting, meaning these errors carry into the marketing spend and sales quotas that businesses plan against. Those errors also compound, as one model's conclusion is stored as data that the next model reads as fact.

What's encouraging is that marketers are starting to identify the fix. High-quality data is the strongest driver of confidence in AI output, and many have made improving data quality their main priority for the year ahead.

At Convertr, we believe that go-to-market teams are entering a new phase where lead and contact data integrity will become part of their infrastructure. The conversation is moving beyond lead volume towards verified demand, where every record has a known source, captured consent and a real person behind decisions.

Convertr automates the work of verifying lead and contact data at scale before it reaches CRM, marketing automation and AI systems. Every record is checked, standardised and routed against your rules before it moves downstream.

A strong data foundation separates the organisations that can confidently defend their AI-driven decisions from those that discover data-quality gaps only after a poor decision has impacted their customers.



Where AI Is Shaping Marketing Decisions

AI-generated recommendations are becoming part of the decision-making process, moving beyond content generation and workflow automation. Across marketing, AI is increasingly used not only to shape campaign strategy and prioritize customers but also to support sales planning, revenue forecasting and budget allocation.

The commercial opportunity, however, depends on where AI is applied, how much influence it has over decisions and whether its recommendations can be trusted.

One of the clearest shifts is AI's growing role in campaign planning. Teams are using it to synthesize customer data and competitive intelligence to develop stronger campaign strategies from the outset.

Judit Szabo, Director of AI-ABM Transformation, Sage, explains: *"We're using AI to help us move from broad or volume-led campaign planning and execution to a more precise and signal-led orchestration."*

Content strategy is the most frequently cited area in which AI-generated recommendations are used, at 60.4%, followed by campaign optimization (52.3%) and sales planning (51.4%). Revenue forecasting (44.1%) and budget allocation (40.5%) also feature prominently, showing how AI is moving into decisions with direct commercial implications.

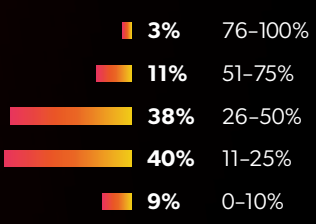
AI can help marketers identify high-performing channels, audiences and messages more quickly, while supporting localization across global markets. However, its influence on individual decisions remains relatively limited.

Nearly four in five respondents (77.5%) say AI-generated inputs inform between 11% and 50% of their marketing and revenue decisions. Only 13.5% say AI informs more than half of decisions, while 9% report

Decisions that regularly use AI recommendations

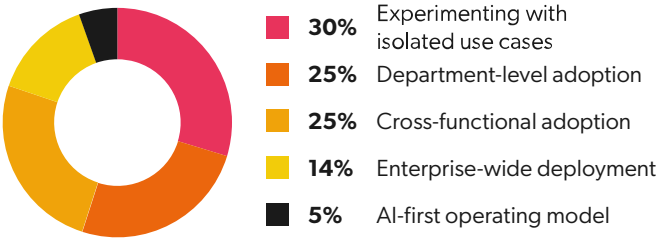


Share of decisions that involve AI-generated inputs



Adoption also varies considerably across organizations. Almost three in ten respondents (29.7%) are still experimenting with isolated use cases. A further 25.2% report department-level adoption and the same proportion describe cross-functional adoption. Only 14.4% report enterprise-wide deployment, while 5.4% have an AI-first operating model.

Current approach to AI

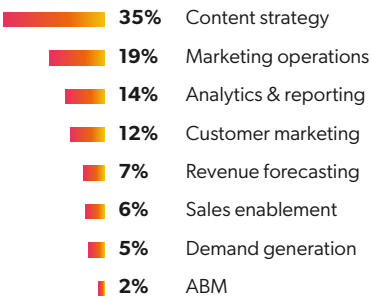


The next step is to connect isolated use cases through consistent approaches to data, measurement and governance. This would allow organizations to use AI more reliably across functions and at scale in decisions with greater commercial impact. The areas in which AI is used most often don't necessarily correspond to those in which marketers see the greatest value.

Content strategy leads on both measures. It's both the most frequently cited use case for AI-generated recommendations and the area most often identified as delivering the greatest value, selected by 35.1% of respondents. Marketing operations (18.9%) and analytics and reporting (13.5%) follow.

Revenue forecasting presents a different picture. Although 44.1% of respondents use AI-generated recommendations in this area, only 7.2% identify it as the area currently receiving the greatest value.

Area receiving the greatest value from AI



AI can already inform decisions with significant commercial consequences without necessarily delivering its greatest perceived value in those areas. For marketing leaders, the priority is to identify where AI can make the greatest difference to decision quality and business performance.

That requires understanding where AI can support analysis and execution and where human judgment remains essential. AI applications draw on large datasets, where speed and pattern recognition can offer clear advantages.

But when decisions involve strategy, messaging or go-to-market priorities, the consequences of getting them wrong can be substantial. Wendy White, former CMO and Partner at Daxko, explains:

> ***"Judgment, expertise and discernment are skills that have become more needed, because while you can synthesize so much information and get great recommendations, it's easy to make mistakes. Anything that touches strategy, messaging or go-to-market still needs human judgment and discernment."***

Andreas Klauser, Head of EMEA Marketing, Zoom, similarly sees value in AI for campaign timing, market analysis and campaign flows, while drawing a clear line around its role in brand decisions: *"I wouldn't let AI make decisions on brand positioning or creative, because that still requires strong human supervision."*

As organizations connect CRM, customer success and campaign data, AI can also help marketers respond to buying signals with greater precision and deliver more personalized experiences.

AI isn't there to take responsibility away from marketers. The goal is to free up time and resources so teams can focus on the decisions where their expertise matters most. For B2B marketing leaders, the question is where AI can genuinely improve decisions and where human judgment must remain central.

What Builds (or Undermines) Trust in AI Outputs?



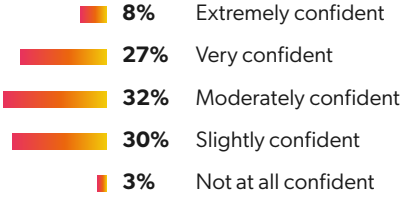
As AI takes on a greater role in marketing and revenue decisions, a critical question is whether its recommendations are reliable enough to act on. An output may sound convincing without accurately reflecting a customer's needs, the distinctions between products or the realities of a particular market.

For B2B marketers, the challenge is to establish when AI-generated insights are sufficiently credible to inform decisions. Wendy describes the risk:

> *"AI continues to miss the difference between one of our market segments and the next, and it conflates the two. If you're not an expert in understanding what it writes, it sounds and looks good on the surface, but once we put it out there, it would potentially create confusion with one of our other products."*

The survey suggests that confidence in AI recommendations remains qualified. Just over a third of respondents (35.1%) say they're very or extremely confident in the accuracy of those recommendations, while 62.2% report slight or moderate confidence. A further 2.7% say they're not at all confident.

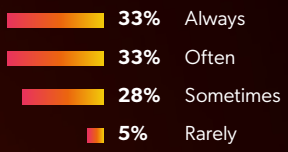
Confidence in the accuracy of AI recommendations



Base: 111 respondents

This caution is reflected in how marketers use recommendations. Two-thirds of respondents (66.7%) always or often independently verify them, while 27.9% do so sometimes. Only 5.4% rarely check the outputs.

How often AI recommendations are independently verified

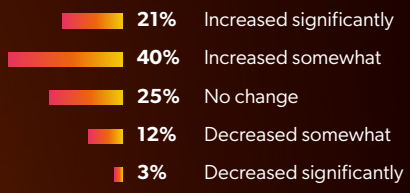


Verification is becoming a routine part of AI-assisted decision-making. It gives marketers a way to assess whether recommendations are accurate, relevant and appropriate to their context. Judit describes how this works in practice:

"We don't treat the AI outputs as a finished product. The SDRs review the recommendations and sense-check the insights against the data they have access to, tailoring the messaging before sending it."

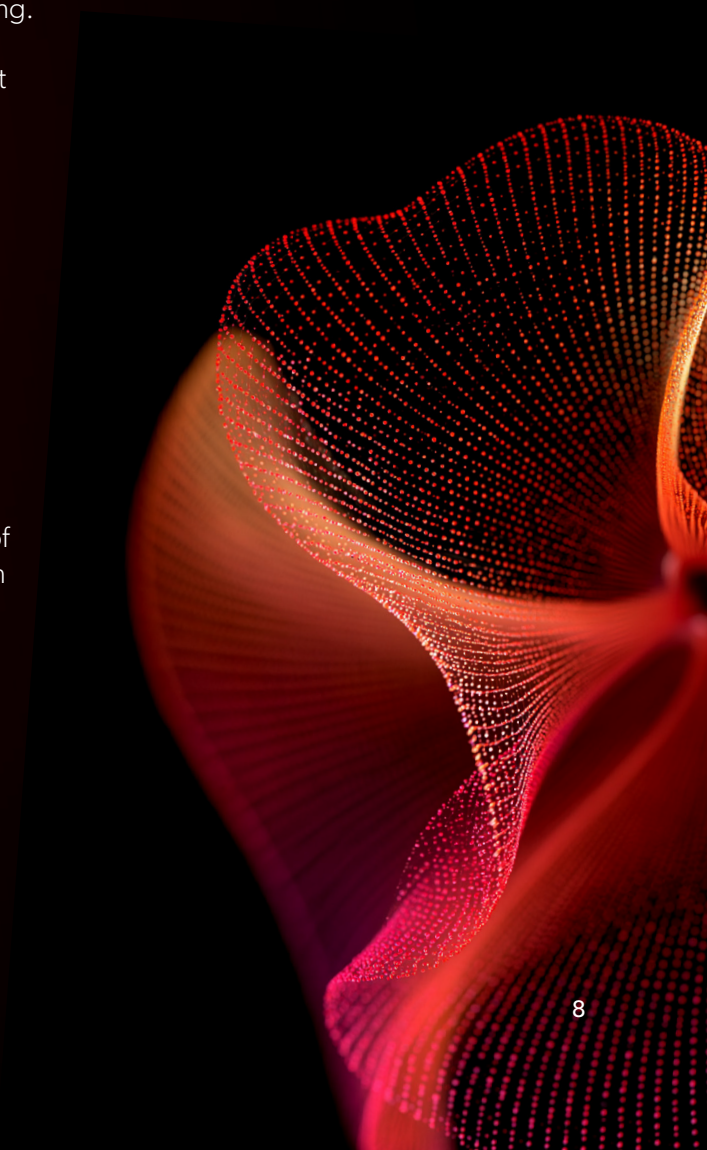
This scrutiny doesn't necessarily mean confidence in AI is declining. Over the past 12 months, 60.4% of respondents say their trust in AI-generated outputs has increased, including 20.7% who report a significant increase. A quarter (25.2%) report no change, while 14.4% say their trust has decreased to some degree.

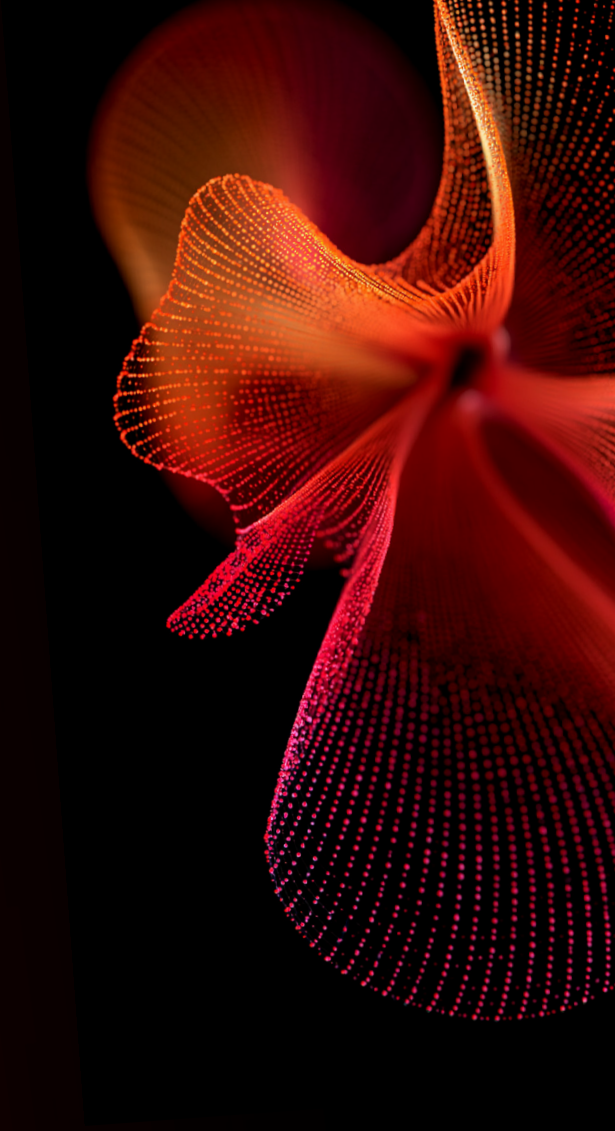
Change in trust in AI outputs over the past 12 months



Taken together, the findings suggest that trust is developing alongside experience, but remains conditional on the reliability of the outputs. When asked what most increases their confidence in AI-generated recommendations, respondents place the greatest emphasis on high-quality data (55.9%) and human review (45%).

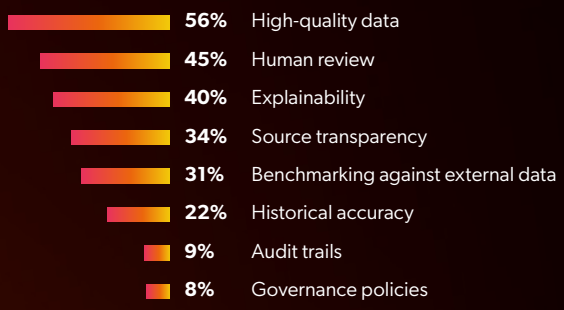
Explainability also matters, cited by 40.5%, followed by transparency about sources (34.2%) and benchmarking against external data (30.6%). Historical accuracy is selected by 21.6%.





What most increases confidence in AI outputs

Select up to three

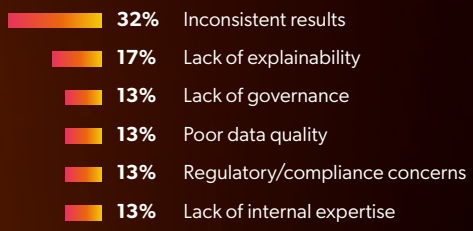


Confidence depends on being able to trace outputs to credible information, understand how recommendations were reached and check them independently. Human review remains important, but it's most effective when supported by transparency and evidence. Judit stresses the importance of transparency:

"We're more confident about the output when we know how the model was built and have transparency about the input and the logic behind the recommendations."

The main barriers to trust reinforce this point. Inconsistent results are the most frequently cited obstacle, identified by 32.4% of respondents, followed by a lack of explainability (17.1%). Poor data quality, lack of governance, regulatory or compliance concerns and lack of internal expertise are each cited by 12.6%.

Biggest barrier to trusting AI outputs



Inconsistent results make it difficult to rely on AI, particularly when recommendations influence customer-facing activity or commercial priorities. When the reasoning behind an output is unclear, marketers also have less basis for judging whether it's appropriate to act on.

Trust can't be established through adoption alone. Marketers need consistent, explainable outputs grounded in credible information, together with practical ways to verify recommendations before acting on them.

The aim is to build justified confidence in AI outputs, which requires understanding the evidence behind a recommendation, recognizing its limitations and being clear about who is accountable for the decisions that follow.

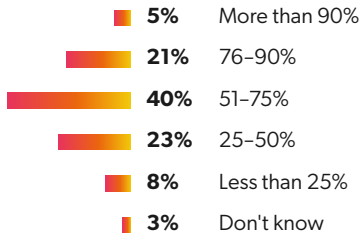
Governance, Accountability and AI Maturity

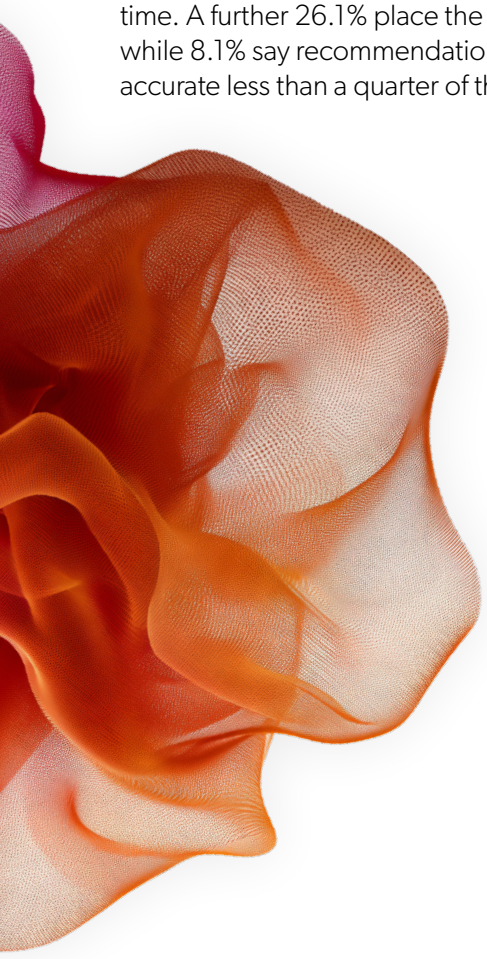
As AI becomes more involved in decisions with commercial consequences, governance needs to do more than set broad principles for responsible use. It must establish who is accountable when AI informs a decision, which safeguards apply and how responsibility is shared across the organization.

The findings suggest that many B2B businesses are developing these structures, but formal policies and clear ownership are not yet universal. The consequences of inaccurate AI-generated recommendations help explain why this matters.

When asked how often reviewed recommendations prove useful or accurate, 39.6% of respondents estimate that they do so between 51% and 75% of the time. A further 26.1% place the figure at 76% or higher, while 8.1% say recommendations prove useful or accurate less than a quarter of the time.

How often AI recommendations prove useful or accurate





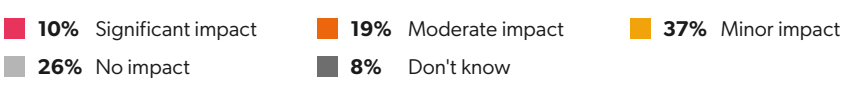
These responses suggest considerable variation in the perceived reliability of AI recommendations, reinforcing the need for oversight when they inform business decisions. The survey also indicates that inaccurate recommendations can have tangible business consequences.

Overall, 65.8% of respondents report that their organization has experienced some business impact, ranging from minor to significant. More than a third (36.9%) report a minor impact, while 18.9% report a moderate impact and 9.9% a significant one. A further 26.1% report no impact, and 8.1% don't know.

Business impact from inaccurate AI

66% have seen a business impact from inaccurate AI recommendations



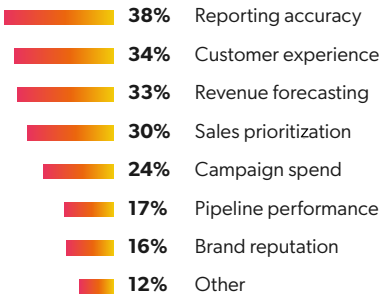


The effects extend across reporting accuracy, customer experience and commercial planning. Reporting accuracy is the most frequently cited area affected at 37.8%, followed by customer experience (34.2%), revenue forecasting (33.3%) and sales prioritization (29.7%).

Campaign spend is affected in almost a quarter of cases (24.3%), while 17.1% cite pipeline performance and 16.2% brand reputation.

Areas affected by inaccurate AI recommendations

Select all that apply

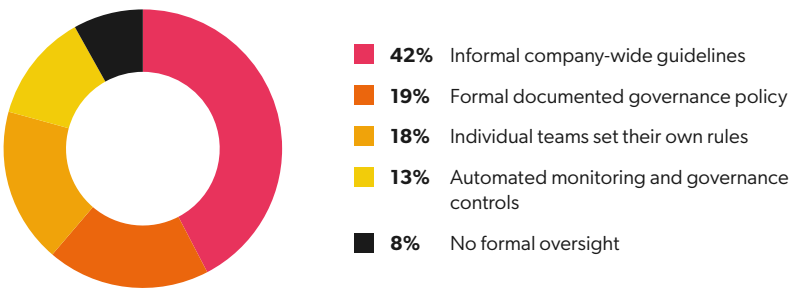


These findings place AI governance firmly in the context of business risk. Inaccurate recommendations can affect not only the quality of analysis but also how organizations prioritize sales activity, allocate marketing investment and engage with customers.

Governance should reflect the potential consequences of a decision, rather than treating every AI application as presenting the same level of risk. Yet the survey shows that approaches to oversight vary considerably.

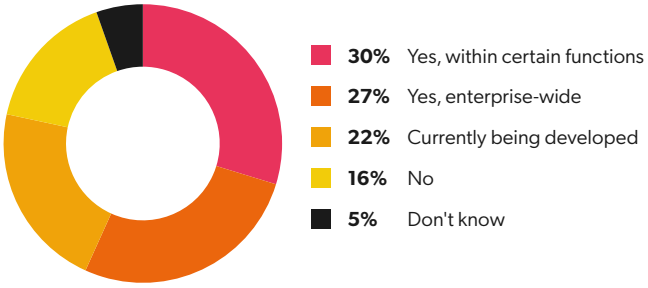
The most common model is informal company-wide guidance, reported by 42.3% of respondents. Just 18.9% describe their approach as a formal, documented governance policy, while 18% say individual teams set their own rules. Automated monitoring and governance controls are in place for 12.6%, and 8.1% report having no formal oversight.

Approach to AI governance



When asked specifically about formal AI governance policies, more than half (56.8%) say a policy exists, either within certain functions (29.7%) or across the company (27%). A further 21.6% say a policy is being developed, while 16.2% report having none and 5.4% don't know.

Formal AI governance policy in place



Although governance is becoming more established, implementation remains uneven. A formal policy provides a common framework only when it translates into clear responsibilities, practical rules and consistent oversight. At Sage, Judit describes a more structured approach:

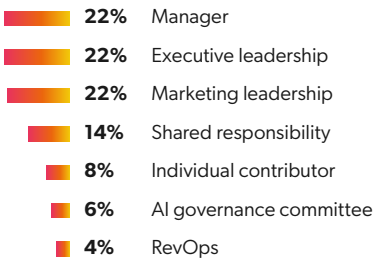
"We're moving toward centralized decision making with the help of agents, but the execution is distributed. That's why it's really important that the agents in production have gone through a centralized governance process."

This model combines centralized oversight with the flexibility for teams to use AI in their day-to-day work. Governance establishes the conditions under which systems can be deployed, while responsibility for applying their outputs remains with the people and functions making business decisions.

The survey also reveals that this responsibility isn't consistently assigned to a single role. Managers and executive leadership are each identified as ultimately accountable by 22.5% of respondents.

Marketing leadership follows closely at 21.6%, while 14.4% describe accountability as shared. Smaller proportions identify individual contributors (8.1%), an AI governance committee (6.3%) or RevOps (4.5%).

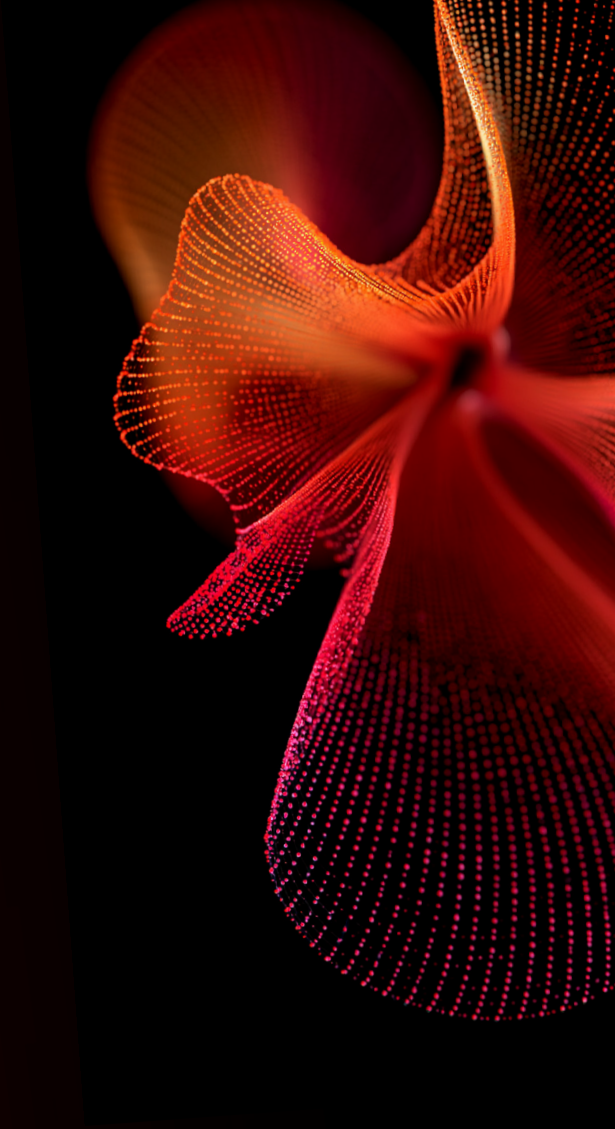
Who is accountable for AI-informed decisions



This distribution reflects the range of decisions AI can influence, but it also raises questions about clarity. Organizations need to establish who has final responsibility for a decision and who is expected to challenge, approve or escalate AI-generated recommendations.

AI may contribute analysis, but accountability for the resulting business decision can't be left to the system itself. Wendy describes how governance can operate across an organization:

> ***"We have company-level AI governance using the NIST framework to drive responsible AI use… We also have governance around when and how AI can access computer use, ensuring it won't grab confidential or inapplicable data and hallucinate."***

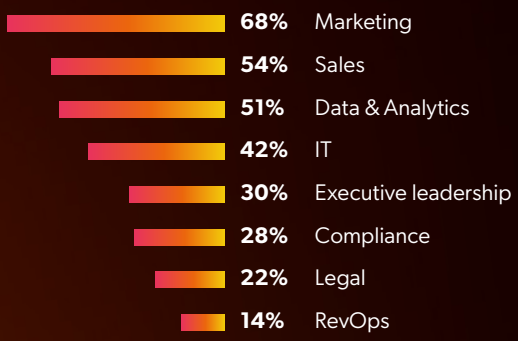


Governance also extends beyond the teams deploying AI tools. Marketing is most frequently involved in AI governance (67.6%), followed by sales (54.1%) and data and analytics (51.4%).

IT is involved in 42.3% of organizations, while executive leadership (29.7%), compliance (27.9%) and legal (21.6%) also play a role. RevOps is involved in 13.5%.

Functions involved in AI governance

Select all that apply



This cross-functional involvement matters because AI-related decisions can span customer engagement, commercial planning, data access, security and regulatory requirements. Marketing and sales bring knowledge of customer needs and commercial priorities.

Data and analytics teams contribute expertise in the information underlying recommendations, while IT, legal and compliance help address technology, access and risk. Andreas describes the importance of giving employees clear boundaries and approved ways of working:

> *"We have a very strong company governance model that encourages people to use trusted AI tools. We approve certain tools, provide strong training programs on how and how not to use AI, ensuring its use is under corporate governance and within our security policy."*

Governance is therefore more than a policy document or final approval step. It defines permitted use, clarifies decision ownership and coordinates oversight across the functions affected by AI.

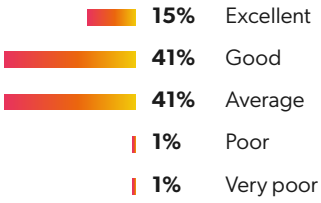
For B2B organizations, maturity depends not only on how widely AI is deployed, but also on whether governance is embedded in the decisions it informs. The next challenge is to build the processes, skills and operating capabilities needed to make those decisions reliable and measure their results effectively.

Building Confident AI-Enabled Organizations

Governance can establish the boundaries for responsible AI use, but it can't ensure business performance on its own. That depends on the quality of the data, the processes AI supports and the ability of teams to determine whether AI is making a meaningful difference.

The survey suggests that many B2B businesses have established some of these foundations, but significant challenges remain. Asked to rate the quality of the data feeding their AI tools, 41.4% of respondents describe it as good and the same proportion as average. Just 15.3% rate it as excellent, while 1.8% describe it as poor or very poor.

Quality of the data feeding AI tools



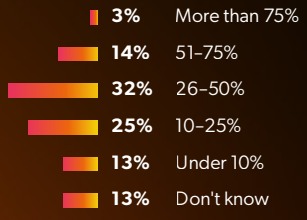
Data quality isn't necessarily perceived as a major weakness, but it's neither consistent nor widely regarded as a strength. If the information underlying AI is only average, organizations may struggle to achieve the reliability and precision required for more consequential decisions. As Judit explains:

> *"AI doesn't remove your need for a transformation. You first have to deal with the operational process. You have to think that through and document an end-to-end process or operating model."*

The challenge becomes clearer when businesses consider the quality of the lead and contact data entering their systems. While 12.6% of respondents estimate that fewer than one in ten leads entering their CRM are incomplete, inaccurate or duplicated, 57.7% estimate that between 10% and 50% have these issues.

A further 17.1% estimate that more than half of incoming leads are affected, including 2.7% who put the figure above 75%. Another 12.6% don't know.

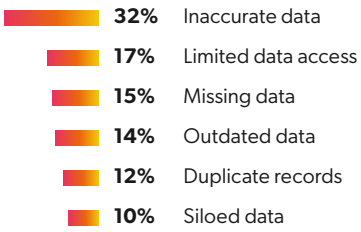
What percentage of leads entering your CRM would you estimate are incomplete, inaccurate or duplicated?



These findings highlight the extent of the data-quality challenge. Recommendations about lead prioritization, segmentation and sales activity depend on sufficiently complete and accurate information about the people and companies being assessed.

When asked which data challenge has the greatest impact on AI performance, respondents most frequently identify inaccurate data (31.5%). Limited data access follows at 17.1%, with missing data cited by 15.3% and outdated data by 14.4%. Duplicate records (11.7%) and siloed data (9.9%) also feature.

Data challenge with the greatest impact on AI performance

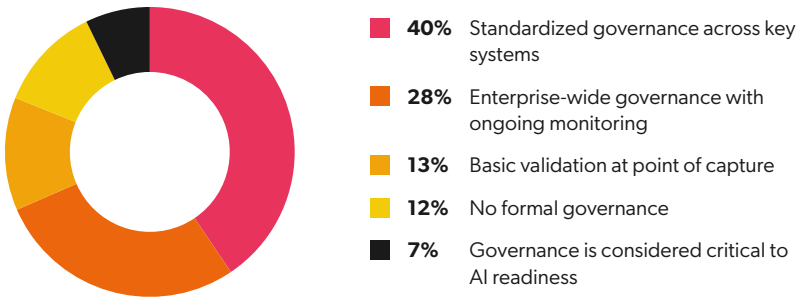


These problems can undermine AI recommendations even where businesses have invested heavily in the technology. Addressing them requires clear ownership, reliable access and ongoing maintenance.

The survey indicates that 40.5% of respondents report standardized governance across key systems, while 27.9% have enterprise-wide governance with ongoing monitoring. Others report more limited approaches, with 12.6% relying on basic validation at the point of capture and 11.7% having no formal governance.

The remaining 7.2% consider governance critical to AI readiness, suggesting recognition of its importance without identifying a specific governance approach.

Approach to lead and contact data governance



Many organizations have established some structure around lead and contact data, but their approaches still vary in maturity. Standardization helps create consistency across systems, while ongoing monitoring provides a way to identify problems as data changes.

Regular auditing is another part of maintaining these foundations. More than half of respondents say their organization audits data quality weekly or monthly, with each accounting for 27%. A further 21.6% do so quarterly. However, 7.2% audit annually, 8.1% never audit data quality and 9% don't know how frequently it's reviewed.

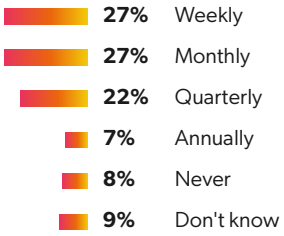
Data quality isn't static. Records become outdated, customer details change and information can become inconsistent across systems. Regular audits help organizations identify and address these issues before they affect AI-assisted decisions.

The challenge is to make data quality an ongoing operational responsibility rather than an occasional remediation exercise. Reliable data and documented processes are only part of the picture. Organizations also need to establish whether AI is delivering the outcomes that justify the investment.

Adoption rates, automation volume and time saved can indicate progress, but they don't necessarily demonstrate improvements in decision quality or commercial performance. Andreas makes this distinction explicit:

> *"The best projects start with thinking about the value for the customer... We've learned that just using AI doesn't guarantee success; true adoption comes when you demonstrate real outcomes."*

How often data quality is audited

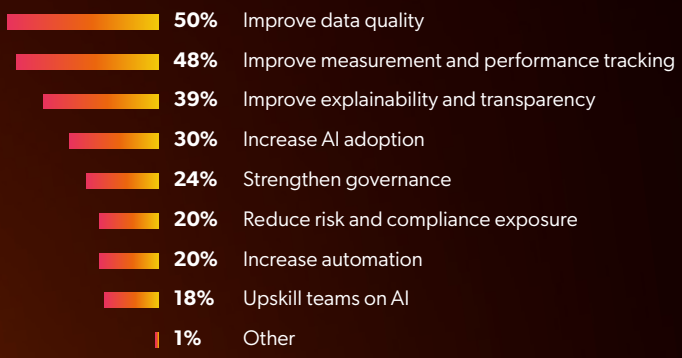




The survey's findings on priorities for 2027 reinforce this shift toward more deliberate measurement. Improving data quality is the leading priority, selected by 50.5% of respondents, closely followed by improving measurement and performance tracking at 47.7%. Both rank ahead of increasing AI adoption, cited by 29.7%.

Explainability and transparency are priorities for 38.7% of respondents, while strengthening governance is cited by 24.3%. Reducing risk and compliance exposure and increasing automation each account for 19.8%, while 18% prioritize upskilling teams on AI.

Highest AI priorities for 2027



The ranking suggests that marketers are placing greater focus on strengthening the foundations of AI and demonstrating its value, rather than simply expanding its use. For marketing leaders, the next stage of maturity is less about adoption and more about proving value and improving the conditions for success.

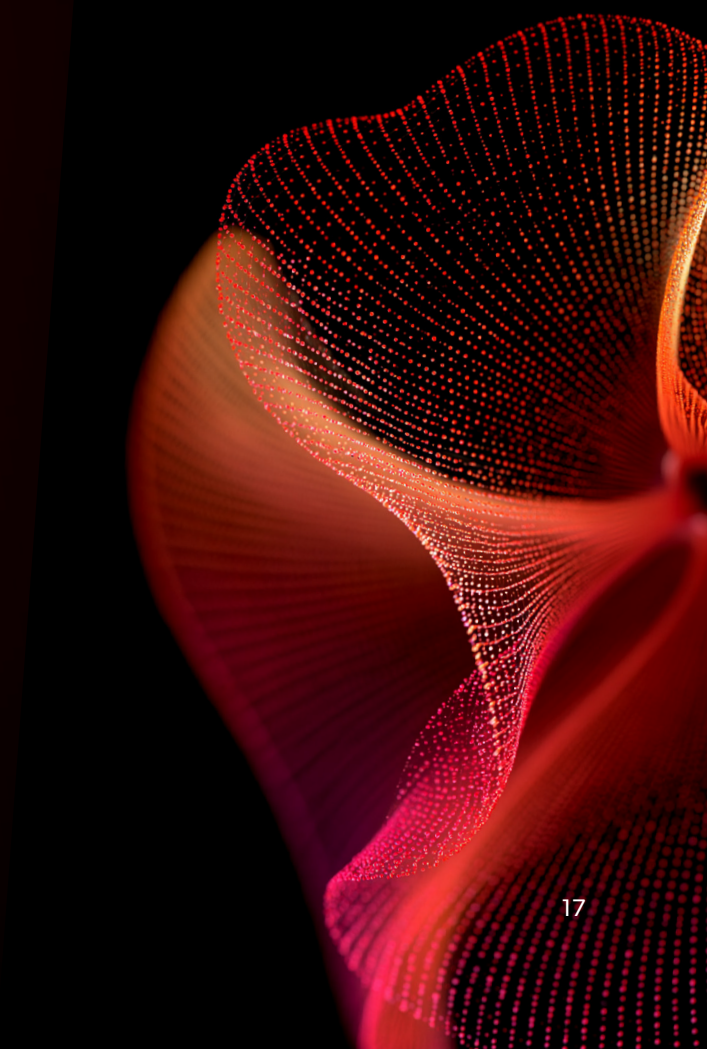
That has implications for talent as well. As AI takes on more execution, teams need the skills to interpret information, recognize patterns and apply commercial judgment. Wendy describes the shift in the skills organizations need:

> *"The number one lesson I've learned is the shift of roles in the team toward up-leveling and hiring more senior people with better judgment. Pattern recognition, market understanding and complex critical thinking become even more important when you're moving at the speed of AI."*

This doesn't mean every task requires greater seniority, but that AI changes where expertise creates value. As more analysis and execution can be automated or accelerated, people need to be equipped to interpret results, understand their commercial context and identify where further investigation is needed.

Judit's advice is to establish the right foundations before expanding deployment: *"Nail it before you scale it! Nail your operating model first, and your process or whatever you want to apply AI on, and then scale it."*

For B2B marketing leaders, building confident AI-enabled operations means connecting reliable data with well-defined processes, capable teams and meaningful performance measures. The aim is to establish where AI can improve decisions, demonstrate that improvement and expand its use on the strength of evidence.



From AI Adoption to AI Decision Maturity

AI is already shaping campaign planning, customer analysis and performance optimization, with growing influence over decisions that affect the bottom line. But using AI more widely doesn't necessarily mean making better decisions or delivering greater business value.

The companies most likely to benefit are those that know where AI can make a difference, understand the evidence behind its recommendations and remain clear about who is accountable for the decisions that follow.

That depends on having reliable, connected data, sound processes and effective governance, as well as people willing to question AI outputs rather than take them at face value.

For marketing leaders, the real test isn't how widely AI is used or how much time it saves, but whether it leads to better decisions, stronger customer outcomes and improved commercial performance. The priority now is to focus on where AI can have the greatest impact and demonstrate tangible results.



Ready to turn AI adoption into business results?

Assess your data, governance and decision-making processes to identify where AI can deliver measurable value for your marketing organization.

ABOUT

Convertr



Convertr is the world's leading AI-ready data governance integrity platform for enterprises. It provides the infrastructure businesses need to generate verified lead and contact data and to power agentic workflows. By validating, governing, and orchestrating data before it enters downstream systems, Convertr helps businesses improve performance, reduce risk, and maximize the value of their go-to-market investments.

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ABOUT B2B MARKETING

B2B Marketing is the world-renowned provider of insight, professional development, events and training for marketers and leaders in B2B.

Since our launch in 2004, we've amassed the largest global network of B2B marketers, giving us the unique ability to place your brand in the centre of the B2B buzz.

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What can we do for you?

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