

C(AI)MO

The 10x CMO for the AI Era

Why every tech and Web3 company needs one leader who is a T-Shaped Marketer, a GTM Officer, and a Chief AI Officer at the same time — and what to do if you cannot afford one.

A positioning book and operating manual — Razvan Laichici, 2026

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EXECUTIVE SUMMARY

A new era of jobs has arrived because of the AI expansion. Three executive roles have exploded into existence almost simultaneously: the **Chief AI Officer**, the **Chief GTM Officer / GTM Engineer**, and the **AI-era T-Shaped Marketer**. Each one exists because a traditional function broke under the weight of AI-driven change.

This book argues that these are not three jobs. They are three fragments of one job that has not been formally named yet.

The thesis is simple: in the AI era, a tech company or Web3 company cannot win with a classical Chief Marketing Officer. It needs one executive who simultaneously:

- Thinks like a **T-Shaped Marketer** — broad fluency across every marketing discipline, with deep spikes in two or three;
- Operates like a **Chief GTM Officer** — owning the entire revenue system across marketing, sales, RevOps, and customer success, not just the top of the funnel;
- Builds like a **Chief AI Officer** — personally fluent in AI tooling, agents, automation, and governance, able to design the AI-powered revenue machine, not just approve budget for it.

At the intersection of these three sits the role this book names: **C(AI)MO** — pronounced "KAI-mo" — the AI-era CMO, with "The 10x CMO" as its promise. This is a hands-on architect of revenue systems, not a brand custodian who delegates the machine to specialists.

The evidence that the market is already converging on this role is overwhelming:

- The Chief AI Officer went from a rare title to near-universal: IBM's 2026 CEO study of 2,000 CEOs found that roughly three out of four large organizations now have one, up from about a quarter just one year earlier.
- Gartner has identified a CMO "AI blind spot": about two thirds of CMOs expect AI to dramatically change their role within two years, yet only about a third believe their own skill set needs significant updating — and only a small minority of CEOs rate their marketing leader as AI-savvy. Gartner predicts that within a couple of years, lack of AI literacy will be among the top reasons CMOs are replaced at large enterprises.
- GTM engineering hiring has roughly doubled year over year for two consecutive years, with thousands of open roles and six-figure salaries, because revenue teams need builders, not just strategists.

Companies that cannot afford this executive full time — realistic compensation is in the 200,000 to 250,000 USD per year range at growth-stage companies, and far higher at enterprises — have a second path: the **Virtual CMO**. A fractional engagement with a firm that delivers the same merged capability at a fraction of the cost. The final chapters of this book describe that service model, and the community and marketplace we intend to build around this new profession.

This document is both a book outline and a complete first-draft manuscript: the name and its equation, the demand data behind them, the argument, the role definition, the practitioner layer (the Revenue Refinery and The 8 Builds), the hiring scorecard, thirty-one case-study profiles, the

economics, and the go-to-market for the idea itself.

THE NAME — THREE CANDIDATES, FIVE TEACHERS, ONE DECISION

Before the argument, the name. A new profession only becomes real when it gets a name people can say in one breath. We studied how five of the sharpest operators in modern marketing named what they built — and every one of them teaches the same rule.

The five teachers

- **Tom Orbach** (Growth Marketing at Google, ex-Wiz; MarketingIdeas.com with 90,000+ subscribers; author of "Marketing Moonshots"; creator of the Viral Post Generator — 2 million users, acquired within a week). He took the two most obvious words in the category — Marketing Ideas — and owned them completely. Zero forced cleverness, maximum clarity. His paid promise is literally "become a 10x marketer."
- **Charlie Hills** (MarTech AI on Substack, 50,000+ subscribers; partnerships with Claude, Perplexity, Zapier, Notion). Same lesson: a descriptive keyword name, and one repeatable promise — "one practical AI marketing system every week." The system is the product.
- **Shlomo Genchin** (award-winning copywriter — D&AD, Clio; Unbore.com; CopyTemplates). The name is the promise: "Unbore" is a verb turned into a brand. His writing rule applies directly to naming: first say it straight, then say it great.
- **Gust de Backer** (gustdebacker.com; fractional CMO with a T-shaped profile; owner of the "Growth Ceiling" concept). Living proof of this book's thesis — a T-shaped operator selling merged executive capability fractionally — and proof that owning one enemy concept (the Growth Ceiling) beats owning ten clever slogans.
- **Casey Stanton** (founder of CMOx — "CMO Exponential" — the fractional CMO training and matchmaking company; WSJ-bestselling author of "The Fractional CMO Method"; co-founder of CTOx). The decisive lesson: he did not invent an exotic title. He took the known title and added one character. CMO + x. Then he built the exact machine this book proposes — book, training, certification, matchmaking — on top of that one character.

The rule all five converge on: **winners do not fight the existing vocabulary; they extend it by one twist.** Not "Maestro," not "Conductor," not a coined Latin word. Known term + one modification.

The three candidates

Candidate 1 — C(AI)MO ("Caimo"). AI inserted literally inside the word CMO. One word, pronounced "KAI-mo," with the logo built into the spelling. It says the entire thesis in five characters: a CMO with AI at the core. It passes the Jobs test (a CEO can say it naturally in a sentence), the Matt Gray test (it fits inside a diagram box), and the Stanton test (it extends the known title instead of fighting it). Tagline: "One seat. Marketing, GTM, AI."

Candidate 2 — The 10x CMO. Borrows the "10x engineer" meme the entire tech market already understands: one person producing the output of a ten-person department, because AI multiplies them. The most viral of the three and the strongest book title. Weakness: nearly impossible to

trademark and own exclusively.

Candidate 3 — CMO3 (CMO Cubed). Three disciplines that multiply rather than add: T-shaped x GTM x AI. It maps perfectly onto the Venn diagram at the heart of this book, and it rhymes with an existing brand asset — Webness positions itself as "Salesforce cubed." Weakness: it sits close to Casey Stanton's CMOx and could read as a derivative.

The decision

The name is locked: **C(AI)MO: The 10x CMO for the AI Era.** The two candidates turned out to be complementary, not competing — C(AI)MO is the category name, The 10x CMO is the promise. CMO3 stays in reserve as internal lore (it survives inside the equation, as the next chapters show). Remaining operational tasks: domain and trademark registration (caimo.com / caimo.ai), and the search-demand capture strategy described in the next chapter.

THE DEMAND — NAMING AGAINST REAL SEARCH DATA

A name is not validated in a brainstorm; it is validated against what people already search for. This chapter applies the Backlinko / Exploding Topics method — attach to existing demand, never try to create it from zero — across classic Google SERPs and the new AI-search surfaces, and closes with a vocabulary audit of the operators whose naming systems dominate this market: Dan Martell, Alex and Leila Hormozi, and Matt Gray.

What people search on classic Google SERPs

The CMO / fractional zone — this is where the money is.

- **"Fractional CMO"** is the head term with the most mature commercial ecosystem in this entire space: dozens of firms rank with pricing guides, cost calculators, and "top firms by industry" lists — the classic Backlinko signal that both volume and commercial value are high. With fractional adoption up 245 percent in two years, search demand follows the market.
- **"Virtual CMO"** exists as the secondary variant; the same players capture it with "virtual vs fractional CMO" comparison pages, so it is a supporting keyword, not a separate battlefield.
- **"AI CMO"** is the emerging term — and here is the critical discovery: it is already being captured by software products, not by humans. SearchAtlas ranks for "AI CMO vs Fractional CMO," Okara sells its agent suite as an "AI CMO," and O-CMO.com occupies the adjacent slot. The market is quietly redefining "AI CMO" to mean a tool, not an executive. This is both a threat and the opening.

Chief AI Officer. Search demand exploded on the informational side ("what is a chief AI officer," "chief AI officer salary"), fueled by the IBM and Gartner studies. But these are research queries, not hiring queries — good for authority content, weak for direct demand capture.

GTM engineer — a warning. Kyle Poyar measured exactly what we suspected: the role barely registers in Google Trends. His analysis found roughly 45 job posts per month against thousands of LinkedIn posts — one GTM engineering post for every 92 SDR posts. Conclusion: GTM terminology has community demand (LinkedIn), not search demand (Google). You do not build SEO on it; you build social distribution on it.

T-shaped marketer. An evergreen educational term with modest, stable volume, dominated by CXL and Smart Insights. Useful for top-of-funnel content, wrong for a brand.

What people ask in AI search (AEO / GEO)

The buyer journey is now hybrid: Semrush research finds about 33 percent of buyers start in search engines and switch to AI to summarize and compare, another 26 percent do the opposite, and only 8 percent do not combine them at all. AI Overviews now appear on roughly a quarter of Google searches and cut clicks to the sites below them by around 35 percent; nearly 800 million people a week use ChatGPT alone.

The queries on these surfaces are long, conversational, and decision-stage: "should I hire a fractional CMO or an agency for my SaaS," "who should own AI in my company," "is a GTM engineer worth it at my stage." The AEO rule that follows is unforgiving: **LLMs recommend entities they can explain in one sentence and that are cited consistently on third-party sources**. A name that cannot be defined in a single sentence will never be recommended by ChatGPT. This rule alone eliminates every clever-but-opaque naming direction.

The vocabulary audit: Martell, Hormozi, Leila, Matt Gray

- **Dan Martell** names in plain-English outcome phrases: "Buy Back Your Time," the Buyback Principle, Buyback Rate, Buyback Loop, the Replacement Ladder, Time Assassins, Playbooks, the 10x Vision Map. And when he productized AI in 2026, he gave the product a single power word: **APEX**, his autonomous AI agent platform, while Martell Ventures repositioned as an AI-first venture studio. The pattern: the book names the outcome; the product gets one word.
- **Alex Hormozi** names with number plus outcome ("">\$100M Offers," "\$100M Leads"), sports metaphors (the Grand Slam Offer), and acronym frameworks (CLOSER, the Core Four, the Rule of 100). The company itself is a category word: Acquisition.com.
- **Leila Hormozi** names with plain verbs — her platform is simply "Build." Talent, culture, management: no jargon anywhere.
- **Matt Gray** names with noun + OS (Founder OS) and system language throughout: engine, system, compounding, niche-content-community-monetization.

Four different empires, one shared grammar: known words, outcome-first, one twist maximum, everything explainable to a stranger in one breath.

The strategic conclusion: why C(AI)MO won the data argument

The insight that ties the whole chapter together: **C(AI)MO is read aloud as "AI CMO" — exactly the emerging term people have already started searching**. It is not an invented brand with zero demand behind it (the capital sin in the Backlinko method); it is the brandable spelling of a rising search query. The full architecture:

- **Brand:** C(AI)MO — the logo, the book, the category flag.
- **SEO anchor:** "AI CMO" (emerging — capture it NOW, before software products own it permanently) plus "fractional CMO" and "virtual CMO" (mature commercial demand). The pillar page: "AI Fractional CMO."
- **The defense line and the enemy:** because "AI CMO" is sliding toward meaning software, the thesis becomes the perfect named enemy: **"An AI CMO is not a software. It is an executive who runs the software."** That single sentence is the differentiation, the viral hook, and the AEO-ready definition all at once.
- **Distribution:** GTM engineer and T-shaped terminology remain community and content language for LinkedIn — never the brand.
- **The promise, Martell-style (outcome, not mechanism):** "The 10x CMO" stays as the subtitle hook.

The validation checklist

Directional findings above come from published sources; exact volumes must be pulled from Semrush, Ahrefs, or Ubersuggest before final commitment. The keyword list to run: AI CMO; fractional CMO; virtual CMO; fractional CMO cost; hire fractional CMO; AI CMO vs fractional CMO; outsourced CMO; AI marketing strategy; chief AI officer; chief AI officer salary; GTM engineer; T-shaped marketer. Add Google Trends comparisons (AI CMO vs fractional CMO vs chief AI officer, 24 months), and the AEO test: ask ChatGPT and Perplexity "best fractional CMO for AI-era SaaS companies" and record who gets cited today — that list is the real competition.

THE EQUATION — $C = (AI)^2 \times M \times O$

The name is locked — now the equation. Five minds sat at the table for this one: Einstein brought the physics, Jobs cut everything unnecessary, Ogilvy demanded a promise, Hormozi demanded leverage, Matt Gray demanded the system. The result has two layers: the official brand equation, and the Einstein mirror for the campaign.

Layer 1 — The canonical brand equation

$$C = (AI)^2 \times M \times O$$

- **C = Command.** The result of the equation. You no longer execute marketing — you command the machine that executes it. (It is also the C in CMO: solve the equation, become Chief.)
- **(AI)² = Artificial Intelligence x Augmented Intuition.** This is where the square lives — and it is the coup de theatre: the same two letters, two meanings. The first AI belongs to the machine. The second AI is you — your augmented intuition, judgment, taste. AI without human intuition is noise; intuition without AI is slow. Only their product is power. That is why it is squared, not added.
- **M = Mastery.** T-shaped mastery: you see the whole board, and you are an expert on two or three verticals.
- **O = Ownership.** Ownership of the number — the GTM pillar. Pipeline, CAC, payback. Not a budget: a number.

The three Venn circles map perfectly: (AI)² = the AI pillar, M = the T-shaped pillar, O = the GTM pillar, and C is the executive that results. And from this comes the campaign tagline — pure Steve Jobs, two words:

"Solve for C."

The entire promotion becomes a single metaphor: your career is an equation with one unknown, and the unknown is you. Posts = "solving for C." The community = "the people solving for C." The certification = "you solved for C." Evergreen, because mathematics does not go out of fashion — it works identically in 2030.

Layer 2 — The Einstein mirror (the launch story)

Einstein: $E = mc^2$ — a tiny mass releases colossal energy.

Us: $C = m(AI)^2$ — a tiny marketer releases colossal revenue.

The launch copy, Ogilvy-style: "In 1905, Einstein proved that a tiny mass, multiplied by the speed of light squared, releases unimaginable energy. In 2026, a single marketer, multiplied by AI squared, releases unimaginable revenue. **You are the m.**"

"You are the m" is the emotional hook — the human stays at the center of the equation, exactly the thesis of this book ("not a software — an executive who runs the software"). Campaign visual: a blackboard, $E=mc^2$ crossed out with one line, $C=m(AI)^2$ written by hand underneath.

The two blackboards

The two equations are presented deliberately side by side, as two blackboards of equal rank — because the claim of this brand is exactly that bold: **what $E=mc^2$ was as a discovery for physics, $C=(AI)^2 \times M \times O$ is for marketing.** One equation showed that mass and energy are the same thing seen differently; this one shows that a marketer and a revenue machine are the same thing seen differently, once multiplied by both intelligences. The parallel is the positioning: not a slogan next to a formula, but a formula next to a formula.

A FORMULA NEXT TO A FORMULA
What $E=mc^2$ was for physics, $C=(AI)^2 \times M \times O$ is for marketing.

1905

$E = mc^2$

Physics:

a tiny mass releases massive energy.

2026

$C = m(AI)^2$

Marketing:

a single marketer releases massive revenue.

You are the m.

C = (AI)² × M × O · Solve for C.

C(AI)MO — The 10x CMO for the AI Era

The two blackboards: 1905 and 2026 — a formula next to a formula.

Layer 3 — The 2030 humor (Hormozi at the table)

- **"C(AI)MO. Rhymes with dynamo. Works like one."** — the pronunciation gift: KAI-mo / dynamo, and a dynamo is an energy machine, which closes the circle back to Einstein.
- **"Traditional marketers add skills. I multiply them. T-shaped x GTM x AI — that is why one seat does the work of three."** — the bridge line from the antithesis to the equation; used as the closing quote of the portfolio deck.
- "Fire the org chart. Hire the equation."
- "In 2030, headcount is a rounding error. The equation isn't."
- "Your current CMO can't do this math." — provocative, viral, perfect for LinkedIn.
- "Three C-suite salaries. One letter. Do the math."

How it applies to promotion

- **Ogilvy — the promise in the headline.** The long-form launch ad opens with the direct claim: "The most valuable equation in business since $E=mc^2$." Body copy carries the data from this book (76 percent CAIO adoption, 15 percent CEO confidence), and closes with "You are the m."
- **Jobs — the reduction.** On stage and on the cover: only the equation, nothing else. No bullet points. The product presentation = you write the equation and decode it letter by letter. "Solve for C" is the only CTA.
- **Matt Gray — the system.** The equation becomes the recurring content framework: each post attacks one factor (Monday = M, Wednesday = O, Friday = $(AI)^2$), and every post ends with "Solve for C." A carousel template ready to replicate.
- **Hormozi — the offer.** "Your CMO costs \$250K. The equation costs \$2.99." (the book) — pure Mozi value asymmetry. And for the community: "We don't sell courses. We solve for C."
- **Einstein — timeless.** $E=mc^2$ is 120 years old and still sells t-shirts. An equation does not go out of fashion in 2030 — it gets taught.

Two honest warnings

- The "squared" joke only works if the decoding — $(AI)^2$ = Artificial Intelligence x Augmented Intuition — is repeated obsessively in the first months; otherwise the market reads it as decoration.
- In writing, the brand stays **C(AI)MO** without the square. The square lives in the equation and the campaign, not in the logo — otherwise the pronunciation and the domain get complicated.

PART I — THE PROBLEM: THE CLASSICAL CMO IS BREAKING

The quiet crisis in the marketing C-suite

For two decades, the Chief Marketing Officer was defined by brand vision, campaign craft, agency management, and budget stewardship. Those skills are still expected — but they are no longer sufficient. Boards and CEOs now want evidence that the marketing leader can govern AI workflows, connect campaign output to revenue with defensible data, and make infrastructure decisions alongside the CTO and CFO. The creative mandate did not disappear; it was fused with a data-and-systems mandate of equal weight.

The problem is that most sitting CMOs have not made the transition, and worse, many do not believe they need to.

The AI blind spot, quantified

Gartner surveyed 402 senior marketing leaders in North America and Europe between August and October 2025. The findings, published in early 2026, describe what Gartner calls the CMO "AI blind spot":

- **65 percent** of CMOs say AI will dramatically change the CMO role within the next two years.
- Yet only **32 percent** say significant changes are needed to their own profile and skill set.
- Around **20 percent** believe no personal skill change is needed at all; roughly half see only minor changes ahead.
- Only about **15 percent of CEOs** rate their marketing leader as AI-savvy.
- Gartner predicts that **by 2027, lack of AI literacy will rank among the top three reasons CMOs are replaced** at large enterprises.

Read those numbers together and the conclusion is brutal: the majority of marketing leaders acknowledge the earthquake but refuse to move their own house. Gartner's own commentary notes that this gap is not merely about skills — it erodes trust and credibility, leading CEOs to question the strategic value of marketing leadership itself, and putting marketing's role as a growth driver at risk. When C-suite confidence in the CMO's AI capability sits that low, other functions fill the vacuum: the CTO, the CAIO, the CRO, or a newly hired "VP of AI" quietly absorb pieces of the marketing mandate.

Separate industry research reports that roughly three quarters of marketing organizations identify a critical AI skills gap at the leadership level — a hiring-criteria problem and a budget-allocation problem, not merely a training problem.

What companies lose without the merged role

A company whose CMO lacks AI and GTM fluency pays four compounding taxes:

- **The speed tax.** Competitors compress campaign cycles from weeks to days using AI-assisted research, creative generation, and testing. HubSpot's marketing organization, for example, publicly described moving from a "pit of despair" — collapsing search traffic as more than half of Google searches end without a click — to its best performance ever by rebuilding its operating model around AI, reporting large lifts in email conversion and AI-engine traffic that converts at multiples of normal traffic. A leadership team that cannot personally evaluate these systems cannot authorize them fast enough.
- **The stack tax.** The modern revenue stack is 15 to 40 tools. Without a leader who understands systems, the stack becomes shelfware: overlapping subscriptions, dirty data, broken automations, and attribution nobody trusts. AI layered onto fragmented systems accelerates noise, not results.
- **The credibility tax.** Marketing loses the budget argument to sales and product because it cannot connect spend to pipeline. The GTM conversation happens without the CMO in the room.
- **The talent tax.** The best young operators — the GTM engineers, the AI-native marketers — do not want to work for a leader who cannot read their work. They join companies where the executive speaks their language.

Why three new roles appeared at once

Organizations responded to this breakage by inventing patches:

- The **Chief AI Officer** was invented because no one at the executive table could own AI strategy, governance, and deployment.
- The **Chief GTM Officer / GTM Engineer** was invented because marketing, sales, and customer success optimized their own silos while the revenue system as a whole underperformed — and because the tooling became technical enough to require builders.
- The **T-Shaped Marketer** ideal was revived because companies discovered that armies of narrow specialists cannot adapt when channels break, budgets shrink, and AI collapses the cost of execution.

Each patch is real and valuable. But at the scale of a startup, scale-up, or mid-size tech company, hiring three separate executives is neither affordable nor coherent. The three mandates constantly overlap: who owns the AI-powered outbound machine — the CAIO, the GTM leader, or marketing? Fragmented ownership is how projects die.

The answer is one person. The rest of this book defines that person.

PART II — THE THREE VERTICALS

CHAPTER 1 — THE T-SHAPED MARKETER

Origin and evolution of the concept

The T-shape metaphor predates marketing: it described professionals with broad cross-disciplinary understanding (the horizontal bar) plus deep expertise in at least one area (the vertical bar). The lineage inside marketing is well documented:

- **2012** — SEO specialist Mike Tekula first applied the model to marketing, arguing that depth must anchor breadth or marketers become jacks of all trades, masters of none.
- **2013** — Rand Fishkin popularized the visualization with "The T-Shaped Web Marketer."
- Brian Balfour then expanded it into a structured career playbook for growth and acquisition specialists, emphasizing channel mastery plus collaboration.
- **2017** — Buffer, under VP of Marketing Kevan Lee, operationalized the model for hiring and development, publishing the real skill maps of its eight-person marketing team. Buffer's example remains the modern reference point.
- Since then, variants have emerged — I-shaped, V-shaped, M-shaped, and X-shaped marketers — with the X-shape emphasizing cross-functional, connective leadership on top of multiple depths.

The definition

A T-shaped marketer is a professional with working fluency across the entire marketing discipline — content, SEO, paid media, email and lifecycle, social, brand, analytics, conversion optimization, product marketing — combined with expert-level depth in two or three verticals. As growth expectations rise and budgets shrink, brands increasingly prefer a handful of T-shaped marketers over a team of thirty narrow specialists: it is cheaper, faster, and strategically more coherent.

Why AI upgraded the T-shape from "nice to have" to mandatory

In the AI era the T-shape gains a new foundation layer. AI tools now execute much of the vertical work — drafting, designing, analyzing, targeting — which means the marketer's differentiating value shifts to (a) the horizontal judgment that connects disciplines, and (b) the ability to direct AI within each discipline. AI is only as effective as the marketer using it. A specialist who only knows one channel is now competing with an AI-augmented generalist who covers that channel at 80 percent quality plus nine other channels. Industry commentary in 2026 is converging on the same formula: to be truly T-shaped today, AI fluency is the foundation of the T, not one more branch.

The T-shaped marketer as a leader

T-shaped marketers make natural leaders: they see the whole board, mentor specialists, bridge teams, and connect funnels and channels into one strategy. This is exactly the profile a CMO needs — which is why the first pillar of the merged role is the T-shape.

CHAPTER 2 — THE GTM LEADER AND THE GTM ENGINEER

What GTM leadership actually owns

A Chief GTM Officer owns the broader system that produces revenue — marketing, sales development, RevOps, and customer success — while a traditional CRO owns the sales organization and its targets. In some companies the roles merge; in others the CRO reports into or alongside the GTM leader. The essential distinction: GTM leadership is accountable for the **system**, not a silo. A founding GTM lead at a startup builds the revenue engine from scratch — positioning, pricing, outbound, tech stack, first hires.

In 2026 the nature of the job is shifting again: AI is moving GTM leadership from process design to **system orchestration** — deciding what to automate, what to redesign, and what to keep human.

The GTM engineer: the fastest-rising job in revenue

Underneath the executive layer, a new practitioner role exploded. The GTM engineer sits between RevOps and software engineering: writing code, designing workflows, integrating APIs across the sales stack, building enrichment and outbound systems in tools like Clay, n8n, and Instantly, and shipping internal tools that compound revenue-team productivity.

The market signals are unambiguous:

- Hiring for the role has roughly **doubled year over year for two consecutive years** (ZoomInfo data), from around 1,400 LinkedIn postings in mid-2025 to over 3,000 by January 2026.
- US base salaries commonly run **130,000 to 260,000 USD plus equity**, making it one of the highest-paid non-engineering hires at venture-backed B2B companies.
- Maja Voje's 2026 State of GTM Engineering research found that only about **45 percent of organizations clearly understand what a GTM engineer does** — the tools and talent are ahead of the org charts, which is precisely where early movers gain advantage.
- Venture firms are writing the playbook in real time: Gradient Ventures argues that companies that give the GTM engineer real scope, hire for AI curiosity and strategic range, and build their GTM architecture around one exceptional person instead of a committee of specialists will compound an advantage that is very hard to catch.

Why this is the second pillar

The GTM vertical contributes two things to the merged role: **revenue-system ownership** (the executive view) and **builder capability** (the engineering view). The C(AI)MO must carry both: accountable for the number, and personally able to open Clay, HubSpot, or n8n and understand — or build — what is inside.

CHAPTER 3 — THE CHIEF AI OFFICER

From exotic title to default

The CAIO is the fastest-growing C-suite role in the global economy. The IBM Institute for Business Value CEO study (2,000 CEOs, 33 geographies, 21 industries, fieldwork February–April 2026) found that **76 percent of organizations now have a Chief AI Officer, up from 26 percent one year earlier** — a near tripling in twelve months. Among FTSE 100 companies, nearly half have a CAIO or equivalent. Organizations with CAIOs report roughly 10 percent higher return on AI investment. More than half of CAIOs report directly to the CEO or board.

Named companies with active CAIO roles include JPMorgan Chase, Walmart, Siemens, GE HealthCare, SAP, Pfizer, and Lumen Technologies. Schneider Electric created the role as early as 2021; its CAIO Philippe Rambach frames the mandate simply: AI always starts with a business need, not the technology.

What the CAIO actually does

Strip away the LinkedIn descriptions and the role reduces to six responsibilities: AI strategy (where AI creates competitive advantage and where to invest), deployment, governance and compliance (EU AI Act, NIST AI RMF, ISO 42001), data readiness in partnership with the CDO, talent and reskilling, and evangelization of adoption. The best candidates share not a technical credential but the ability to work credibly with both technical teams and business leaders and to make consequential decisions under uncertainty.

The economics

CAIO compensation at large enterprises typically runs **300,000 to 700,000+ USD total**, with median base salaries around 350,000 USD and Fortune 500 total packages reaching seven figures. Startup CAIOs typically earn 300,000 to 500,000 USD base plus meaningful equity. Notably, analysts agree that companies under roughly 500 employees usually should NOT hire a standalone CAIO — they should expand an existing executive's mandate to include AI oversight.

That last point is the hinge of this book: **for the vast majority of tech companies, the AI mandate must live inside an existing seat. The logical seat is the marketing/revenue seat — if and only if its occupant is capable of carrying it.**

Why this is the third pillar

Marketing is where AI hits first and hardest: content generation, audience modeling, attribution, agents in the funnel, answer-engine optimization replacing SEO. Gartner projects that a large share of marketing leadership tasks will be reshaped by AI capabilities. The executive who owns revenue must therefore own AI-in-revenue — its stack, its governance, its agents, and its risks. Delegating that to a separate officer splits a single system into two reporting lines.

PART III — THE SYNTHESIS

CHAPTER 4 — THE C(AI)MO: ROLE, MANDATE, PROCESSES

Naming the role

We use the primary name **C(AI)MO** (see "The Name" chapter for the full reasoning), with two functional aliases for job boards and org charts:

- **Chief GTM and AI Officer (CGAIO)** — the formal title for HR systems and LinkedIn;
- **The 10x CMO** — the promise, used as the public-facing hook.

"Operator" remains the system language of this movement — the person who runs the machine — even though it is no longer the title. The defining difference from the classical CMO is not a new skill on top of the old job; it is a different relationship to the machine. The classical CMO commissions the machine. The C(AI)MO **builds and runs** the machine.

Definition

The C(AI)MO is the single executive accountable for the company's entire revenue-generation system — demand, pipeline, conversion, expansion — who personally possesses (1) T-shaped marketing mastery, (2) GTM system ownership including hands-on fluency with the modern revenue stack, and (3) applied AI leadership: the ability to design, deploy, and govern AI agents, automations, and workflows across the revenue organization.

The intersection is the job. Remove any one circle and the role collapses back into a known, insufficient title:

- T-shape + GTM without AI = a very good 2019 growth VP, obsolete on arrival.
- T-shape + AI without GTM = a brilliant content-and-tools person with no revenue accountability.
- GTM + AI without the T-shape = a RevOps automator who cannot do positioning, brand, or narrative.

The mandate (what this person owns)

- **The revenue number**, jointly with the CEO: pipeline created, revenue influenced, CAC, payback, NRR influence.
- **The GTM strategy**: ICP, positioning, pricing input, channel strategy, launch motions.
- **The revenue stack**: every tool from CRM to enrichment to outbound to analytics — selection, integration, data hygiene, cost.
- **The AI layer**: the agent and automation portfolio across marketing and sales; AI governance for customer-facing use (brand safety, compliance, EU AI Act exposure); build-vs-buy decisions; AI literacy program for the revenue team.
- **The content and brand engine**: narrative, category, founder brand, and the AI-assisted content system that scales it.

- **The team design:** a smaller, denser org — T-shaped marketers plus GTM engineers instead of large specialist headcount.

The operating processes (how the role runs)

Weekly operating cadence

- Monday: pipeline council — one dashboard, marketing + sales + CS, leading indicators only.
- Tuesday–Thursday: build blocks — the C(AI)MO spends a protected minimum of 20 percent of the week inside the stack (Clay tables, agent workflows, campaign systems), not only in meetings. This is the non-negotiable that keeps the role honest.
- Friday: experiment review — every AI/GTM experiment reports learning, not just results; kill or scale decisions on the spot.

Monthly

- Stack audit: cost, overlap, data quality score.
- Agent portfolio review: each deployed agent has an owner, a metric, and a kill criterion.
- One "teach-down": the C(AI)MO personally trains the team on one new AI capability.

Quarterly

- GTM strategy refresh against win/loss and market data.
- AI governance review with legal/compliance.
- Talent map: which specialist tasks were absorbed by AI; how the freed capacity is redeployed.

The first 90 days (for a new hire or a Virtual CMO engagement)

- Days 1–30: revenue-system audit — funnel math, stack map, data quality, team skills matrix, AI maturity score.
- Days 31–60: quick wins — two or three automations or agents shipped into production; one positioning/messaging fix; one channel doubled-down or killed.
- Days 61–90: the operating system — cadence installed, dashboard live, 12-month GTM + AI roadmap approved by the board.

THE PRACTITIONER LAYER — THE REVENUE REFINERY AND THE 8 BUILDS

The GTM engineering community has already codified the hands-on floor of this role — practitioner cheat sheets (notably Fivos Aresti's GTM Engineer cheat sheet at workflows.io) map the responsibilities, the stack, the plays, and the workflows of the builder underneath the executive. That map validates this book from the bottom up: everything in it describes the machine worker; the C(AI)MO is the machine's commander. **The GTM Engineer builds the machine. The C(AI)MO commands it — and owns the number.** This chapter absorbs that practitioner layer into the C(AI)MO operating system as two named assets.

The Revenue Refinery — the data pipeline the C(AI)MO commands

The practitioner's five responsibility buckets form a refinery that turns raw market data into revenue, with strategy above the line and communication around it:

- **Strategy** (above the pipeline): inbound/outbound play design, CRM orchestration, tool selection, lead allocation — the C(AI)MO's own design work.
- **Data Aggregation** (raw material): TAM mapping from firmographic and technographic signals; first-, second- and third-party signal tracking; contact sourcing for decision makers and champions.
- **Data Enrichment** (refining): AI account research that automates manual homework; AI workflow automation; awareness and readiness scoring.
- **Data Activation** (output): personalized multi-channel email and LinkedIn campaigns at scale; AI workflows that keep sales and marketing on the same efficiency curve.
- **Communication** (the loop): leading GTM team calls, project management, reporting — analyze, iterate, repeat.

The refinery maps directly onto the weekly cadence from Chapter 4: Monday's pipeline council is the Communication loop; the Tuesday–Thursday build blocks live in Aggregation, Enrichment, and Activation; Friday's experiment review feeds Strategy. One picture, one operating system.

The 8 Builds — the systems every company ends up needing

The practitioner consensus is striking: there are eight workflows every company ends up needing. We adopt them as a named asset of the category — **The 8 Builds**:

- **Build 1 — Inbound Orchestration**: capture, qualify, route, and follow up on every inbound signal automatically.
- **Build 2 — TAM Sourcing**: ICP model, list building from databases, lookalikes, and scrapers, stakeholder mapping.
- **Build 3 — Automated CRM Enrichment**: validate, normalize, enrich, score, and segment every record continuously.

- **Build 4 — Automated Outbound:** ICP model to enrichment to personalized copy to email, calls, and LinkedIn, synced to CRM.
- **Build 5 — Signal Tracking:** first-, second-, and third-party signals feeding the plays in real time.
- **Build 6 — Content Engineering:** mine sales calls for objections, turn them into content, feed the calendar.
- **Build 7 — LinkedIn Engagement:** profile visits, engagers, and connections routed into enrichment, AI qualification, and tiered outreach.
- **Build 8 — ABM Ads:** account scoring, tiered target lists, and signal-driven ad motions down to no-brainer offers and demos.

The 8 Builds serve three functions in the C(AI)MO system:

- **The Tier 3 menu.** Virtual C(AI)MO Build Sprints are no longer "consulting hours" — the client buys a named Build at a fixed price, shipped into production.
- **The certification exam.** A candidate becomes a certified C(AI)MO by shipping a scoped version of one of the 8 Builds in a live sandbox — the practical proof that the (AI)² and O factors of the equation are real.
- **The community library.** The adjacent asset is the plays library: the signal-based campaign plays practitioners run at scale (job changes of champions, closed-lost reopens, mutual VC portfolio companies, integration overlap, customer alumni, competitor-page followers, and the rest). Members contribute, benchmark, and vote on plays — the retention engine of the people solving for C.

What the practitioner layer deliberately does NOT contain is the rest of the equation: no positioning, no pricing, no brand, no narrative (M = Mastery), and no board-level ownership of the number (C = Command). That gap is exactly the difference between a 130,000–260,000 USD GTM engineer and the 200,000–250,000 USD C(AI)MO seat — and it is why the equation needs all four factors.

CHAPTER 5 — WHAT TO LOOK FOR IN A CV: THE HIRING SCORECARD

This chapter is written for founders, CEOs, and boards. It answers one question: how do you recognize this person in a stack of applications?

Screening signals — the T-shape pillar

- Career spans at least three distinct marketing disciplines with shipped, measurable results in each (e.g., SEO/content + paid + lifecycle), not three job titles doing the same thing.
- At least one discipline at genuine expert depth: talks, published frameworks, a community, or results that got noticed publicly.
- Evidence of strategy ownership, not only execution: they set positioning or channel strategy somewhere, and can narrate the reasoning.
- Portfolio breadth across company stages (startup chaos plus at least some scaled environment) is a strong plus.

Screening signals — the GTM pillar

- Owned a number, not just a budget: pipeline, revenue, or CAC/payback targets appear in their CV language.
- Cross-functional scope: worked formally across sales and/or customer success, ran RevOps, or built sales-marketing alignment mechanisms.
- Stack fluency named specifically: CRM administration or architecture (HubSpot/Salesforce), enrichment and outbound tooling (Clay, Apollo, Instantly, HeyReach), automation platforms (n8n, Zapier, Make), analytics/warehouse basics (SQL is a strong signal).
- Has personally built at least one system end-to-end: an outbound machine, a PLG funnel, a partner motion, a launch.

Screening signals — the AI pillar

- Shipped AI into production, not just "used ChatGPT": agent workflows, AI-assisted content systems, AI SDR/enrichment pipelines, custom GPTs or Claude projects the team actually uses.
- Can name their stack and their reasoning: which models, which tools, what failed.
- Understands governance: can discuss brand safety, hallucination risk, data privacy, and (in Europe) EU AI Act exposure without hand-waving.
- Builds without permission: side projects, internal tools nobody asked for. Ask the Gradient Ventures screening question: "What did you build last month that no one asked you to build?" The answer reveals whether the curiosity is real.

Red flags

- "AI-curious" language with zero shipped artifacts.
- Pure brand/comms background applying for a systems mandate (or vice versa: a pure automator with no narrative skill).
- Tool-collector CVs: twenty logos, no outcomes.
- Cannot explain how they measure marketing's contribution to revenue in one sentence.
- Believes their own skills need no significant update — the Gartner blind spot, walking into your office.

Interview architecture (three rounds)

- Round 1, the T-test: give a real positioning problem; look for structured breadth.
- Round 2, the build test: two hours, live, inside a sandbox stack — the candidate ships a scoped-down version of one of The 8 Builds (their choice), with kill criteria defined. You are hiring an operator; watch them operate.
- Round 3, the board test: they present a 12-month GTM + AI roadmap with budget and risks to the leadership team.

PART IV — THE PEOPLE

The role we are naming is new; the people are not. Across three lists, here are thirty-one leaders whose public work already demonstrates one, two, or all three pillars. Study them as an index of the profession being born. (These profiles are based on each person's public work and positions; roles change quickly — verify current titles before citing.)

CHAPTER 6 — ELEVEN T-SHAPED / FULL-STACK MARKETING OPERATORS

1. Rand Fishkin — Co-founder of Moz and SparkToro. Popularized the T-Shaped Web Marketer visualization in 2013; his career (SEO depth, then audience research, brand, and product) is itself the model. Study him for: how depth in one channel becomes a platform for breadth.

2. Brian Balfour — Founder/CEO of Reforge, ex-VP Growth at HubSpot. Turned the T-shape into a structured career playbook for growth professionals; Reforge is effectively the university of T-shaped operators. Study him for: growth loops, systems thinking about careers and channels.

3. Kevan Lee — Former VP Marketing at Buffer (later Polly, Oyster). Operationalized T-shaped hiring by publishing his team's real skill maps in 2017 — the reference implementation of the concept inside a company. Study him for: building T-shaped teams, not just being one.

4. Alex Hormozi — Founder of Acquisition.com. The clearest living example of full-stack commercial thinking: offers, pricing, lead generation, sales systems, and a content engine that publishes the entire playbook free while the business monetizes equity in the companies it helps scale — a portfolio reportedly generating over 200 million USD in combined annual revenue. Study him for: offer construction, content as trust infrastructure, and turning marketing cost centers into profit centers.

5. Matt Gray — Founder of Founder OS. Built a multi-business portfolio on one repeatable organic content system; treats content like an asset-management system, not a lottery ticket. Study him for: content systemization, founder-brand-to-community-to-product pipelines.

6. Ross Simmonds — Founder of Foundation Marketing, author of "Create Once, Distribute Forever." Depth in content and distribution, breadth across the full B2B funnel; early and loud on AI-assisted content operations. Study him for: distribution engineering and AI content workflows.

7. Amanda Natividad — VP Marketing at SparkToro. Combines content depth with product marketing, audience research, and brand; a model of the modern practitioner-leader who ships publicly. Study her for: zero-click content strategy and audience-first thinking.

8. Dave Gerhardt — Founder of Exit Five, ex-CMO of Privy and VP Marketing at Drift. Brand and demand depth plus community building; turned personal T-shaped credibility into the leading B2B marketing community. Study him for: brand voice, community as a moat.

9. Emily Kramer — Co-founder of MKT1, ex-marketing leader at Asana and Carta. Writes the most rigorous public thinking on T-shaped marketing team design and "pi-shaped" hires. Study her for: first-marketing-hire strategy and team architecture.

10. Kieran Flanagan — Marketing executive at HubSpot (SVP; previously CMO at Zapier). Growth depth (SEO, PLG) plus executive breadth; co-hosts a leading podcast on AI-era marketing with Kipp Bodnar. Study him for: the bridge between growth engineering and brand-level leadership.

11. Gust de Backer — Fractional CMO and growth hacker (gustdebacker.com), CXL-certified, 25,000+ monthly readers of his frameworks library (Pirate Metrics, OGSM, Business-Driven Marketing). Explicitly positions himself as a T-shaped marketer selling merged executive capability

fractionally — the closest living prototype of the Virtual C(AI)MO model in this book, and proof the European market buys it. Study him for: framework-led personal branding, the "Growth Ceiling" enemy concept, and packaging T-shaped depth as a fractional service.

CHAPTER 7 — TEN AI-FORWARD MARKETING AND AI EXECUTIVES

1. Kipp Bodnar — CMO of HubSpot. The reference case for an AI-transformed marketing org: responded to the collapse of click-through search (a majority of Google searches now end without a click) by building an answer-engine-optimization strategy and the "Loop Marketing" operating model; runs experimental AI pods with weekly learning cycles; reported an 82 percent lift in email conversions and AI-engine traffic converting at roughly three times normal rates. His thesis: AI produces infinite content, so judgment and taste become the CMO's sharpest assets. Study him for: rebuilding a marketing org's operating system around AI while owning revenue outcomes at 3+ billion USD scale.

2. Kate Rouch — First CMO of OpenAI (previously CMO at Coinbase; stepped down in April 2026 for health reasons). Led global marketing as ChatGPT became a mainstream platform and company revenue passed 20 billion USD; oversaw OpenAI's first Super Bowl campaign. Study her for: marketing the AI category itself — trust, narrative, and mass adoption.

3. Takeshi Numoto — CMO of Microsoft. Named among the world's most influential CMOs while steering the largest AI-driven repositioning in enterprise software (Copilot era). Study him for: AI-first brand and product marketing at maximum scale.

4. Lara Balazs — Adobe marketing leader, cited among the most influential CMOs wrestling with generative tools that produce infinite content while taste and trust become scarce. Study her for: brand stewardship in a generative world.

5. Philippe Rambach — Chief AI Officer of Schneider Electric, one of the earliest CAIOs (role created in 2021). His operating principle — AI always starts with a business need, not the technology — is the governance mindset the C(AI)MO must carry. Study him for: mature CAIO practice and business-first AI deployment.

6. Aja Frost — Senior Director of Global Growth at HubSpot; co-architect of the Loop Marketing transition. Represents the executive-adjacent operator: deep SEO/growth practitioner who led the pivot to AI-era discovery. Study her for: hands-on leadership of an AI transition inside a large team.

7. Paul Roetzer — Founder/CEO of the Marketing AI Institute and co-author of the foundational literature on AI for marketers; built the MAICON conference into the industry's meeting point. Study him for: AI literacy programs and the roadmap from pilot to transformation.

8. Christopher S. Penn — Co-founder of Trust Insights. The most technically rigorous public educator on AI in marketing: data science depth translated into marketing operating practice. Study him for: the analytical floor every C(AI)MO should reach.

9. Andrew Chen — General Partner at a16z, ex-Uber growth leader, author of "The Cold Start Problem." Bridges growth science, network effects, and now AI-native consumer companies. Study him for: growth theory that survives platform shifts.

10. The dual-CMO experiment (OpenAI) — a structural case rather than a person: OpenAI at one point ran two CMOs simultaneously — one for brand and culture, one for product and AI-driven

growth — a public admission that the classical single CMO mandate had grown too broad for one cognitive model. The C(AI)MO thesis is the opposite resolution of the same tension: rebuild one leader with both halves. Study it for: what boards will do if this book's role does not exist.

CHAPTER 8 — TEN GTM LEADERS AND ENGINEERS

1. Maja Voje — Author of "Go-To-Market Strategist," advisor to 750+ companies (background: Google, Rocket Internet, Bayer, Heineken). Runs the GTM Strategist research franchise; her 2026 State of GTM Engineering (with survey data across hundreds of GTM leaders) is the field's census. Study her for: GTM frameworks for pre-PMF companies and the AI-agents GTM playbook.

2. Sangram Vajre — Co-founder/CEO of GTM Partners; co-founded Terminus; led marketing at Pardot through the ExactTarget and Salesforce acquisitions; WSJ-bestselling author of "MOVE." Effectively created the modern GTM category conversation. Study him for: GTM operating systems and category creation — including how to build the community around a discipline.

3. Kyle Poyar — Operating Partner (OpenView background), author of the Growth Unhinged newsletter. The leading public analyst of PLG monetization and, with Maja Voje, co-author of the State of B2B GTM research. Study him for: pricing, PLG, and evidence-based GTM benchmarks.

4. Chris Walker — Founder of Refine Labs and Passetto. Forced the industry to confront broken attribution and rebuilt the demand model around dark social and qualitative signal. Study him for: demand strategy and the courage to kill legacy playbooks.

5. Elena Verna — Growth leader (Amplitude, Miro, Dropbox, Lovable) and the most influential voice on growth models and monetization loops in SaaS. Study her for: growth architecture and the interim/fractional executive model done at the highest level.

6. Brendan J. Short — Author of The Signal; wrote the defining 2024 essay "The Rise of the GTM Engineer" and continues to define the role's boundaries, hiring, and compensation. Study him for: what GTM engineering is and is not.

7. Patrick Spychalski — Founder of The Kiln, a Clay agency (recently acquired), building at the bleeding edge of AI-powered outbound systems. Study him for: the practitioner ceiling of GTM engineering.

8. Jason Lemkin — Founder of SaaStr. The broadest public dataset of SaaS GTM patterns — hiring, quota math, founder-led sales — now increasingly focused on AI's impact on SaaS GTM. Study him for: stage-by-stage GTM benchmarks.

9. Andrei Zinkevich — Co-founder of Fullfunnel.io. Rigorous, practical ABM and full-funnel B2B GTM for European mid-market realities. Study him for: GTM without Silicon Valley budgets — highly relevant for Romanian and CEE companies.

10. Sahil Mansuri — CEO of Bravado, builder of the world's largest sales community. Study him for: the community-as-distribution model applied to a profession — the same move this book proposes for the C(AI)MO.

PART V — THE BUSINESS CASE

What the full-time role costs

Benchmarks from 2026 compensation data:

- Average US CMO base salary sits around 226,000 USD; with employer-side costs of roughly 28–35 percent (taxes, insurance, benefits) the true annual cost of a full-time CMO lands between **270,000 and 320,000+ USD**, before equity and a 25,000–50,000 USD search fee. High-growth tech CMO packages run far higher.
- CAIO compensation runs **300,000 to 700,000+ USD** at enterprises; startup CAIOs typically 300,000–500,000 USD base plus equity.
- Senior GTM engineers alone command 130,000–260,000 USD plus equity.

Hiring all three separately is a 700,000 to 1,200,000+ USD annual leadership bill — absurd for any company under serious scale, and organizationally incoherent even for those that can pay it.

The merged role is therefore not only strategically superior; it is the only affordable structure. A realistic full-time package for a C(AI)MO at a growth-stage tech or Web3 company is **200,000 to 250,000 USD per year** plus meaningful equity — replacing two to three seats, and cheaper than the fully loaded cost of one classical enterprise CMO.

What the role returns

- Organizations with dedicated AI leadership report roughly 10 percent higher return on AI investment — and marketing is the function with the largest immediate AI surface.
- The HubSpot case shows what an AI-rebuilt marketing engine yields: material conversion lifts and premium-converting AI-channel traffic while competitors' search traffic evaporates.
- Team density: one C(AI)MO plus two or three T-shaped marketers plus one GTM engineer now outproduces the ten-person specialist departments of 2021 — at roughly half the payroll.
- Risk reduction: a single accountable owner for AI governance in the revenue org, at exactly the moment regulation (EU AI Act) makes ungoverned customer-facing AI a legal exposure.

PART VI — THE VIRTUAL CMO: THE FRACTIONAL ALTERNATIVE

The market has already voted

For companies that cannot justify 200,000–250,000 USD plus equity, the answer is not a junior hire and it is not "wait." It is fractional access to the same merged capability. The fractional executive market has gone structural:

- The number of fractional marketing leaders roughly **doubled to about 120,000** between 2022 and 2024, and fractional CMO adoption has grown by triple-digit percentages in two years; nearly half of startups now rely on fractional marketing leadership.
- Typical pricing: **5,000 to 15,000 USD per month** for standard engagements, 10,000–40,000 for larger growth-stage scopes; hourly advisory at 200–500 USD.
- Companies report **40–70 percent cost savings** versus a full-time hire, with engagements starting in one to two weeks instead of a three-to-six-month executive search.
- Research cited by the fractional industry (including Harvard Business Review analysis) indicates fractional executives often stay in roles longer than full-time executives and perform measurably well — the model is not a compromise; it is a different product.

The Virtual C(AI)MO: the service we offer

The classical fractional CMO sells strategy hours. The **Virtual C(AI)MO** sells the merged capability as a productized system:

- **Tier 1 — Diagnostic (one-time):** the 30-day revenue-system audit from Chapter 4 (funnel math, stack map, AI maturity score, team skills matrix), delivered with a 12-month roadmap.
- **Tier 2 — Virtual CMO Core (retainer):** the weekly operating cadence installed and led; GTM strategy ownership; stack and agent portfolio management; monthly board reporting. Positioned at a fraction of the 250,000 USD full-time benchmark.
- **Tier 3 — Build Sprints (project):** GTM engineering deliverables shipped by the operator team, not just recommended — sold from **The 8 Builds menu** (Inbound Orchestration, TAM Sourcing, CRM Enrichment, Automated Outbound, Signal Tracking, Content Engineering, LinkedIn Engagement, ABM Ads), each a named Build at a fixed price, shipped into production.
- **Tier 4 — Transition:** we hire and onboard your full-time C(AI)MO using the Chapter 5 scorecard, then step back to advisory. The service is designed to make itself optional — which is exactly why clients trust it.

The strategic asymmetry: agencies sell execution without accountability for the number; consultants sell advice without hands on the stack; classical fractional CMOs sell seniority without AI-builder capability. The Virtual C(AI)MO is the only offer that combines the number, the stack, and the build.

PART VII — BUILDING THE CATEGORY: COMMUNITY, CERTIFICATION, MARKETPLACE

The CMOx precedent

Community management became a profession because someone gave it a name, a gathering, a body of knowledge, and a career ladder. Casey Stanton did exactly this for fractional CMOs with CMOx; Sangram Vajre did a version of the same for GTM with GTM Partners and its ecosystem; Sahil Mansuri did it for sales with Bravado; Dave Gerhardt did it for B2B marketing with Exit Five. The pattern is proven: **name the profession, convene it, certify it, then match supply with demand.**

The four-stage playbook for the C(AI)MO category

- **Stage 1 — The Book and the Manifesto.** This document, published and distributed free in the Hormozi model: give the full playbook away; monetize the services and the network, not the information.
- **Stage 2 — The Community.** A vetted space for practitioners living at the intersection — T-shaped marketers leveling up on AI and GTM, GTM engineers leveling up on strategy, CMOs escaping the blind spot. Weekly teach-downs, the shared plays library (signal-based campaign plays contributed, benchmarked, and voted by members), shared agent libraries, stack benchmarks (the Operator Matrix as the living database at its core). The people solving for C.
- **Stage 3 — The Standard.** A practical certification built on the Chapter 5 scorecard: candidates pass by shipping a scoped version of one of The 8 Builds in a live sandbox. Certification gives companies a hiring signal and gives operators a career ladder. You solved for C.
- **Stage 4 — The Marketplace.** Matching: companies that need the role — full-time or virtual — matched with certified operators. Placement for full-time seats; our own bench for Virtual CMO engagements. The community feeds the marketplace; the marketplace funds the community.

Why the timing window is now

Only around 45 percent of organizations even understand the adjacent GTM engineer role; the CMO blind spot is publicly documented; the CAIO norm is one year old. Categories are named in exactly this kind of fog. In 24 months the titles will consolidate — under someone's name and someone's framework. The only question is whose.

CONCLUSION — THE MANIFESTO

Every platform shift renames the person in charge of growth. The web gave us the Digital Marketer. Mobile and social gave us the Growth Hacker. SaaS gave us the CRO and RevOps. AI gives us this: one leader, three natures.

Broad enough to see the whole board — the T-shape. Accountable enough to own the whole number — the GTM officer. Fluent enough to build the machine personally — the AI officer.

Companies that install this leader will run revenue organizations that are smaller, faster, cheaper, and smarter than their competitors'. Companies that keep a classical CMO — respected, experienced, and unable to read the machine — will watch the mandate leak away to other functions until the seat itself is questioned, exactly as Gartner's data already shows.

And companies that cannot yet afford the seat have no excuse either: the capability now exists as a service.

The role exists. The people exist — thirty-one of them are indexed in this book. The name exists: C(AI)MO. The equation exists: $C = (AI)^2 \times M \times O$. The machine exists: the Revenue Refinery and The 8 Builds. What was missing was the standard and the place where they gather.

That is what we are building. Solve for C.

APPENDIX A — SOURCES AND FURTHER READING

All statistics paraphrased from public sources; verify current figures before external publication.

- IBM Institute for Business Value, 2026 CEO Study (with Oxford Economics): CAIO adoption 26% to 76% in one year; reskilling projections; AI decision-making forecasts.
ibm.com/think/news/rise-chief-ai-officer
- Gartner press release, February 2026: CMO "AI Blind Spot" survey (402 senior marketing leaders, Aug–Oct 2025); 65%/32% gap; 15% CEO confidence; 2027 replacement prediction.
gartner.com/en/newsroom
- Gartner 2026 CMO Spend Survey commentary via CMSWire: 70% name AI leadership a priority, 30% report maturity to scale it.
- ZoomInfo Pipeline: GTM Leader Guide and GTM Engineer analyses; hiring doubling; role definitions.
- Maja Voje, "The 2026 State of GTM Engineering," GTM Strategist Substack; and the 2026 GTM tools survey with Kyle Poyar (195 B2B GTM leaders).
- Kyle Poyar, Growth Unhinged: GTM engineer Google Trends and job-posting analysis (~45 posts/month; 1:92 vs SDR postings).
- Gradient Ventures, "The Rise of the GTM Engineer" (2026).
- Cleanlist, "What is GTM Engineering? The Complete 2026 Guide": salary ranges, stack composition.
- Brendan J. Short, The Signal: "26 FAQs about GTM Engineering in 2026"; "The Rise of the GTM Engineer" (2024).
- Fivos Aresti / workflows.io, "GTM Engineer Cheat Sheet": the practitioner layer — 5 responsibility buckets, tech stack wheel, campaign plays, and the 8 workflows adopted in this book as The 8 Builds.
- MindStudio, TechJack Solutions, Shawn Kanungo: CAIO role guides, compensation ranges, named CAIO companies, Schneider Electric case.
- Forbes, "The 2026 World's Most Influential CMOs List": Kipp Bodnar, Kate Rouch, Takeshi Numoto, Lara Balazs profiles.
- HubSpot INBOUND 2025 / UNBOUND 2026 materials: Loop Marketing, answer engine optimization, 82% email conversion lift, AI traffic converting at 3x; 58.5% of Google searches ending without a click.
- Semrush research on hybrid AI/search buyer journeys (33% search-to-AI, 26% AI-to-search); AI Overviews coverage and click impact.
- BIMA, "Leveling Up the T-Shaped Marketing Framework": history of the concept (Tekula 2012, Fishkin 2013, Balfour, Buffer/Kevan Lee 2017).
- CXL, "Definition, Value and Power of a T-Shaped Marketer."

- [Averi.ai](#), [Chatterbuzz](#), [Digital Applied](#), [Remarkable Agency](#), [Winston Francois](#): 2026 fractional CMO market data — pricing bands, 40–70% savings, ~120,000 fractional leaders, adoption growth.
- [Silicon Valley Times](#) / [Stormy AI](#): [Alex Hormozi](#) and [Acquisition.com](#) content-to-equity model, 200M+ USD portfolio revenue.
- [Userpilot](#): [Maja Voje](#) profile (750+ companies advised; Google, Rocket Internet, Bayer, Heineken background).
- [Copy.ai](#): GTM AI leaders to follow ([Sangram Vajre](#), [Sahil Mansuri](#) profiles).
- [Tom Orbach](#), [MarketingIdeas.com](#) and "Marketing Moonshots"; [Charlie Hills](#), [MarTech AI](#); [Shlomo Genchin](#), [Unbore/CopyTemplates](#); [Gust de Backer](#), [gustdebacker.com](#); [Casey Stanton](#), CMOx and "The Fractional CMO Method."
- [Dan Martell](#): "Buy Back Your Time," [Martell Ventures](#), [APEX](#) autonomous agent platform (2026).

APPENDIX B — THE ONE-PAGE INFOGRAPHIC

The complete thesis on one page, in the visual system of the brand (cream and forest green, Webness indigo and lime): the three circles, the collapse rule, the Think-Own-Build pillars, and the market data.

3 JOBS. ONE C(AI)MO.

The T-Shaped Marketer, the Chief GTM Officer, and the Chief AI Officer are not three hires. They are three fragments of **one new executive role** — and the intersection is the job.



REMOVE ONE CIRCLE AND THE ROLE COLLAPSES

- AI** T-Shape + GTM = a very good 2019 growth VP. Obsolete on arrival.
- GTM** T-Shape + AI = brilliant content-and-tools person. No revenue accountability.
- T** GTM + AI = a RevOps automator. No positioning, no brand, no narrative.

1 • THINK

The T-Shaped Marketer

- ✓ Fluent across every discipline: content, paid, SEO, lifecycle, brand
- ✓ Expert depth in 2-3 verticals
- ✓ AI fluency is the new base of the T

2 • OWN

The Chief GTM Officer

- ✓ One system: marketing + sales + RevOps + success
- ✓ Owns pipeline, CAC, payback — not just budget
- ✓ Hands inside the stack: CRM, Clay, n8n

3 • BUILD

The Chief AI Officer

- ✓ Ships agents and automations into production
- ✓ Governs AI risk: brand safety, EU AI Act
- ✓ Trains the team — teach-downs every month

76%

of orgs now have a Chief AI Officer — up from 26% in one year (IBM, 2026)

15%

of CEOs rate their CMO as AI-savvy (Gartner). The blind spot is real.

2x

GTM engineer hiring doubled, two years in a row (ZoomInfo)

\$250K

one merged seat replaces \$700K+ of three separate executives

C(AI)MO • THE 10X CMO

One leader. Three natures. Think • Own • Build — Razvan Laichici, 2026

The C(AI)MO one-page infographic: 3 jobs, one C(AI)MO.

APPENDIX C — THE C(AI)MO CHEAT SHEET (ONE PAGE)

The entire operating system on one page, in the practitioner cheat-sheet genre: the equation decoded, the three pillars, the Revenue Refinery pipeline, The 8 Builds, the best campaign plays, and the hiring red flags. Built as the lead magnet of the book — distribute free, in the Hormozi model.

C(AI)MO

CHEAT SHEET

The 10x CMO for the AI Era

$$C = (AI)^2 \times M \times O$$

C = Command · you run the machine
(AI)² = Artificial Intelligence × Augmented Intuition
M = Mastery (T-shaped) · O = Ownership (the number)
Solve for C.

1 · THINK

The T-Shaped Marketer

- ✓ Fluent across every discipline
- ✓ Expert depth in 2-3 verticals
- ✓ AI fluency = new base of the T

2 · OWN

The Chief GTM Officer

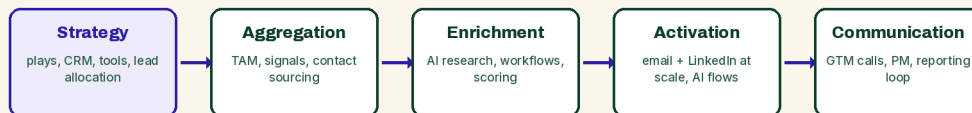
- ✓ One system: mkt + sales + RevOps + CS
- ✓ Owns pipeline, CAC, payback
- ✓ Hands inside the stack: CRM, Clay, n8n

3 · BUILD

The Chief AI Officer

- ✓ Ships agents into production
- ✓ Governs AI risk: brand, EU AI Act
- ✓ Monthly teach-downs for the team

THE REVENUE REFINERY — THE PIPELINE YOU COMMAND



Maps onto the weekly cadence: Monday council = Communication · Tue-Thu build blocks = Aggregation / Enrichment / Activation · Friday review = Strategy

THE 8 BUILDS — EVERY COMPANY ENDS UP NEEDING THESE



3 roles in the system: the Tier 3 Build Sprints menu · the certification exam (ship one Build) · the community library

CAMPAIGN PLAYS (THE LIBRARY)



HIRING RED FLAGS

- ✗ "AI-curious" with zero shipped artifacts
- ✗ Tool-collector CV: 20 logos, no outcomes
- ✗ Cannot link marketing to revenue in 1 sentence
- ✗ Believes own skills need no update (the blind spot)

76%

orgs now have a Chief AI Officer
(26% a year ago)

15%

of CEOs rate their CMO as
AI-savvy

2x

GTM engineer hiring, 2 years in
a row

\$250K

one merged seat replaces
\$700K+ of three

C(AI)MO · An AI CMO is not a software. It is an executive who runs the software.

You are the m. · Solve for C.

The C(AI)MO Cheat Sheet: the equation, the refinery, The 8 Builds — one page.