

**Green
Hat**

rethink b2b.

Moving the accounts that matter.

The Account-based Operating Model (AOM)

September 2026



What we'll cover.

1. **The Challenge**

Why the current ABM model can't keep pace with buyers.

2. **The Model**

The Account-based Operating Model (AOM) explained.

3. **The How**

Agent-enabled, human-led orchestration.

4. **The Commercial Drivers**

The investment areas and ROI.

ABM adoption is high. Maturity is not.

Many are doing it. Few have effectively operationalised it.

78%

of organisations are actively
executing an ABM strategy

Demand Gen Report, 2026

55%

of APAC marketers run a formal
ABM program (vs 77% in the US)

Green Hat / 6sense, 2025-26

29%

say their ABM is fully
operationalised

Forrester

20%

say ABM is fully embedded in the
business

ITSMA

The symptoms of low ABM maturity

How is the problem manifesting itself?

Time-to-market

Slow research and approvals; priorities shift before engagement begins.

Data quality

Coverage stays thin; buying group never seen in full.

Personalisation

Surface-level industry variants; assets frozen while buyers evolve.

Scalability

Operations struggle at 1-to-Few and 1-to-Many; too much manual effort.

The new B2B buying reality.

By the time a buyer talks to a seller, the shortlist, the problem framing and the preferred vendor are already done and dusted.

~11

people in the average APAC
buying group

60%

of the buying journey is
complete before a vendor is
engaged

94%

of APAC B2B buyers use LLMs
to research, compare and
shortlist

50%+

of the buying group are
'hidden' buyers who rarely
respond

Source: Green Hat & 6sense, APAC B2B Buyer Journey Research 2025 (n=632).

The problem is not with the ABM strategy. It is with operations.

Traditional B2B marketing teams are built to run traditional demand-gen/event marketing. Not to run an orchestrated account-based pipeline engine driven by data.

It's time to move accounts that matter

The Model.

In fact, B2B leaders have two related growth problems

We need to take a holistic view of two key challenges to land one solution that addresses both.

PROBLEM 01

ABM is not delivering

The system is too slow, fragmented and incomplete to keep pace with buying groups.

PROBLEM 02

AI is not delivering

It's being applied to isolated tasks, not an integrated GTM system.

ACCOUNT-BASED OPERATING MODEL

Agent-enabled, human-led account-based operations.

See account movement.

Shape the buying group.

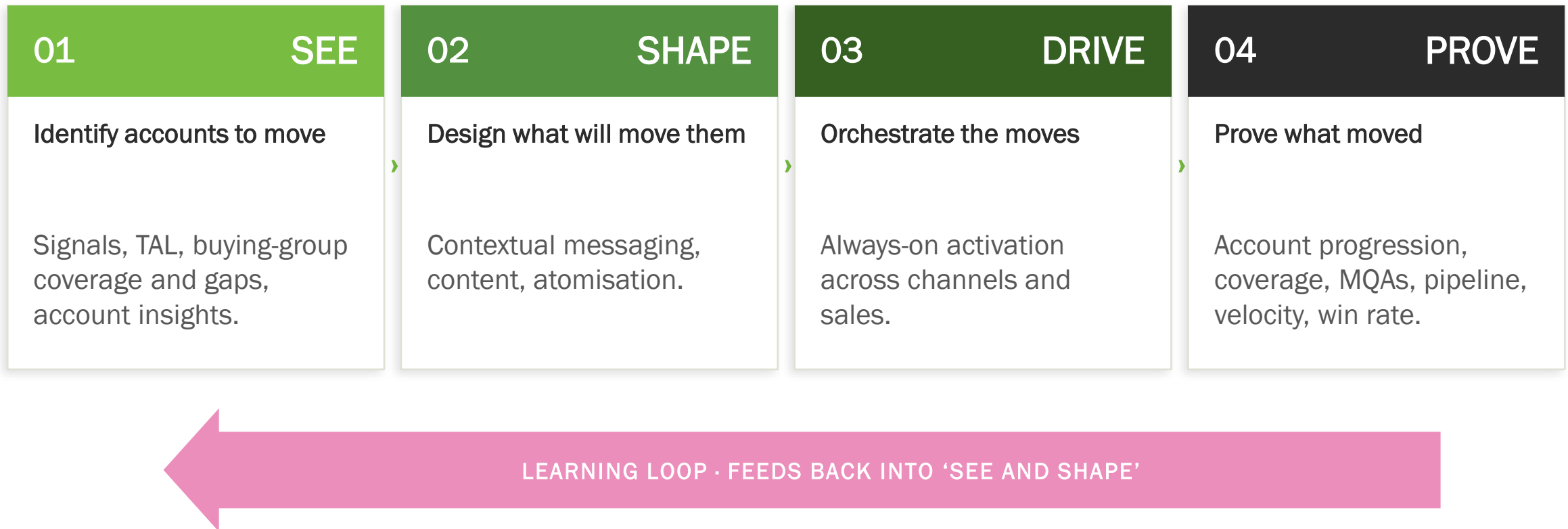
Drive coordinated moves.

Prove what moved.

02 · THE MODEL

Moving the accounts that matter

An operational flow to underpin a highly personalised customer experience. A continuous loop, refreshed by learning.



The four stages solve the four problems.

SEE

Data quality

Time-to-market

Continuous enrichment and buying-group mapping replace one-off research. The full committee, including hidden buyers, becomes visible.

SHAPE

Personalisation

Role- and stage-aware messaging is built as a living content system, not frozen assets that decay while the buying group evolves.

DRIVE

Scale

Personalisation

Agents run coordinated, always-on activation across hundreds of accounts, giving relevance at scale without multiplying headcount.

PROVE

Time-to-market

Live measurement and the learning loop feed the next cycle, so insight never waits weeks to become action.

Unboxing the container

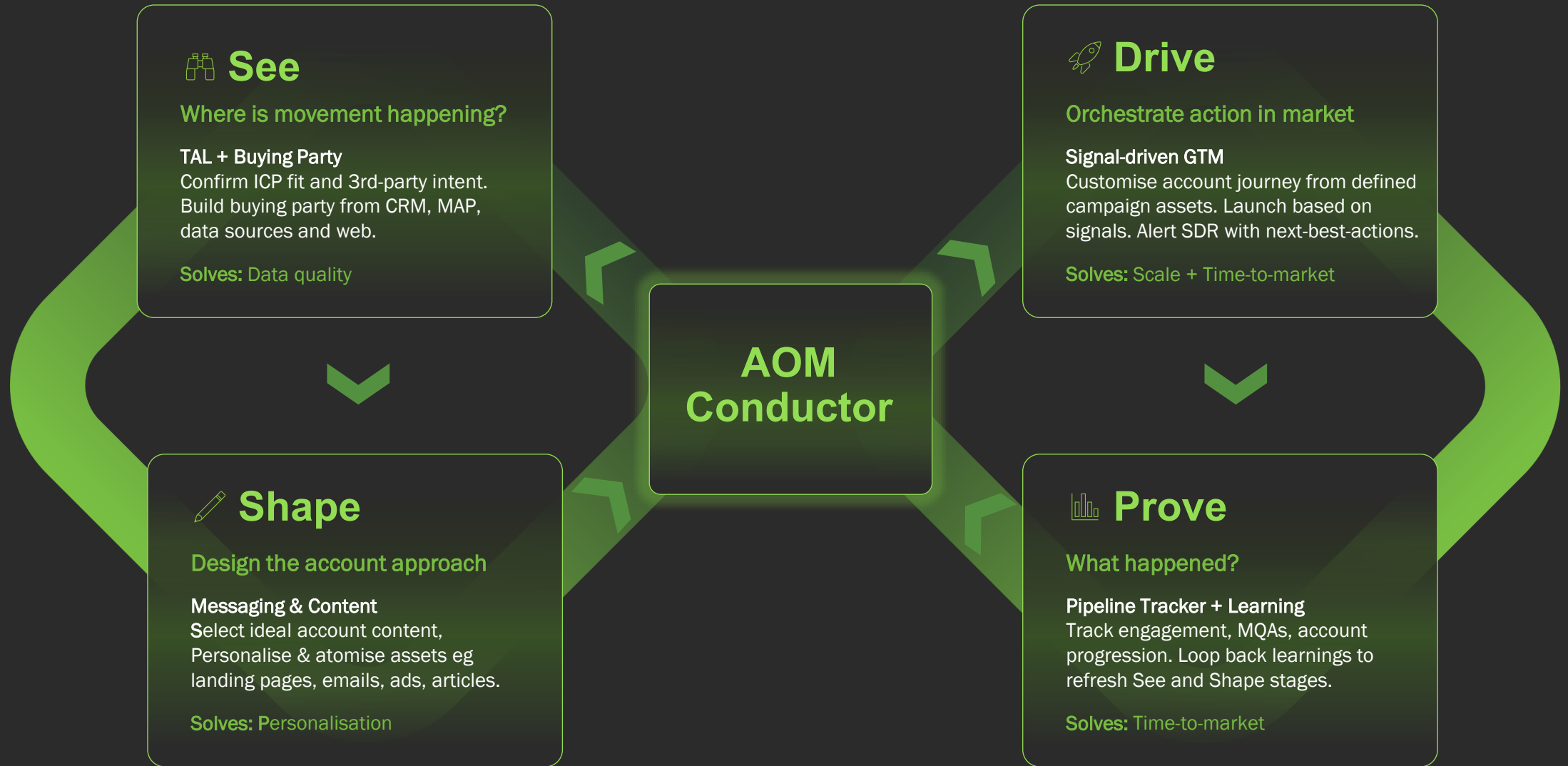
The How.

The Account-based Operating Model

Agent-enabled. Human-led. Orchestrated results.

**AOM
Conductor
(master brain)**

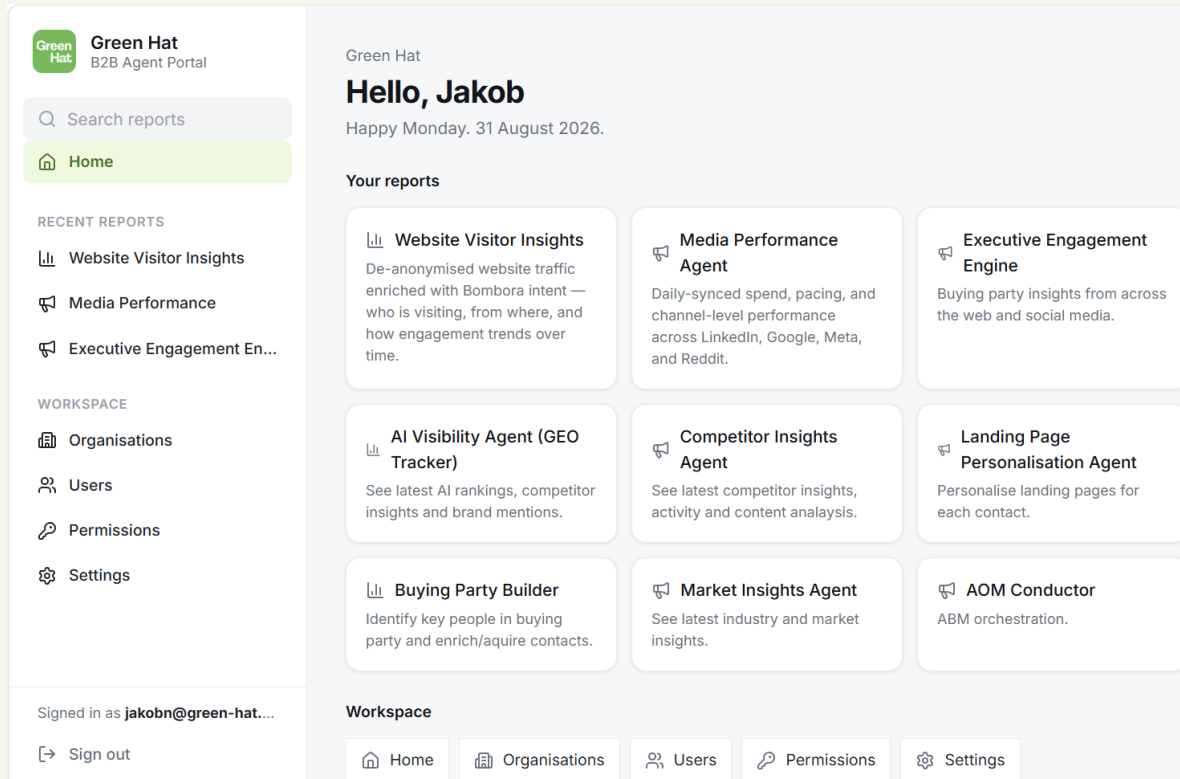
An orchestrated journey serviced by agents, governed by humans



03 · THE HOW

The AOM Agent Portal.

The tangible product layer: one place to reach every agent in the operating model.



- ✓ **One access point**
Every agent reachable from one place, no hunting through tools.
- ✓ **Human-in-the-loop**
Agents draft, recommend and flag. Humans decide, approve and act.
- ✓ **Configurable to the client**
Templated agents, tuned to each client's ICP, playbook and data.
- ✓ **Reusable IP**
Every improvement in one agent lifts every client engagement.

Proving the value

The Commercial Drivers.

04 · THE COMMERCIAL DRIVERS

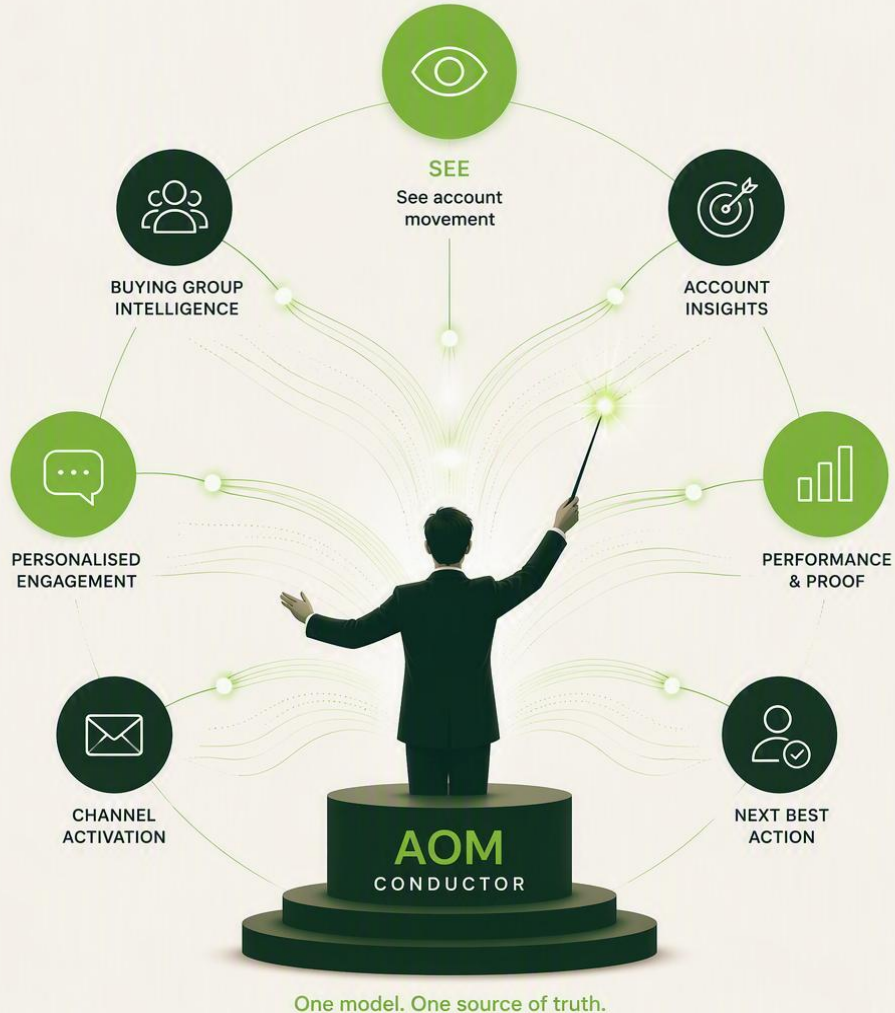
Up to 50%

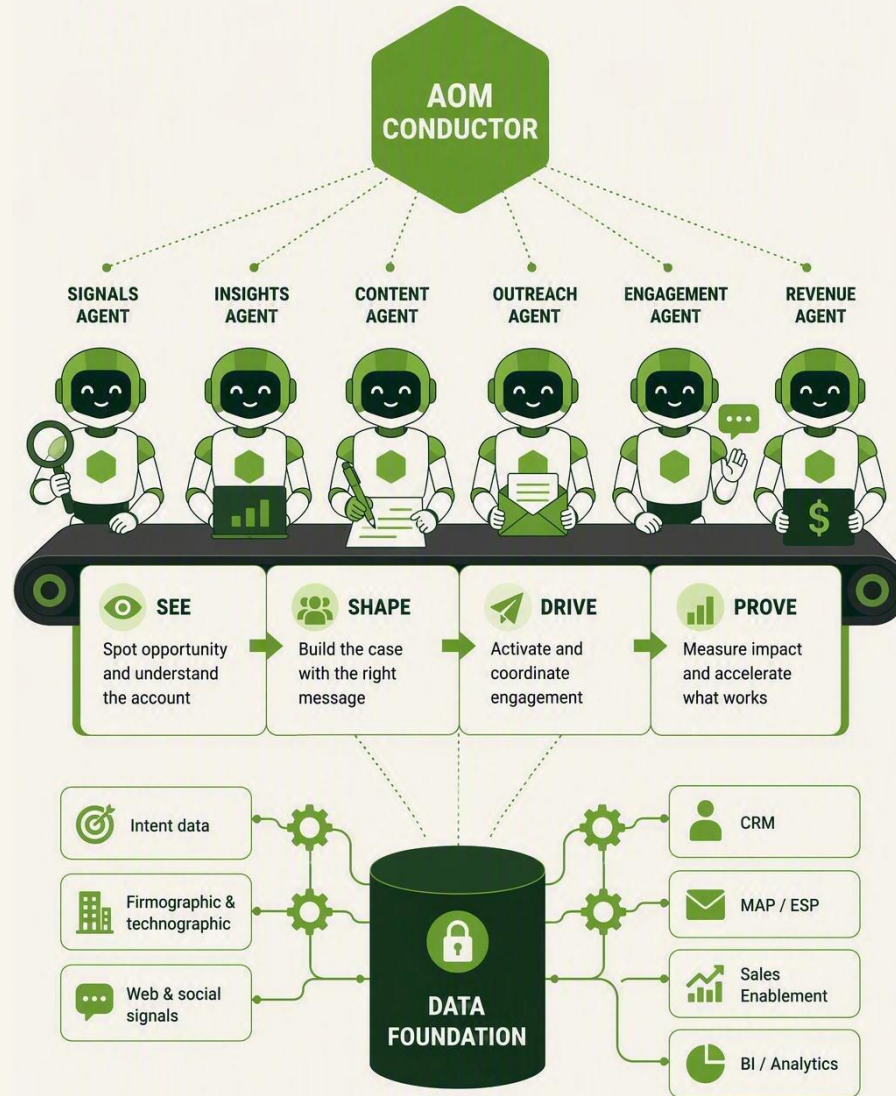
more revenue from orchestrated selling

The operating model, not the strategy, is the B2B opportunity.

Companies that orchestrate the buyer journey across touchpoints, rather than run isolated campaigns, generate up to 50% more revenue.

SOURCE McKinsey, The future of B2B sales is hybrid





04 · THE COMMERCIAL DRIVERS

40%

of enterprises now scale AI agents

Agents are real but need an operating model.

AI-agent adoption jumped to 40% of large enterprises, yet only 37% report enterprise-level EBIT impact. Capability without joined-up readiness does not convert to results.

SOURCE McKinsey, The State of AI (2026)

Our focus is on solving our core ABM key pain points

Solving the four key problems – data, personalisation, scale and time-to-market.

72%

of organisations say ABM delivers higher ROI than other approaches. (ITSMA / Momentum)

2–3×

higher win rates for firms aligned around buying groups. (Demandbase, n=1,452)

FOCUS → COMMERCIAL RETURN

Account-based agents

→ Lower execution cost

Buying-group intelligence

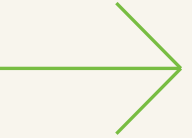
→ Known buyers, enriched data

Continuous orchestration

→ Productivity and scale

Account progression

→ Improved pipeline and revenue



questions
and answers.

