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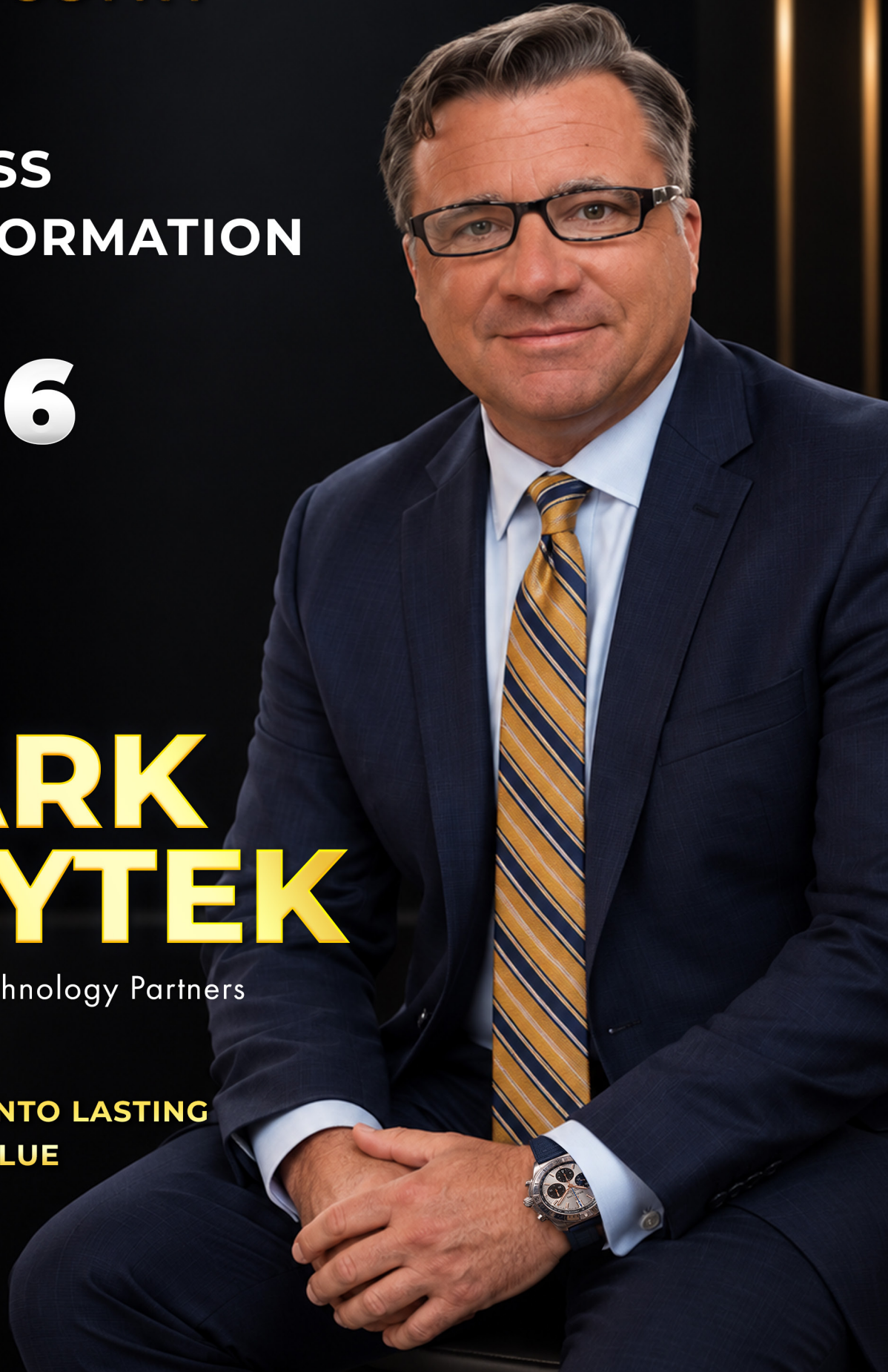
OF INDUSTRY

**BUSINESS
TRANSFORMATION
ICON
2026**

**MARK
VOYTEK**

CEO — Voytechnology Partners

**TURNING AI INTO LASTING
BUSINESS VALUE**



MARK VOYTEK

Leveraging Technology and AI to Turn Transformation into Lasting Business Value

Founding Partner, Next Stage Trajectory

Founder, Voytechnology Partners

Author, *Inverting the Pyramid* • Creator, PyramidPulse

Mark Voytek has spent more than three decades helping companies change how work gets done, spanning global sourcing, outsourcing, shared services, automation, SaaS, and now AI and Agentic AI. Throughout that evolution, his belief has remained consistent:

“Technology by itself isn’t transformation. You have to change the process, the operating model, and the way people work. And then you have to capture the value.”

As a Partner at EY, Voytek led Outsourcing and Automation Advisory within its Global Business Services leadership team and helped transform the firm’s procurement, finance, and IT operations. He later served as Chief Customer Officer at Sirion, gaining a 360-degree view of tech-enabled business transformation through advising, building, selling, and operating.

Today, through Voytechnology Partners, he advises enterprises and emerging companies, applying AI across business functions. As a Founding Partner of Next Stage Trajectory, he helps founders grow from approximately \$1 million to \$10 million in recurring revenue. He also works with universities and advisory councils on AI, leadership, professional selling, and the future of work.

His latest book, *Inverting the Pyramid*, identifies four career accelerators for the AI era: Brand, Business Development, Leadership, and Leverage. His PyramidPulse platform extends that framework through Career Intelligence.



FOR ADVANCING TECH-ENABLED BUSINESS TRANSFORMATION ACROSS GLOBAL ENTERPRISES AND EMERGING COMPANIES WHILE DEVELOPING FUTURE BUSINESS LEADERS FOR AN AI-ENABLED WORLD.

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RECOGNIZES **MARK VOYTEK** AS A
BUSINESS TRANSFORMATION ICON 2026.

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McKinsey's 2026 State of AI survey found that 80 percent of respondents say AI has improved their own productivity, yet only 37 percent report any impact on enterprise EBIT. Why isn't one becoming the other?

MARK VOYTEK:

Because productivity that isn't captured isn't value. We've seen versions of this before.

I've spent a big part of my career helping companies transform global operations: outsourcing, shared services, GBS, automation, procurement, finance, IT, and other enterprise functions. The technology keeps changing. The transformation problem is remarkably similar. You don't create sustainable value by putting new technology on top of an old process.

I think too many companies are asking, "How can AI make this task faster?" That's fine. It's a start. The better question is, "If we were designing this process today, with AI and AI agents available to us, would we design it this way at all?" Now you're talking about transformation.

If AI saves someone 30 minutes a day, that's productivity. If it does that for 20,000 employees, theoretically you've created 10,000 hours of capacity every day. But where do those hours go? Unless someone changes the process, resets the baseline, and decides what people should do with that capacity, a lot of it just disappears back into the organization.

That's one reason I think GBS is such a natural place for enterprise AI. GBS already thinks across processes. It has metrics, service levels, global delivery experience, and governance. AI and Agentic AI are another evolution of the delivery model.

And somebody still has to own the outcome. If an employee does the work, somebody is accountable. If software does the work, somebody is accountable. If an AI agent does the work, somebody is still accountable.

Companies that treat AI as another technology rollout will get some interesting pilots. Companies that use AI to rethink how work gets done can get transformation.



You advise Fortune 500 companies adopting AI while working with founders who are building it. What does each side misunderstand about the other?

MARK VOYTEK:

They often come into the conversation speaking different languages. Large companies buy outcomes and reduced risk. Founders love their products, and they should. But because they're passionate about what they built, they sometimes sell the product instead of the business outcome.

I've sat in all three seats. I've been the Big Four advisor helping companies evaluate technology and change their operating models. I've been the executive inside a SaaS company selling to Fortune 500 companies. And today I'm working with founders while also advising large companies trying to understand what AI means to their businesses.

The founder walks in saying, "Look what this technology can do." The executive is thinking, "How does this fit into my environment? How do I integrate it? Is it secure? Who owns it? Will it scale? What happens if it doesn't work? And what's the value?" That's the disconnect.

AI makes it even more interesting, because companies can increasingly build things themselves. Saying "We have AI" isn't much of a differentiator anymore. So what's hard to replicate? Your domain expertise. Your data. Your understanding of the workflow. Your integration. Your distribution. Your relationships. Your governance. Your ability to actually deliver an outcome. That's where the value is.

Enterprises misunderstand startups too. A six-month proof of concept might not mean much financially to a Fortune 500 company. For a startup, six months can be runway. So define success upfront. What are we testing? What does success look like? And if it works, what happens next? That's better for everybody.



At Next Stage Trajectory, you work with founders on the journey from roughly \$1 million to \$10 million in ARR. Why that stage, and how has it changed your view of innovation?

MARK VOYTEK:

Because that's where a good idea has to become a real company. Getting to the first million dollars in recurring revenue usually proves something important: somebody is willing to buy what you've built. But getting from \$1 million to \$10 million is a very different journey.

You can't have the founder in every sales call, solving every customer issue, or making every decision based on what's in their head. You need a repeatable go-to-market model. You need leadership, metrics, partnerships, leverage, and capital readiness. And you need to understand what is actually creating enterprise value. That's the journey we help companies navigate.

It's also very different from working inside a Fortune 500 company. Large companies are generally designed to manage and reduce risk. A \$2 million company had better be willing to take some risk. It needs to learn fast.

AI is accelerating that. It's never been easier to build certain kinds of technology. That's great. But if everybody can build faster and cheaper, the fact that you built something isn't the differentiator it once was.

So again, what's difficult to copy? Relationships. Reputation. Distribution. Deep domain expertise. And trust, which is really difficult to copy.

Interestingly, that's also what I'm seeing with careers. AI is making capability more abundant. That doesn't mean skills don't matter. Of course they matter. It means skills alone aren't enough.

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You argue that individuals deserve the kind of intelligence companies and investors take for granted. How did Inverting the Pyramid lead you to Career Intelligence?

MARK VOYTEK:

It actually started long before the book. Consulting has traditionally operated as a pyramid. Partners are at the top. Analysts and consultants are at the bottom. The junior people do a lot of the work, and the senior people present it. I never really liked that.

If an analyst helped me build a ten-page deck, I'd ask, "Which slide do you want to present?" Usually they'd look at me like I was crazy. "You mean I'm going to the meeting?" Yes. You're going to the meeting.

The first time, maybe they present one slide. Next time they present three. Eventually they present all ten. Eventually I don't have to go.

And they'd always ask, "What happens if I make a mistake?" You're going to make mistakes. Just don't lose a million dollars. Don't get us sued. Nobody dies. And don't make the same mistake three times.

That's what inverting the pyramid meant to me. Give people the reps. Give them exposure. Give them credit. Let them get uncomfortable. Let them learn.

But I also started seeing another problem. Early in your career, you're rewarded for execution. Work hard. Do great work. Be dependable. Know your subject. Then the rules change. Suddenly your relationships matter. Your brand matters. Business development matters. Leadership matters. Your ability to leverage other people and technology matters.

Nobody sends you an email saying, "By the way, the rules changed Tuesday." That's why good people get stuck. That's what led to Inverting the Pyramid and the four dimensions I focus on: Brand, Business Development, Leadership, and Leverage. Then I started thinking about the bigger issue. Companies have business intelligence. Investors have market intelligence. We measure almost everything in business. Why wouldn't we do something similar with our careers?

Most people manage a 40-year career with a résumé, an annual performance review, and maybe a call from a recruiter. That doesn't make much sense to me. That's where Career Intelligence came from.



What is a Career Intelligence Engine, and why did you design PyramidPulse to pair AI with human experience rather than let AI do the coaching?

MARK VOYTEK:

Because AI and experience do different things well.

I'm spending a lot more time on university campuses now, guest lecturing and working with business school programs and advisory groups. I work with students on professional selling, AI, leadership, career development, and what it actually takes to differentiate yourself. And I learn from them too. These students are preparing for careers where some of the jobs they're preparing for are changing before they even graduate. That's a pretty interesting problem.

PyramidPulse is designed to give someone more intelligence about their own career. Where are you today? Where are you trying to go? What are your strengths? Where are the gaps? What relationships do you have? What does your brand look like? What opportunities should you be thinking about? AI can help us do that at a scale that wasn't possible before.

But I don't want AI telling somebody, "Here's what you should do with your life." I've had promotions I didn't get. I've had jobs that worked and others that didn't. I've changed industries. I've been a consultant, partner, SaaS executive, entrepreneur, advisor, and mentor. I've made mistakes. I've had great mentors, and I've mentored a lot of people myself. There's judgment that comes from those experiences, and AI hasn't lived them.

So use both. Let the assessment give us evidence. Let AI find patterns and generate possibilities. Let experience and judgment help determine what actually makes sense. That's how I think about AI generally, and it's how I use it across my own advisory work, with large enterprises and startups alike. Use AI to accelerate your thinking. Don't use it to outsource your judgment.



Stanford research shows early-career workers in the most AI-exposed occupations have seen a 16 percent relative decline in employment. If AI is thinning out the base of the pyramid, how do we develop future leaders?

MARK VOYTEK:

This is probably the AI question that concerns me the most.

Think about how people traditionally learned in consulting. You built the spreadsheet. You did the research. You created the PowerPoint. You sat in the meeting. You watched somebody more senior handle a difficult client. Then somebody gave you one slide. Eventually you got three. Then ten. Then maybe you ran the meeting. Those were the reps.

AI can now do a lot of that foundational work. That's great for productivity. But what happens if we automate away the experiences that taught people how to think? You can't tell a 22-year-old, "AI does the junior work now. Come back when you have ten years of experience." Where are the ten years supposed to come from?

That's why I think companies and universities have to be much more deliberate about giving people experiences earlier. I'm doing more of that in my university work today. Don't just teach students about selling; put them in a situation where they must sell. Don't just teach them leadership; give them something to lead. Don't just explain AI; have them use it and then defend whether the answer is right.

Give them the reps. That's really the modern version of inverting the pyramid. It's also why I think Brand, Business Development, Leadership, and Leverage become even more important as AI gets better. Leverage absolutely includes AI. But AI doesn't eliminate the need for leadership. It doesn't eliminate relationships. It doesn't eliminate trust. And it doesn't eliminate judgment.

I've spent most of my career helping businesses transform how work gets done: global operations, sourcing, GBS, automation, technology, SaaS, and now AI. The next challenge is bigger. If we're going to transform the work, we also must transform how we develop the people who will eventually lead it.

That's the part I don't think we can afford to get wrong, and it's why I do what I do.

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