

Tines Almanac
Vol. One

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Foreword

TO

YOU

WHO

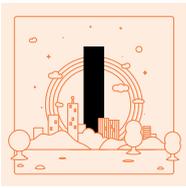


Eoin Hinchy
CEO and co-founder

DEAL

IN

UNCERTAINTIES



GREW UP ON A 13-ACRE HOMESTEAD in rural North Roscommon. My parents were Dublin “city slickers” with zero experience in agriculture, but they took a chance. They were able to survive, grow, and ultimately thrive

with the help of a single, tactical book: a farmer’s almanac. The almanac didn’t so much predict the future. It instead gave them instructions to meet the future. It taught them that if they just focused on the basics—planting the right seeds, harvesting on time—they could weather any storm... drought or a deluge. That is the spirit of the *Tines Almanac*.

We are operating in a world of massive uncertainty. Between potential AI bubbles, tariffs, and shifting markets, there are storms we simply cannot control. But the message of this book is that we are in complete control of our own destiny. If we execute on our basics, we win.

But execution first and foremost requires clarity and transparency. In that spirit, we are doing something relatively unorthodox for a private startup: we are publishing our entire playbook. Most companies at our stage closely guard their secrets. They blanket customer numbers, revenue, strengths, weaknesses,

and future growth plans in confidentiality. We’re taking a different path. Everyone who has a stake in Tines’ success also has an interest—and a right—to know where we’re heading and why.

Note that there are exceptions: We will guard customer data and confidentiality agreements as we always have. Elements of our security posture won’t be disclosed for obvious reasons. And there’s one major upcoming product that we will touch upon without divulging too many details at this time. Also note that this is a snapshot in time: the Almanac was written this past December and January and reflects our most educated forecasting at that time. Forecasts can be wrong, especially considering the pace of change in technology. However, the principles and logic laid out here remain our north star, offering a framework for navigating whatever comes next.

To our customers, this is our promise of durability. To Tinos*, I hope this Almanac provides additional inspiration and confidence to help us collectively transition from a startup to a generational company. The final pages of this Almanac are blank for a reason. It’s time to write your own future. **EH**

.....
* *Members of our team.*

Contents

4	<i>Foreword</i>		
10	A TINES YEAR		
14	The fun part is that it's hard Reflecting on our biggest year yet	68	Narrative as culture <i>Why intelligent workflows</i> is more than a tagline
24	<i>Introducing</i> Builder Connect	72	A brand for the future of work
26	Making the right decisions the easy ones Operations at Tines	80	BUILD AND GROW
37	Organization growth <i>Introducing</i> Data Stories	84	Better, better, never best Building a world-class GTM engine
38	<i>Introducing</i> Tines × Tines	92	Embracing the challenge Turning friction into opportunity
40	CULTURE AND COMMUNITY	100	Fewer, bigger bets Partnership in the year ahead
44	Humble and unstoppable Scaling the soul of Tines	106	Building for builders The philosophy behind the product
52	Organizational load	114	Platform adoption velocity
56	The new growth engine Bringing Product-Led Growth to Tines	118	Product strategy and reflections A team conversation
62	From good intentions to guaranteed outcomes Evolving our post-sales experience	126	The innovator's solution Project 3B
		134	TINES INSIDE OUT
		138	Building customer-grade trust at scale Legal and Security in partnership
		146	Platform acceleration
		150	Invisible wins How we build Tines under the hood
		156	<i>Acknowledgments</i>
		161	<i>Notes</i>

Q1 · FEBRUARY · MARCH · APRIL



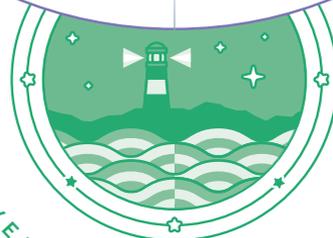
Q3 · AUGUST · SEPTEMBER · OCTOBER



Q2 · MAY · JUNE · JULY



Q4 · NOVEMBER · DECEMBER · JANUARY





A TINES YEAR: While the next twelve months build on strong foundations, progress requires change. We must leave the past behind and critically reassess the techniques and processes that got us here, not just celebrate them. This requires us to be intentional about what we keep, what we discard, and what we build.



The fun part is that it's hard

Reflecting on our biggest year yet



Eoin Hinchy
CEO and co-founder



Thomas Kinsella
Co-founder

THE AUDIT

2025 was a turning point. Case in point: Early in the year, we faced a massive audit from a major financial institution. It was the kind of high-stakes, enterprise-grade scrutiny that breaks younger companies. We passed it, and the team performed historically well. But the way we passed it told us everything we needed to know about where Tines was and where it needed to go.

In the past, we would have relied on what we call “hero ball.” Individual Tinos prided themselves on dropping everything, working all weekend, and fixing the problem through sheer cognitive horsepower and brute force. That scrappy, do-whatever-it-takes mentality got us from \$0 to \$1 million, and from \$1 million to \$10 million. It was a superpower.

But during this audit, we realized that the old instincts were starting to fail. The scale of it demanded more. No individual... actually not even any *team*... could accomplish it with hero ball tactics because at our new size, there were fifteen other customers waiting in the wings and ten other projects needing attention. Relying on individual acts of heroics was no longer a badge of honor; it was a systemic risk. As Thomas put it in the moment: “Oh shit, we’re in a different ballgame”.

That realization defined 2025. It was the year we learned that what got us here, namely hustle, brilliance, and patching gaps with sweat equity, would not get us where we are going. We had to shift from speed alone to speed with structure.

THE HARDEST (AND BEST) YEAR YET

If we had to characterize the last 12 months, we'd say it was one of the hardest years in recent memory, but also unequivocally the most successful. And honestly? It's fun *because* it's hard. The difficulty defines the experience. If this were easy, we wouldn't be learning, and 2025 was a year of immense, accelerating learning.

On paper, the wins were relentless. We hit more significant milestones than in any prior year: record revenue, new product launches, landmark seven-figure deals, and key strategic hires. We raised a Series C led by *Goldman Sachs* and *SoftBank*. We received a \$1B+ valuation event we hadn't even planned for at the start of the year. We did this while watching many companies in our cohort stall out, and the SaaS industry in general produced what we call "unicorpses"; stuck at old billion-dollar valuations with nowhere to go.

Meanwhile, we accelerated. But growing from 50 to 500 people is a completely different challenge than growing from 10 to 50. It is requiring us to make difficult decisions, install new systems, and occasionally break things that used to work perfectly.

When we look at the "win" column, two things stand out: our culture and our ability to self-disrupt. Going into a year of such rapid scaling, our biggest fear was losing the team alignment that makes Tines special. We were worried about keeping the team

We had to shift from speed alone to speed with structure.

happy and motivated while introducing so much process. But the resilience of this team blew us away. Despite the pressure, the engagement surveys and the vibe in the office reinforce that the team is bought in, motivated, and proud to be here.

Secondly, we proved we aren't afraid to disrupt ourselves. We successfully evolved our go-to-market strategy to target IT teams, expanding beyond our stronghold in security. We made bold personnel moves, taking successful leaders like our Head of Product Stephen and Head of Sales Development Blake and reassigning them to new, critical missions mid-year. In many organizations, that causes panic. At Tines, it was met with trust.

It's still early, but initial signals suggest that we are doing well on category creation. We started talking about "intelligent workflows" and agentic AI over the summer, taking a measured approach while the rest of the market went into a frenzy. That narrative has resonated with customers, prospects, partners, and industry analysts alike. We didn't have to backtrack. We didn't have to pivot. We saw where the market was going, and (so far) we were right.

However, maturity requires candor about where we missed the mark.

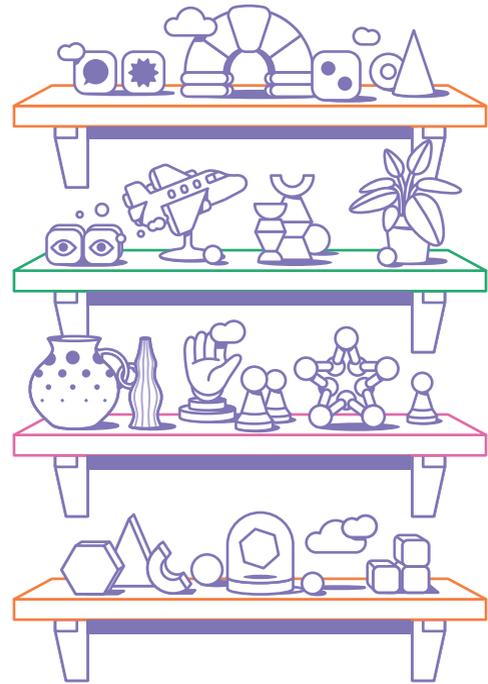
DIVERSITY: We are not where we need to be. Despite investing in programs like Harvard courses for our female leaders, we missed key leadership hires, and still find our board looking like ourselves. We have to do better to meet our own expectations.

CUSTOMER RETENTION: We experienced higher churn than we wanted. Why? Because we weren't rigorous enough in saying no. In previous years, we took on business that wasn't a long-term fit just to get the deal done. We learned the hard way that winning a customer who isn't set up for success is a pyrrhic victory. We need to be more disciplined in qualifying customers who are a true fit for the long haul.

OPERATIONAL RIGOR: We are still scrambling on things like headcount planning. We need to use data more consistently to help inform decision making rather than relying on instinct. We need to evolve our metrics to measure impact, not just activity. It's great to ship features, but are they being used? It's great to sign logos, but do they represent the long-term interests of the company? Operational rigor means aligning today's activities with tomorrow's success, and it's something we need to instill as part of our culture.

The biggest market surprise of 2025 was the sheer velocity of AI and the accompanying noise. The combination of paradigm-shifting potential and incredibly loud hype transformed AI from a business curiosity to a necessity at an unprecedented pace.

We saw a massive rush of executives wanting to derive value from AI immediately, often before the technology was ready for their specific use cases. We



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Customers ...
want to get their
hands on the
product, see the
value, and buy.

.....

saw AI startups go back time and time again to the VC funding well. Within security, we saw the rise of the “Autonomous SOC”^{*} narrative (which then quickly shifted to “AI SOC”).

We also saw a shift in buying behavior that plays directly to our strengths. Customers are willing to spend six figures without a traditional, drawn-out enterprise sales motion. They want to get their hands on the product, see the value, and buy. This shift confirms that the barrier to entry is lowering, and speed-to-value is everything.

Looking ahead to 2026, one opportunity we’ll be paying close attention to is Product-Led Growth (PLG)^{**}. Because the barrier to entry for Tines is decreasing, we can now allow people to self-serve and get value without always needing a salesperson. This doesn’t mean we are abandoning the enterprise motion. Instead, PLG will supercharge it. A PLG motion where users can build, prove value, and expand on their own, combined with our world-class

.....

* Security operations center model emphasizing automated detection, response, and remediation.

** A business strategy where product usage and value drive acquisition, expansion, and retention.

enterprise sales team, is a formidable engine. We will continue to double down on the intelligent workflows category. We are still early, but we have a massive opportunity to define this space.

Crucially, we are going to stay focused. We’ve seen demand pop up for intelligent workflows in Marketing Ops and HR, but we are not going to chase every rabbit. The TAM^{*} in Security and IT is massive, and our win rates as of last quarter are an incredible 91% in security. Marketing and HR will come, but this year we will focus our proactive investment rather than diluting our efforts.

THE TOUGHEST TRADE-OFFS

As the above indicates, success for Tines in 2026 will come down to the ability to say “no”. This is the hardest trade-off for a company with our DNA. It’s easy to say no to a bad idea. It is *excruciating* to say no to a good idea that we know we could execute well, but that doesn’t align with our long-term strategy or would require hero ball.

We will have to say no to certain regions. We will have to hold back on promising features if the support model is too complex for right now. We have to choose focus over optionality.

We also face the human trade-off. The team that got us to 100 people isn’t always the exact configuration we need to get to 500. Balancing our loyalty and dedication to our people with the need to configure the organization to facilitate future growth is a delicate, necessary priority.

When we look at the year ahead, our biggest fear isn’t a competitor. It isn’t a market crash. It

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* Total Addressable Market.

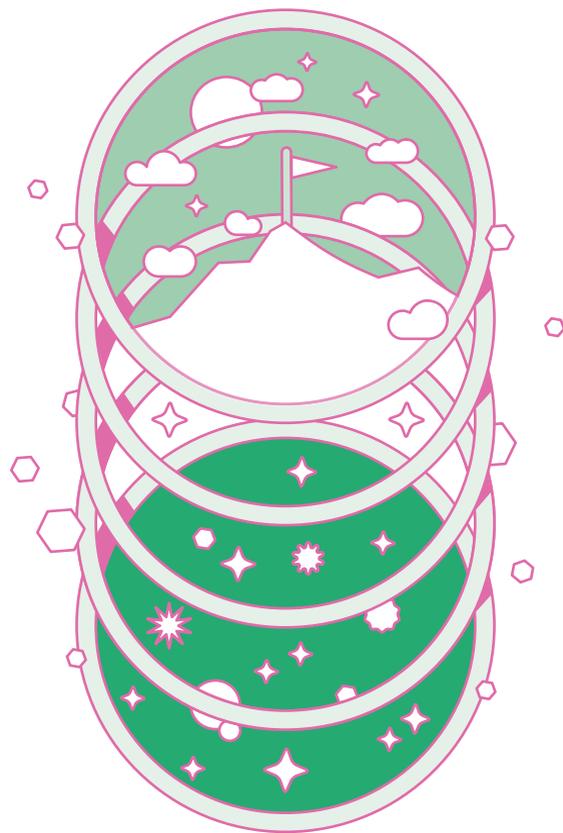
isn't an AI bubble. It's us. We have the people. We have the product. We have the capital. We have the timing. If we fail to achieve our goals this year, it will be because of internal execution. It will be because we got distracted, or misaligned, or didn't seize the moment when we had it.

There are now 500 people betting their careers on Tines. That responsibility is heavy. We lose sleep ensuring we are doing right by them—not by squeezing every drop of work out of them, but by building a company that delivers on the promise we made when they signed their offer letter.

A WILDLY SUCCESSFUL YEAR

So, what does a wildly successful year ahead look like? It looks like Tines becoming the obvious, critical infrastructure across IT and Security. It looks like a seamless blend of PLG and enterprise sales. It looks like a company that operates with the discipline of a public company while retaining the soul of a startup.

Most importantly, it looks like a team that is aligned, clear on its mission, and doing the absolute best work of their careers. We've audited ourselves. We've done the heroics. Now, it's time to build the machine. Let's get to work. **EH / TK**



Wildly successful.

Builder Connect

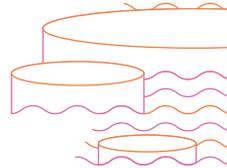
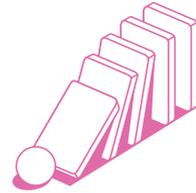
Whether you're orchestrating intelligent workflows every day or just starting to explore what's possible with Tines, *Builder Connect* is a series of live events where we bring together local communities to trade ideas, share challenges, and learn from real-world experience. We had five in 2025; with hundreds of attendees, 30 speakers (both Tinos and guests) and a host of live demos of workflows in action.

Meeting local teams working on similar problems in a relaxed, welcoming space (with a happy hour to close out the day) is a great way for us to connect with our community of builders. We've celebrated this past year's event across this book and plan for many more in the future.



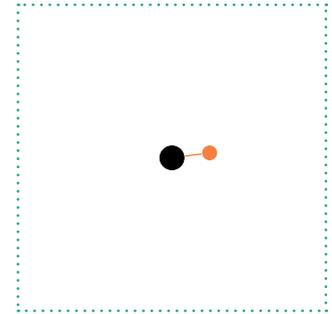
Megan O'Hearn
Customer Marketing Manager

BUILDER CONNECT DC AREA MAY 2025

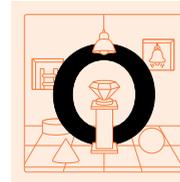


Making the right decisions the easy ones

Operations at Tines



2019 team



OUR MISSION AT TINES is to power the world's most important workflows. We've built a company that is already doing that at scale, across hundreds of customers, tens of thousands of workflows and billions of events every week. The challenge now is turning that momentum into something enduring.

This chapter is about, operationally, what we need to achieve this year, and more importantly, what we need to change this year to continue to execute against our vision at the best of our abilities. To reach that next stage of growth, we must be disciplined in how we apply our energy.

GOALS AND BETS

To ensure we are all moving in the same direction, we are grounding our strategy in the *Code, cash, community* framework we have used for years. Here are our specific goals for the year ahead:

- ⋮ **CODE:** Win with intelligent workflows. Our goal is to double the percentage of workflows that are intelligent.



Thomas Kinsella
Co-founder

... CASH: Win our core markets — IT and Security. Our goal is to finish the year at \$125M in ARR.

... COMMUNITY: Expand our understanding of who we're engaging with and our full value proposition. Our goal is to 3× the number of weekly active users in Tines.

To support these goals, we are placing four big bets. These are ambitious, cross-functional investments of time, money, and focus. They are designed to multiply our progress, but not replace the fundamentals required to hit our targets:

... PLG (PRODUCT-LED GROWTH): We are building a version of Tines available for users to self-serve and pay without ever talking to a sales person.

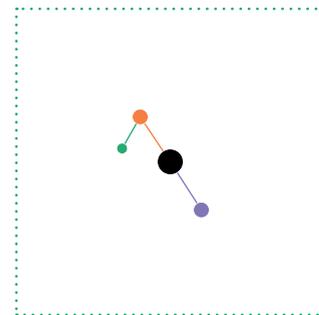
... 3B: We are ambitiously exploring a path toward a 100× simpler and 100× more scalable automation product.

... PRODUCT PACKS: We will release opinionated, in-product workflow and UI packages to facilitate faster adoption.

... FED: We are investing heavily in the infrastructure required to support more US Public Sector business.

From an operational standpoint, achieving these goals requires velocity—speed with direction. My vision for Operations at Tines is to relentlessly remove the friction that stands between these ambitions and our execution.

As we scale, simplicity doesn't happen on its own. We are borrowing the concept of a "paved path" from engineering: building the process we want people



2020 team

to follow and making it significantly easier than the alternatives. Human nature follows the path of least resistance. If going straight to a senior leader is the fastest path to get approval, people will do that. We cannot simply scold people for bypassing process; we need to make the preferred path better.

This means establishing clear guardrails, fast approvals for common use cases, and good defaults that remove ambiguity. When people know exactly what is expected, they can stop second-guessing and focus on execution. When done correctly, paved paths enable speed, soundness, and simplicity.

Currently, we have taken on too many priorities at once. It is not that these are bad ideas. I would venture that most are excellent. But when everything feels urgent, nothing is prioritized. We have also fallen into the trap of prioritizing individual fixes over company-wide solutions. In a startup, lots of processes need improvement. But when we solve problems individually, we often end up mending or strengthening something that fundamentally needs to be rebuilt or looked at holistically.

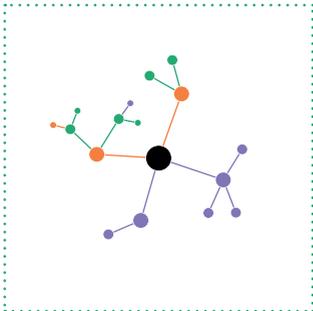
Take quote-to-cash as a prime example. This process involves Deal Desk, Legal, IT, Security,

Professional Services, along with every account executive and customer success manager in Tines. Right now, each team is “fixing” their specific part of the chain. What we actually need is a holistic review of the entire ecosystem, not just isolated patches on a leaking pipe.

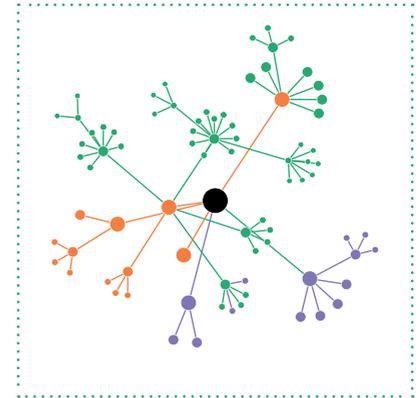
We also lack shared visibility, meaning teams often operate in silos, unaware of what others are building. The result is a lot of incredibly talented and ambitious people working on a lot of different programs, with no shared insight or even common knowledge as to what’s happening across the org. Furthermore, we have historically measured activity instead of results, tracking features shipped or campaigns launched rather than the outcomes those efforts produced. For instance, giving an enormous customer unlimited usage for a flat fee may win the deal today, but it might not be sustainable for the business in the long run.

KNOWING WHEN TO WALK AWAY

These are fixable problems. But they require a coordinated view and a willingness to make hard calls.



2021 team



2022 team

Part of making hard calls is knowing when to fold. We should place bets. Every bet needs a thesis, a success metric, and a clear moment to reassess. Some initiatives will fail, and that is fine. What matters is that we recognize when they are not working.

This requires a certain level of courage from the team. We need people to speak up, challenge, share their opinion, and say “this isn’t working” or “this isn’t the best use of our resources.” With this shared level of clarity we can change course before it’s too late.

When we shut down a project, we will not view it as a failure. We will celebrate it as a moment of focus and discipline. Shutting down a bet is a sign that our systems are healthy. Personally, I believe this is key for the team this year: how many projects do we shut down after looking at the data and results? How quickly can we experiment, gather feedback, and iterate? As we mentioned already, it’s easy to say no to a bad idea. It is excruciating to say no to a good idea that we know we could execute well. Success for Tines in 2026 will come down to the ability to say “no.”

MEASURING WHAT MATTERS

|

How do we know if we are succeeding? Across the company, we will continue tracking fundamentals like revenue, CAC, NRR, and gross margin. But for Operations specifically, we need to look deeper at the health of the organization.

We are measuring our progress against four company-wide focus areas designed to keep Tines healthy, aligned, and able to scale: Communication, Efficiency, Diversity, and Compensation. We will be tracking our ability to improve in these areas just as rigorously as we track our financials. We are also tracking the operational excellence of the engine itself. Cross-functional work is what keeps Tines running, and as we scale, many of these processes need complete overhauls.

Finally, a useful signal for the friction remaining in the system is our exception rate. How often are teams pulled into emergencies or ad hoc requests that bypass the normal system? In a mature organization, these escalations happen less often, and teams spend more time improving systems rather than putting out fires. By the end of the year, I want to see clear signs that Operations has scaled alongside the business.

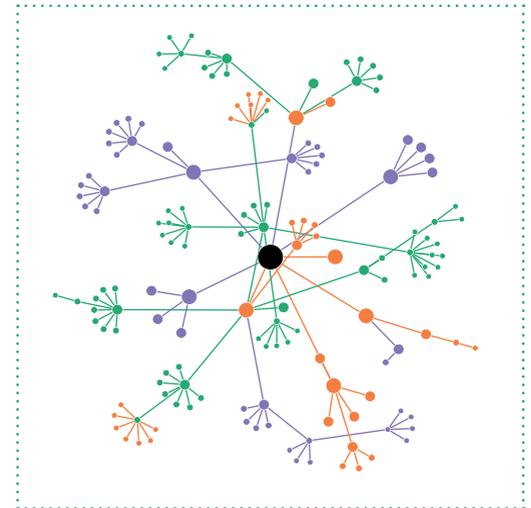
DECISIVE ACTION: At least one major bet has been doubled down on, and one shut down, for clear and measured reasons.

TRUE VISIBILITY: We've launched a dashboard that reflects the actual health of the business, not just surface-level metrics. We aim to have this in place by Q2.

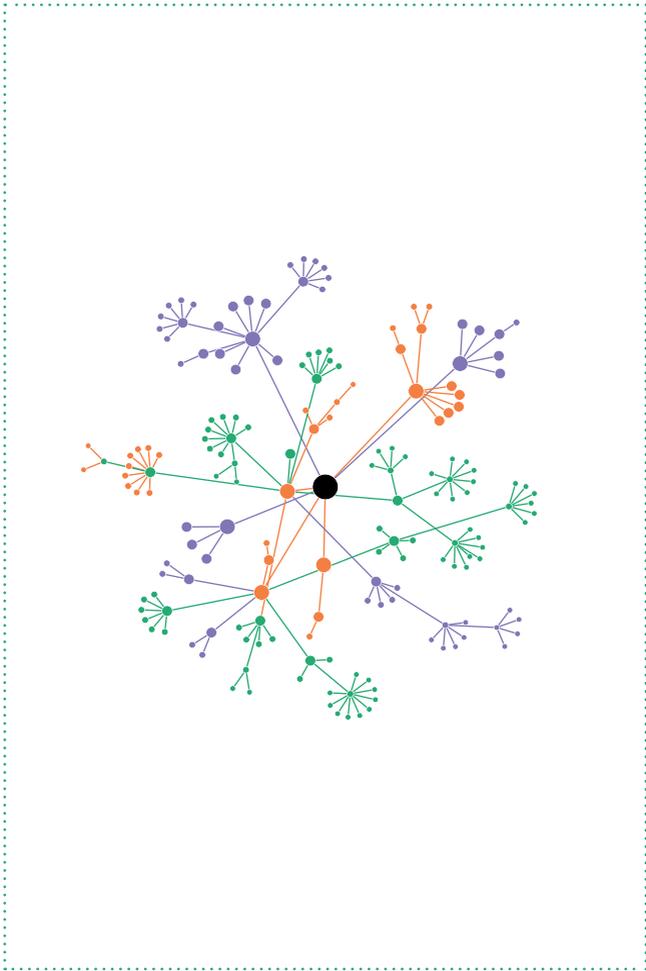
RESILIENCE: We've reduced our reliance on any single person to keep things moving.

CALM: Escalations and chaos are down. Confidence and clarity are up.

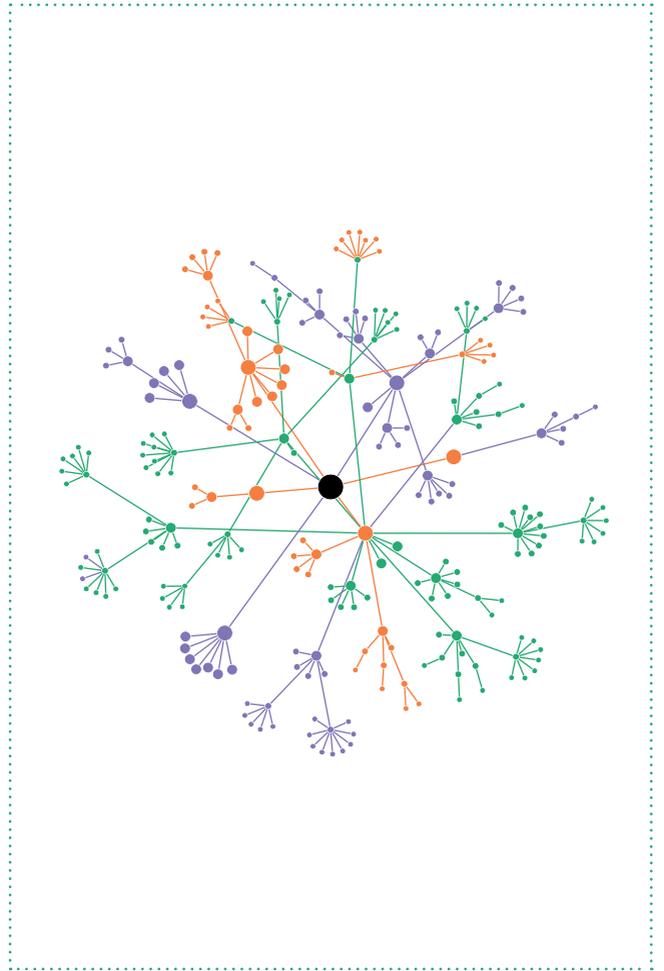
If we want to build a generational company, operational maturity is just as important as topline growth. That starts with doing right by our internal and external customers. It starts with providing structure, building trust, and being honest about what's working and what's not. When teams know the rules, the budget, and the goals, they move faster and with less friction. My goal is to build that paved path, and then get out of your way. **TK**



2023 team



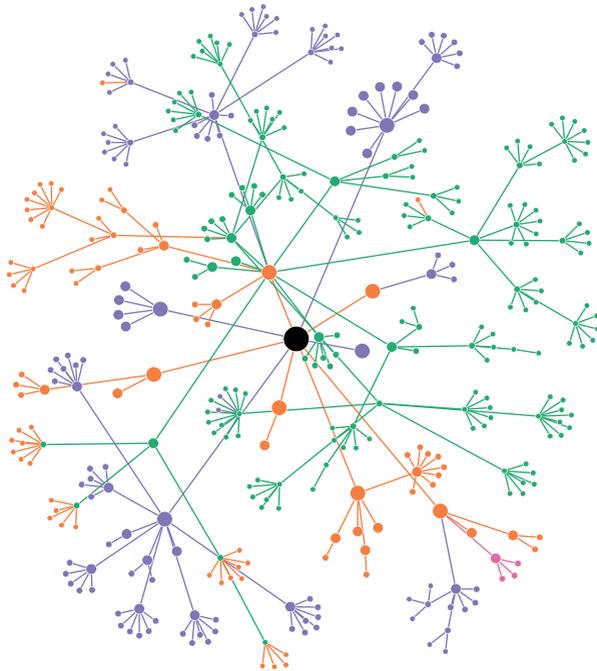
2024 team



2025 team

← VISUALIZATION

Organization growth



● PRODUCT ● GTM ● G&A ● DATA ● CEO

2026 team

The visualizations across the preceding pages are a series of snapshots, showing the team on February 1st of a given year, and including reporting lines. For each snapshot, we identified everyone who was active that day (hired before that date, not departed before that date) and built the reporting hierarchy by following manager relationships up to the CEO.

They reveal how the organization structure evolves over time: new departments forming, teams restructuring, leadership changes. The overall tree grows broader and deeper as the company scales. **COG**

DATA STORIES: As our organization and platform expands, data provides us with a means to make better decisions. In the context of this *Almanac*, we've chosen a series of visualizations that tell the "Data stories" of our company.



Colm O'Grada
Director of Data and Analytics

Tines × Tines

Tines creates a secure layer that connects tools, teams, and data so automation and AI can drive real value. Our mission is to power the world's most important workflows, and it's what we deliver for customers every day.

Starting opposite and running through these pages, you'll see examples of how we're now applying the same thinking inside our own organization. The program is called *Tines × Tines*, and the goal is not to build everything centrally, but instead to support and empower teams to build for themselves. *Tines × Tines* is a chance to build the future we're selling. We'll be out in front of the entire market with our own internal instances of intelligent workflows, proving what's possible, setting the standards, and guiding our customers with confidence.

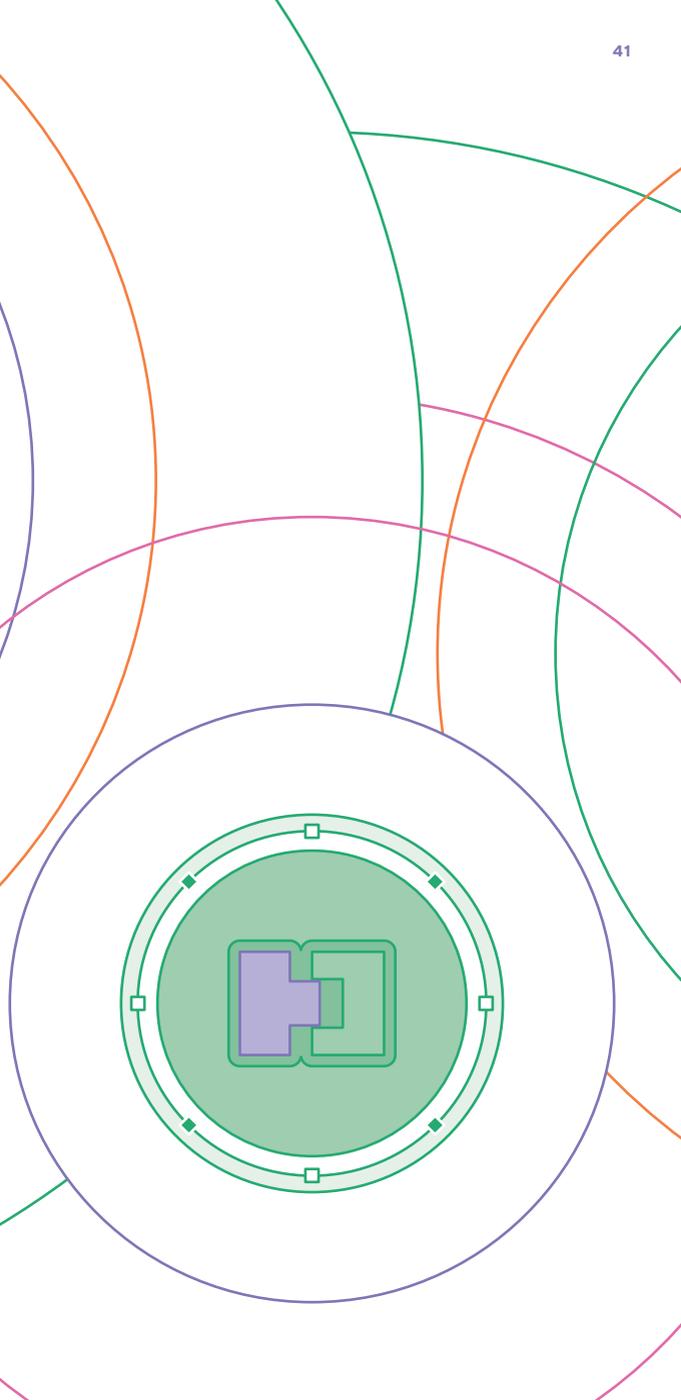
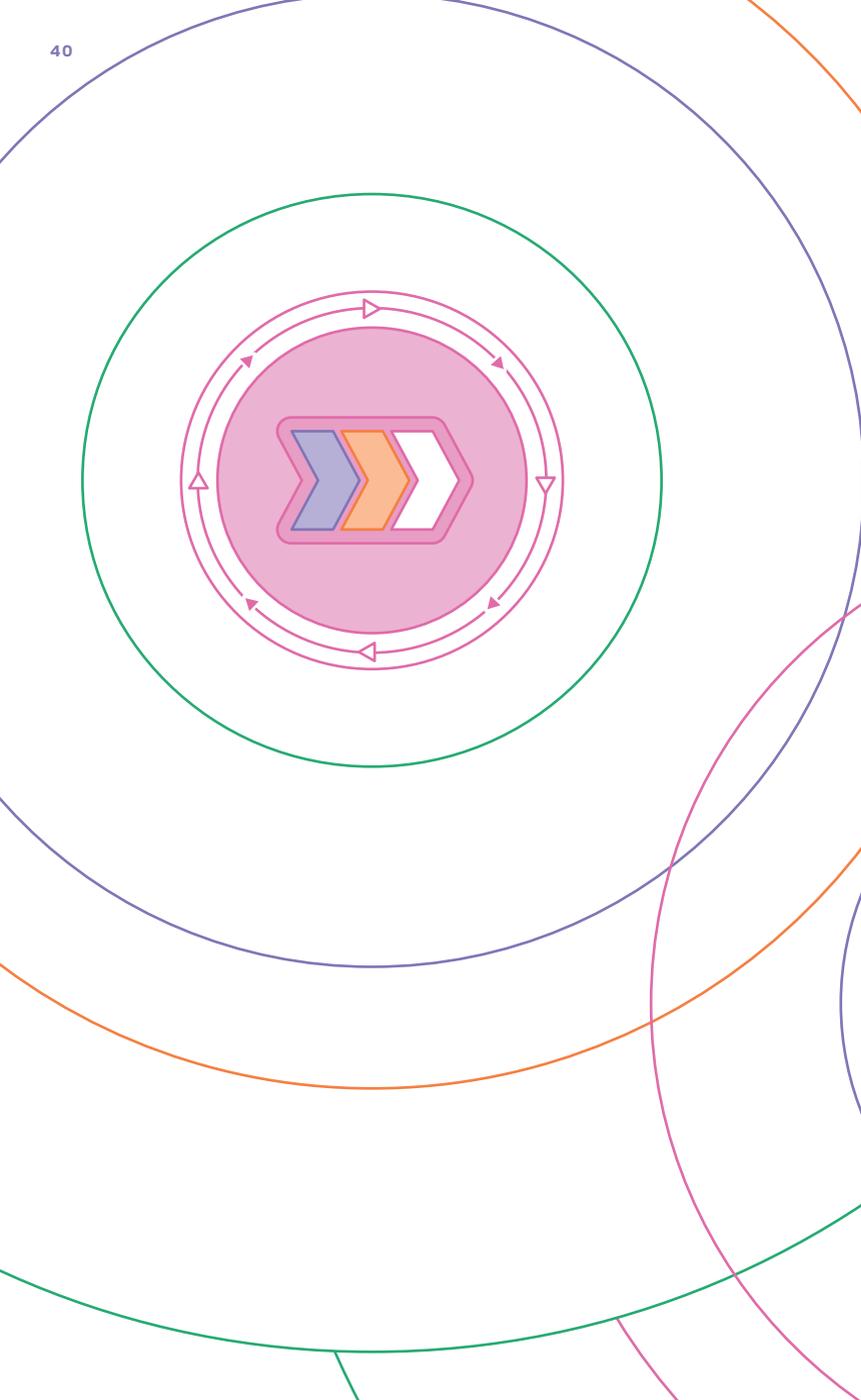


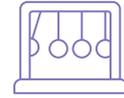
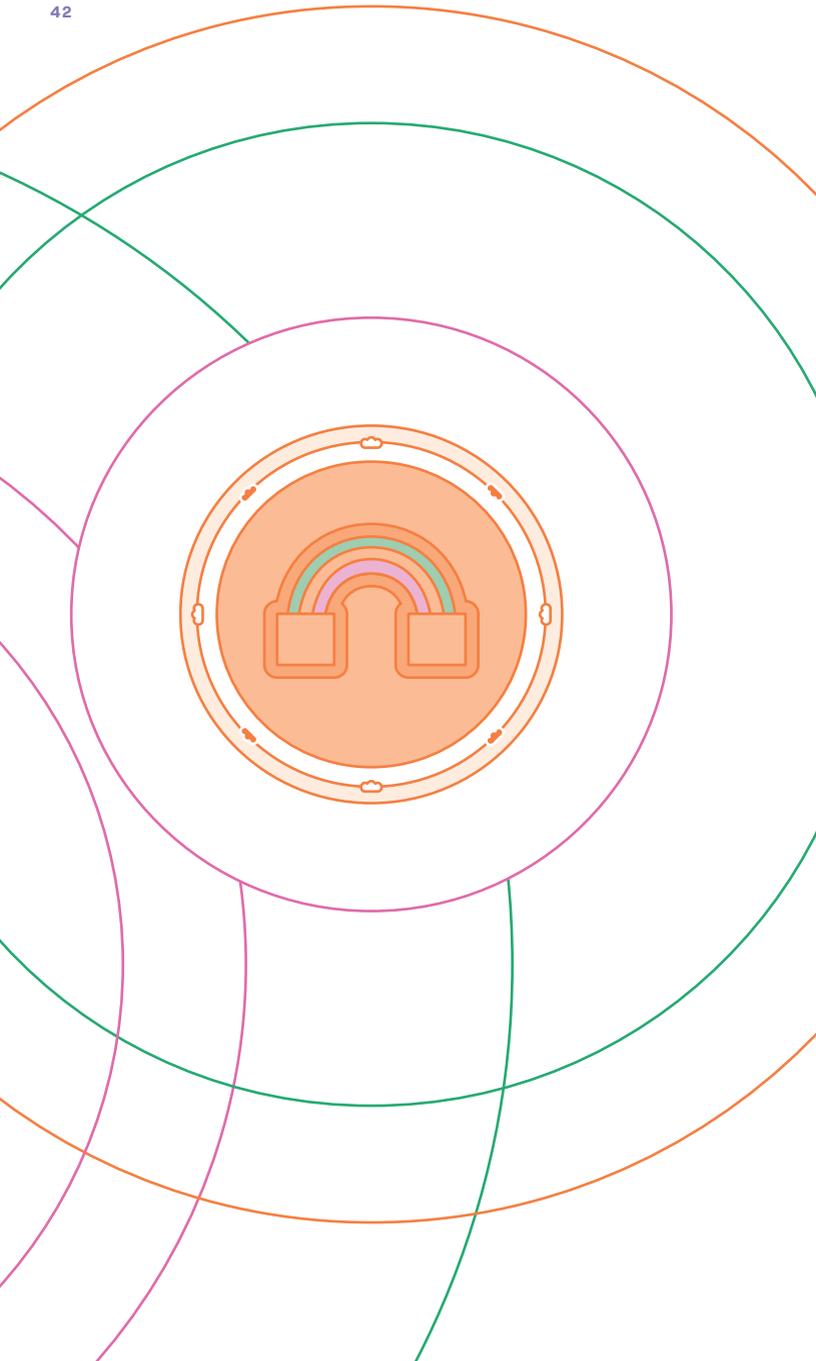
Martin Moroney
Head of Intelligent Workflows

TINES × TINES × PEOPLE

Tinos have always been our biggest asset, and I'm thrilled to support our People team as they double down on delivering the best possible employee experience. From the moment an offer is accepted to Day 1 and beyond, we want that lifecycle to be seamless.

We'll create workflows that support promotion and recognition processes, ensuring every win is celebrated. There's so much room for cool, self-service interfaces — like the internal apps we build to manage logistics and events, making administrative tasks smoother for everyone. MM



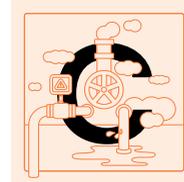


CULTURE AND COMMUNITY at Tines are the connective tissue between our values and impact, embedding authenticity, empathy, and customer focus into our systems. Our brand, narrative, and product reinforce a deeply human partnership grounded in trust and shared purpose.



Humble and unstoppable

Scaling the soul of Tines



CULTURE AT TINES is not defined by perks. We aren't talking about the snacks, the swag, or the office layout. Culture is a shared, deep-seated care for the work we do and an unwavering commitment to doing the right thing within the space we control.

Culture at Tines lives in what I like to call “quiet kindness” — the small, unmandated human interactions that happen when leadership isn't watching. It's checking in on a colleague who you know is sick, or proactively stepping in to support a team member struggling to get a difficult project over the line. You don't dictate that type of culture through a manifesto on a wall; it comes through hiring great human beings who naturally champion peer-to-peer kindness and support.

At our absolute best, our culture is almost a paradox: it is simultaneously unstoppable and humbling. I often look back to our early days to ground this feeling. The very first offsite in 2021 set the scene: an unstoppable passion for the product, balanced by a humbling reminder that no one was above the work. There were no egos or special treatment. Every person in the room was equally vital.



Maria Dillon
VP of People

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Simplicity [is] the
outcome, not
the constraint.

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Soundness and sustainability.

That energy is the north star we need to navigate by as we grow.

GROWING (AND CREAKING)

We have to acknowledge honestly that processes effective for 100 employees will inevitably break at 500. Our growth has been intentional and fast, and with that comes the reality that early-stage processes don't always stretch as far as the team does.

We saw this clearly during our initial expansion into Australia last year. We moved quickly to support the business, and when infrastructure lagged, individuals stepped up in meaningful ways to carry the load. That effort didn't go unnoticed, and it's informed how we think about supporting our teams as we continue to scale. We cannot rely on short term solutions long term.

We also face a "Simplicity Gap." *Simplicity* is one of our core values alongside *Speed* and *Soundness*. And it is *Simplicity* where I see the greatest distance between our stated values and our lived behaviors. *Simplicity* as a value can be easily misconstrued here at Tines. While we strive to reduce unnecessary complexity, we must be careful not to equate

simplicity with shortcuts that can impact other teams. *Soundness* and long-term sustainability must always come first, with simplicity as the outcome, not the constraint.

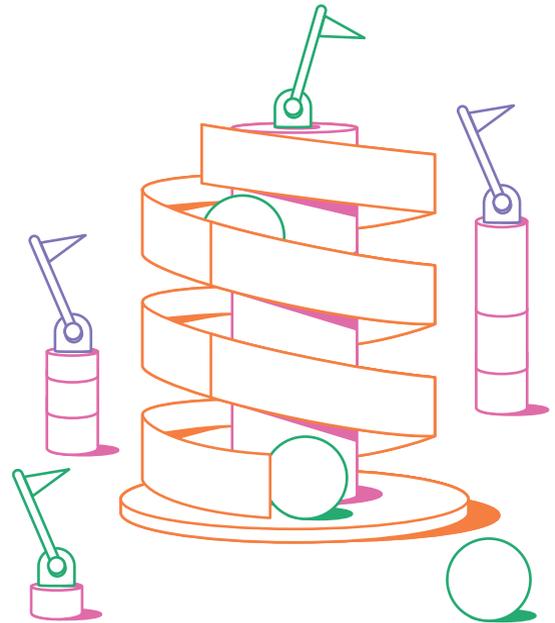
To bridge these gaps, we must pull back “Hero Culture.” We celebrate high performers, but we need to ensure no one should have to do the work of many. Responsibilities and impact must be shared equitably, and when they are not, we speak up immediately to address the imbalance. By doing so, we prevent burnout, surface underperformance, and foster collaborative teams where success is truly shared.

Finally, as we expand globally, we must champion local nuance. As we grow, the core principles, philosophies, and values of Tines remain constant, but we should also celebrate the unique character each location brings. Every office should have its own “mini-culture” that reflects its people, context, and energy, while staying aligned on our shared values. I am personally so excited to see our mini-cultures flourish as we grow.

THE SCALABILITY LEVER

In the early days, culture was transmitted by osmosis: you sat next to a founder, or an early employee, and you absorbed the vibe. That is no longer possible. The frontline of our culture has shifted. Managers are now the primary guardians of Tines’ culture.

Our leaders have the biggest impact on the teams and success of those top-level goals. We are investing and doubling down on support to ensure that they can lead with excellence. We have a high volume of first-time managers at Tines, and we owe it to them to invest heavily in their training. We must coach them to drive high performance whilst balancing that with



Scalability.

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A wrong hire
takes months to
unwind; a right
hire accelerates
us for years.

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burnout avoidance, balance workloads, and navigate the complexities of people management so they don't drown in the responsibility.

This diligence extends to how we build our teams. We use a "Gut instinct without judgment" approach to recruiting. We encourage interviewers to flag when something feels *off* and, rather than dismissing it or obsessing over it alone, asking a peer to double-click on it.

We also need to ensure that people are not prioritizing speed over quality when it comes to hiring. If the person isn't right, take the time. The golden rule of operations is *go slow to go fast*. Rushing high-stakes people decisions, whether that is hiring, firing, or promoting, ultimately slows the company down. A wrong hire takes months to unwind; a right hire accelerates us for years.

THE NON-NEGOTIABLE HABIT

Looking toward the next five years, there is one habit we must hardwire into our culture to survive the next phase of growth: *Clarity*.

We cannot be afraid of courageous conversations as we scale. There is a misconception that

being "nice" or maintaining our culture of kindness means withholding difficult feedback. That is false. *Clarity is kindness*. Employees crave to know where they stand, whether they are performing, and where the company is going. Keeping people in the dark to spare their feelings is actually a form of unkindness.

We are listening to the feedback from the pulse surveys regarding compensation, career progression, and communication. We are committed to strategic transparency. This means providing top-down clarity not just on what we are doing, but explicitly on what we are not doing. This gives our teams the psychological safety to focus, knowing they aren't missing a hidden target.

If we can couple our foundational trust and safety with radical clarity, the company becomes truly unstoppable. We will remain humble in our work, but unstoppable in our execution. **MD**

← NAUTILUS SPIRAL

Organizational load

The diagram shows meeting volume over time as a spiral, where each full rotation is one calendar year. We extracted data from the whole team’s calendar, right back to 2018. For each meeting, we captured *time*, *duration* and *attendees* (Tinos only). We calculated “human-hours” by multiplying duration by attendee count: representing the organizational cost more fully than just counting meetings. As the same meetings appear in multiple calendars, we deduplicated so that each meeting is only counted once.

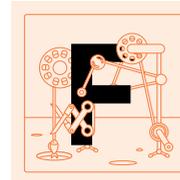
Time moves around the spiral clockwise, and the spiral expands outward as years progress. The thickness of the green ribbon represents human-hours that week, normalized to the busiest week in the entire dataset. We apply squared scaling to make busy periods visually prominent while keeping quiet periods visible.

The spiral reveals organizational scaling patterns. As the company grows, the ribbon gets thicker (more meeting load) and shows more variation. You can see seasonal patterns; for instance, year-end typically shows thinner bands for the holiday period. [cog](#)



The new growth engine

Bringing Product-Led Growth to Tines



FOR TINES, PRODUCT-LED GROWTH (PLG) is a fundamental shift in how we serve our builders. It is an approach where the product itself drives acquisition, activation, conversion, and retention. The goal is simple but ambitious: maximize the number of people who get value out of Tines, making it effortless for them to power their most important workflows and realize the full potential of the platform.

Why are we doing this now? Because buyer expectations have shifted. We see demand from teams who need Tines today but are not yet ready for a traditional sales process. They want to try before they buy, experience fast time to value, and upgrade without human involvement. Our experience with *Community Edition**, combined with strong market signals, proves this is the right time to invest seriously in a best-in-class self-serve experience.

PLG succeeds or fails in the “zero to one” moment. We define this journey as the critical path a builder takes from initial discovery to their first moment of tangible value. It is the transition from



Liam Keenan
VP of Growth

* *The free edition of Tines.*



facing a blank canvas to connecting a tool, running a workflow, and seeing a real process succeed. In a self-serve world, there is no one guiding new builders or removing friction for them. The product must do that work. If builders reach meaningful value quickly, we earn the chance to build a lasting relationship.

To that end, my team obsesses about how quickly builders can extract value. We know that discovery starts with intent: builders don't arrive looking for a platform; they arrive with a specific problem to solve, like offboarding an employee or analyzing a phishing attempt. Discovery happens through search, peers, and examples that feel immediately relevant to that problem.

Once they are in the product, we must help them overcome the blank canvas. Building workflows can be daunting, and a blank screen can be intimidating. We are moving away from dropping builders into an empty workspace and instead guiding them to a clear starting point, whether that is connecting a tool, running a first workflow, or adapting a proven template.

Our aim is to get the builder to their first meaningful workflow as quickly as possible. We will reduce this time to value through steady iteration and selective big swings that materially reduce the friction to achieving this goal.

SCALING THE BUILDING BLOCKS

To support this journey, we are treating templates and pre-built stories as part of the product itself. These building blocks enable, inspire, and unlock value. When builders realize they don't have to start from scratch—that we have patterns for the tools and problems they deal with every day—it gives them the

confidence to build faster.

Our objective is to scale the creation and distribution of these blocks so builders consistently have relevant starting points. This means moving from a curated library to a scalable system that keeps pace with customer needs. Equally important is discoverability; we must ensure these blocks appear exactly when the builder needs them, whether through onboarding, in-product entry points, or external search.

INTELLIGENT WORKFLOWS AT THE CORE

Tines has always attracted deeply engaged, technically curious builders who want to push the platform in creative ways. What has been missing is a deliberate space to nurture that energy.

We are re-founding our community to be “built for builders, by builders”. Our goal is to bring builders, partners, and creators together to reach value faster. This means a space for peers solving similar problems to share practical examples, workflows, and honest feedback. For partners, it is a place to contribute expertise and collaborate in the open.

The technology landscape is expanding rapidly to incorporate AI agents and LLMs, but too much of the current conversation is abstract. Our strength lies in combining AI, automation, and integration so teams can build deterministic, human-in-the-loop, and agentic workflows that deliver real outcomes. We are making these core AI capabilities available end-to-end, from *Community Edition* to enterprise. By pairing AI with templates and guides focused on real use cases, we ensure builders can apply intelligence to meaningful workflows quickly and safely.

Crucially, PLG is a bridge, not an endpoint. Successful self-serve usage generates high-quality

Crucially, PLG
is a bridge, not
an endpoint.

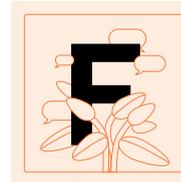
signals for sales, making PLG a meaningful lead source rather than a separate funnel. We will avoid the extremes of “no touch” and “over touch” by taking a sound, signal-driven approach. Sales engagement should happen when a customer raises their hand or when product behaviors, such as hitting usage thresholds or adding multiple team members, indicate readiness. When that transition happens, it should feel like a natural progression based on value, such as a need for greater scale, governance, or security controls.

Over the next year, PLG will become a core way people discover, experience, and grow with Tines. If we execute well, the typical new customer journey will start long before they visit our site, fueled by recommendations from trusted peers.

Builders will arrive with intent, reach value quickly through intelligent workflows, and grow naturally as their needs evolve. By removing friction and amplifying the joy of building, we will build a product that attracts builders and earns the right to grow with them, while our sales team steps in at the perfect moment to support that success. **LK**

From good intentions to guaranteed outcomes

Evolving our post-sales experience



FROM MY EARLIEST CONVERSATIONS with Tines, two things stood out immediately: a product that is truly an enterprise platform, and a team defined by a genuine *get stuff done* attitude. As I became more deeply embedded with the team, that mindset only became clearer. Our superpower is a deep, non-transactional commitment to our customers' success. At Tines our customer-first mindset is an uncompromising way of operating and a lived behavior that shapes decisions, priorities, and partnerships every day.

But as Tines scaled from 50 to over 500 customers, we are now facing the typical growing pains of a rapidly expanding organization.

We rely too heavily on individual heroics, teams working late to fix issues or brute-forcing solutions, rather than sustainable, repeatable processes. While well-intentioned, this reliance on reactive support led to inconsistent engagement that was costly to the business. We often over-invested time where it wasn't needed and under-invested where it was critical, simply because we lacked a unified view of our customer base.



Eric Bonnette
VP of Customer Success

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We are learning
to define
success in the
customer's
language.

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So we're making a pivot. We are evolving from a collection of good intentions into a system that consistently produces outcomes.

To do this, we are unifying disparate functions—Support, Customer Success, Education, and Professional Services—under one cohesive “post-sales” identity. The goal is to eliminate the friction of handoffs. A customer should feel a natural, intentional movement from onboarding to adoption to expansion, without ever feeling like they are being passed between departments. For the year ahead, we are operationalizing this through specific upgrades:

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JOINT SUCCESS PLANNING: We are aligning on goals early, ensuring customers and teams are working toward defined business outcomes from day one.

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PROGRAMITIZING CULTURE: We are embedding our customer-first culture into a company-wide motion centered on outcomes and risk mitigation.

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AI AND AUTOMATION: We are leveraging standard frameworks and AI functionality like *Intercom's* FIN, and our own *Poirot** and *Workbench* to scale

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efficiently. This allows us to maintain our high standards of service without losing the human touch.

MEASURING HEALTH AND “TIME EQUITY”

We are also redefining how we measure success. True customer health isn't just about product usage; it is a north star score that combines adoption, quantifiable outcomes, and engagement. It's worth noting that any engagement is good engagement, even a support ticket shows a customer is invested in their success. Silence is the real risk.

This data allows us to shift toward intelligent scaling and the concept of “time equity”. Instead of treating every account identically every week, we are using data to deploy resources where they matter most. This ensures that when a customer faces a critical moment, we have the capacity to swarm the problem.

Crucially, we are learning to define success in the customer's language by focusing on their operational efficiencies and ROI rather than just our own internal metrics. Customer Success cannot function in a silo; it must act as the connective tissue across the entire organization.

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* Our Tines-powered content agent.

- SALES: We are partnering before deals close to define success metrics, setting teams up to win immediately and partnering after the deal closes for continued account growth.
- PRODUCT: We are providing structured, data-backed insights rather than just anecdotes.
- MARKETING: We are turning successful outcomes into advocacy naturally, fueling organic growth.
- PARTNERS: We are extending our delivery capacity through a trusted partner ecosystem, such as *Optiv*, *Analytica 42*, and *Trace3*, ensuring they are enabled to meet Tines' high standards.

The ideal state of Tines Customer Success feels less like a vendor relationship and more like a strategic advantage for the customer. When we get this right, customers won't have to wonder if they are successful; they will be able to see and measure it.

Ultimately, we want our relationship with every customer to feel intentional and connected. Tines shouldn't just be a part of their tech stack; we should be the force multiplier for their business... the partner that defines how they scale. **EB**

TINES × TINES × MARKETING

The Marketing team were our first power users, and they have seen firsthand the benefits of intelligent workflows. I am eager to collaborate with them to tackle the challenges of maintaining and evolving these systems.

One thing we're already working on is *PR Rapid Response*, keeping on top of industry news and determining how to respond effectively. We will also refine foundational stories like Lead Management, GDPR requests, and library tracking. I want to help them leverage user intent signals to notify account teams, ensuring we remain agile. **MM**

Narrative as culture

Why *intelligent workflows* is more than a tagline



WHEN YOU DISTILL product marketing down to its absolute essence, it's all about perspective. Our job is to shape the perspective of Tines among our key audiences: customers, prospects, partners, the board, etc. I've been thinking a lot about this lately, and I don't think any audience is more important than Tines employees. In fact, it may all come down to how we think and talk about ourselves to ourselves.

Intelligent workflows cannot be something that only comes from marketing and slide decks. It has to be our cultural identity. If folks here aren't singing from the same song sheet, if we're reverting back to calling ourselves just "automation"... then that's culturally unsound. No one at *Stripe* calls what they offer a payment gateway; you'd be underselling the whole value.

CONFIDENCE OVER COMPARISON

Words matter because consistency instills confidence. We're moving into a phase I like to call "relentless confidence". We need to stop worrying about the nitty-gritty feature gaps with competitors. When we



Kelli Hinteregger
Head of Product Marketing

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Words matter
because
consistency
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confidence.

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get dragged into those weeds, we've already made the deal ten times harder than it needs to be. Our job in Product Marketing is to provide the words, the stories which best reflect that our differentiators are enduring, no matter who we're up against.

To do that, we need better stories backed by hard data. It would improve our storytelling significantly if we could look a CISO* in the eye and say, "30% of our customers use Tines for apps," or "60% are deploying agents". I know getting that data is tough. Our customers are security-conscious, and even if they agree to tracking, they get a little spooked when we use it. In the next year, I reckon we'll crack the code on how to share those insights without scaring anyone off. We need to prove that the big, successful deployments (regardless of company size) are the norm, not the exception.

BUNDLING AND GROWING UP

We also need to mature how we ship. We've got to stop confusing a code release with a market launch. Just because we *can* ship it today doesn't mean we should

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* Chief Information Security Officer.

shout about it today. We need to focus on "bundling": grouping features to tell a cohesive story that solves a real job, rather than just listing out specs.

I'll be the first to admit, we have some friction points. The architecture of the platform is still the part of the pitch I struggle with the most. Architecture storytelling is essential, but it's also tricky: the person telling the story needs to balance visuals with narratives, deeply ingrained technical details with clear and tangible results. We're going to get it right. In fact, we're really close. But if I'm stumbling over it right now, I know y'all are too.

So, what does success look like a year from now? For me, it's about flipping the problem. I want to get to a place where the organization isn't asking what the story is anymore or why we're taking a different approach. Instead, I want folks coming to me saying, "I know the intelligent workflows story, but I don't know how to tell it to this specific IT buyer. Can you help me?"

When people are asking for help tailoring the narrative rather than questioning the narrative itself, that's when we'll know we've won. It sounds simple, but that shift would be huge. It means the identity has taken root. It might be a bit over-ambitious, but I think that's a pretty good problem to aim for. **KH**

A brand for the future of work



David Wall
Head of Creative



Michael O'Connell
Head of Marketing



SINCE THE BEGINNING, the Tines brand has centered on the people who buy and use the product, and on a deliberate choice to speak their language. Our customers work in environments where mistakes are visible and costly. They live with risk. They don't have patience for hype or inflated claims. They want to know what something does, how it works, and whether it will hold up in the real world.

That expectation has shaped how we communicate from day one. What we say is plain, direct, and grounded in evidence. We share our capabilities clearly: real workflows; every claim grounded in evidence. How we present ourselves is empathetic and celebratory: we highlight the hard work and impact of the teams who live with the risk and consequences.

We had a head start. Tines was built by security practitioners and grew through constant interaction with experts, including some of the most sophisticated security teams in the world. That proximity set a clear standard: if we couldn't explain something clearly or demonstrate it in practice, it didn't belong. But if it was worth saying, it was worth celebrating.

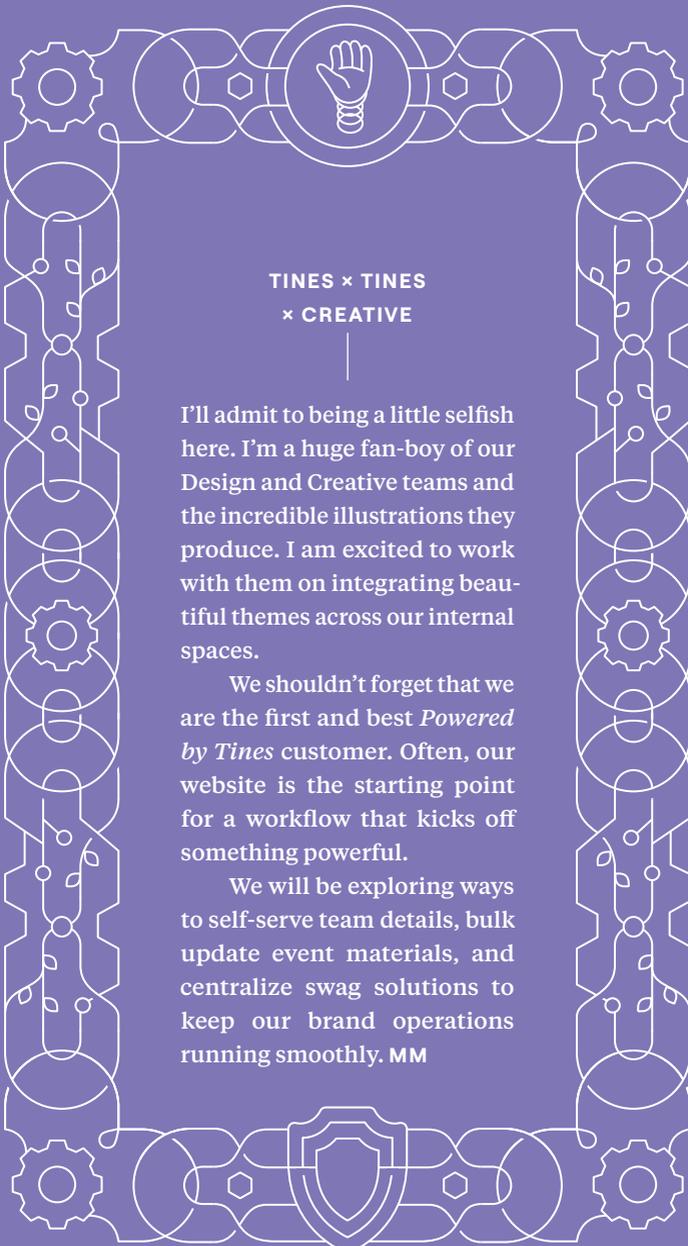
You can see that philosophy in how we show up: Long-running content series like *The Future of Security Operations* podcast and our *Voice of Security* reports surface practitioner challenges in their own words.

In the product, *Community Edition* makes the platform easy to evaluate without sales friction. This focus on clarity, craft, and real value has differentiated us in a noisy, fear-driven market. Tines is trusted by an audience that expects honesty and proof from the vendors they rely on.

For a long time, elevating customer voices was the priority. Today, our customers are asking more of us. They still want to learn from each other. But in a market crowded with AI hype and competing narratives, they're also looking for help connecting the dots: what good looks like, what scales safely, and what's likely to matter over the next decade. They want our point of view on how automation, integration, and AI should be applied responsibly, and how individual examples fit into a broader direction.

Responding to that creates tension. The instincts that built trust still matter: speak plainly, show real work, resist hype. But those instincts come with trade-offs: in fast-moving markets, restraint can look like hesitation.

We saw this in the AI cycle. As agents accelerated into the mainstream, we took time to understand where these capabilities added real value and how they could be governed. That caution built credibility, but it also exposed the tension between trust and speed. Balancing that tension isn't about choosing one side. We have to do both deliberately. That balance defines our point of view and how we show up.



TINES x TINES
x CREATIVE

I'll admit to being a little selfish here. I'm a huge fan-boy of our Design and Creative teams and the incredible illustrations they produce. I am excited to work with them on integrating beautiful themes across our internal spaces.

We shouldn't forget that we are the first and best *Powered by Tines* customer. Often, our website is the starting point for a workflow that kicks off something powerful.

We will be exploring ways to self-serve team details, bulk update event materials, and centralize swag solutions to keep our brand operations running smoothly. MM

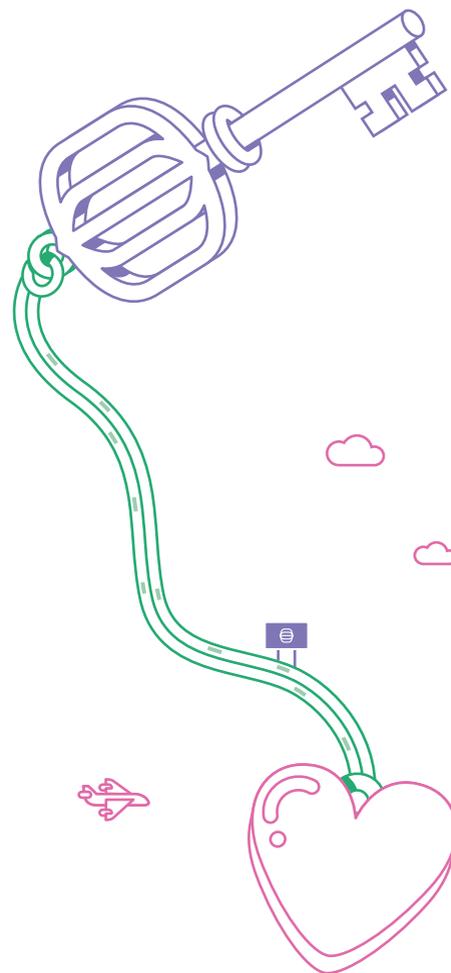
CONNECTION AT SCALE

In 2025, we expanded beyond security practitioners to include IT and other teams. We also reached new security audiences: practitioners in demanding public sector environments, and organizations operating at truly global scale. It was the year we anchored on intelligent workflows as our point of view on how automation, integration, and AI deliver real value, securely and at scale.

Rather than running isolated tactics, we focused on a small number of “high-conviction moments”. At RSAC*, that meant an integrated presence across the show floor, executive briefings, digital activation, and out-of-home. We applied the same approach to broader out-of-home efforts. It was a deliberate, public bet: featuring customers prominently and signaling confidence in our point of view.

Events were a strength. Large tentpoles, combined with regional, high-touch experiences embedded in the sales motion, sourced roughly 40% of pipeline and expanded our reach. They also gave us direct access to the community: real conversations where we saw clear appetite for our perspective on what intelligent workflows can unlock. We raised the bar on customer storytelling as well, investing in builder-to-builder forums, capability-led webinars, and video case studies.

As ambition and scale increased, we saw gaps. Our ability to scale video output was hindered by our inability to place it at the center of the work. Too often we treated it as an add-on rather than a core medium. Operationally, scale exposed friction in our



Out-of-home.

* RSAC (RSA Conference) is the largest annual cybersecurity conference.

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Clarity shapes
how we will
evolve in the
year ahead.

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funnel and in our team operations. Business-as-usual output needed stronger systems; brand-defining work needed more time and space.

CHARTING OUR OWN COURSE

We understand what worked, where we fell short, and why. That clarity will shape how we evolve this year: more deliberate, grounded in customer proof and security, and more explicit about our point of view. Being clearer about our perspective lets us set the pace, starting conversations rather than playing catch-up to join them.

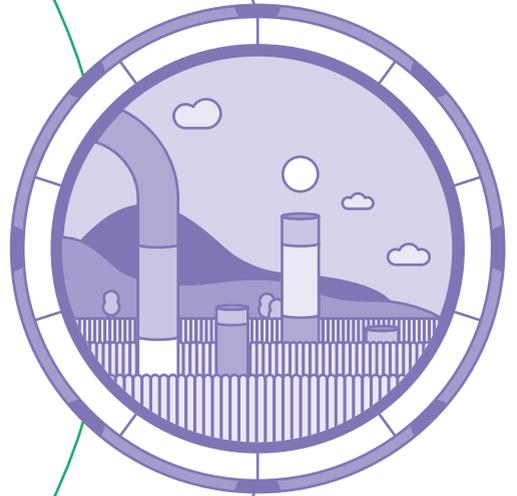
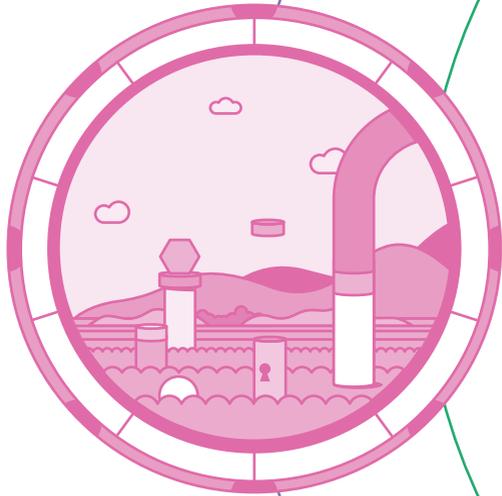
Intelligent workflows will become the organizing principle for how we communicate, helping teams move AI and automation from experimentation to operational reality. Our brand will evolve to reflect a clearer point of view, using those “high-conviction moments” to explore where it can take us. We’ll focus on a number of new programs that make complex ideas tangible, including *Workflow*, a virtual event, and more intentional media moments and campaigns.

Our self-serve *Community Edition* has long made Tines easy to evaluate and valuable from the first interaction. In the year ahead, we’ll be

more deliberate about the path from evaluation to becoming a customer, across both self-serve plans and sales-led engagement for more complex enterprise use cases.

Community will play a larger role. Our *Library* (a collection of ready-to-run workflows) will see significantly more customer input, alongside community-led formats like *You Did What With Tines* and deeper technical walkthroughs. An expanded set of tools and templates, a refreshed Tines University, and more SEO- and AEO-friendly content will grow our reach.

We now have a clear point of view on intelligent workflows, backed by real customer evidence. That gives us the confidence to be more explicit, more intentional, and more bold. We have an imperative to build on the direct approach that brought us here, and to celebrate the community of customers that inspires us. **DW/MOC**





BUILD AND GROW: As we expand, we prioritize discipline over distraction. We operate and execute in sync to remove the inevitable friction that occurs alongside rapid growth. But that doesn't mean we are no longer willing to take risks. This section explores specific, calculated bets to ensure we disrupt ourselves before the market does.



Better, better, never best

Building a world- class GTM engine

THE WINNING TEAM

I'm a huge Detroit Lions fan, so you'll have to forgive the sports analogy. But it's the best way I can describe what we are building here.

Look at a player like Jahmyr Gibbs. The guy is a superstar. But even a talent like Gibbs can't do it alone. If the offensive line doesn't set the blocks, or if the coaches can't draw up the right plays, they're not scoring. The Lions need the entire offensive unit executing in perfect sync to break loose.

A world-class Go-to-Market (GTM) engine feels exactly the same way. It's about interdependency. Sales needs Product, Marketing, and CS to execute their roles perfectly to clear the path. When that engine is humming, you don't just see it in the numbers. You feel it. You walk into a room with the confidence that you're surrounded by the best of the best, and you know you're striking a little fear into your competitors' hearts.

We have that feeling often at Tines, but we aren't perfect. And to get to where we're going, we have to be honest about where we are.



Terry Tripp
CRO

SAND IN THE GEARS

We operate with a mentality of *Better, better, never best*. We are good. Heck, *very* good in certain areas like culture and role clarity. But if I'm being transparent, there is still "sand in the gears". That sand usually comes in the form of process debt. We have frameworks and tools that were perfect when we were a 50-person startup, but they are outdated for the scale we are at now. Take our deal approval process: it was perfect for a smaller organization, but it needs to evolve as we scale our teams. Similarly, as our business scope expands and becomes more complex, we simply have to be more efficient at getting the right data to the right person. We have to do the unglamorous work of updating our internal operating systems to remove that friction.

The second area where we need to tighten up is the follow-through gap. We get an 'A' on innovation and ideation. But sometimes, we get distracted by the next shiny object before we've finished the last one. A world-class engine doesn't just start well; it swings all the way through the ball. We need to be better at finishing what we start.

Going back to the Lions analogy. Two of our biggest changes this year will require operating as a unit. First, we are moving away from the binary debate of Product-Led Growth (PLG) versus Sales-Led Growth (SLG). We are building a hybrid XLG motion.

There is a misconception that PLG is only for small commercial accounts. I disagree. I expect us to have PLG users in Fortune 5 giants like *Walmart*. We view PLG not as a distraction, but as a way to plant little acorn seeds in our largest accounts. Those seeds—i.e. individual users finding value in the platform—eventually grow into the mighty oaks

TINES × TINES × XDR

As the front door to our organization, the XDR team is crucial, and I'm excited to ensure they are best equipped for every conversation, whether handling objections or customizing pitches.

The team's enthusiasm for hands-on product usage is inspiring, and additions like *Agents* and *Story Copilot* will unlock powerful self-built use cases. We want to tackle more account enrichment workflows to provide instant context on news and value propositions. This will help us position our responses effectively against competitors. **MM**

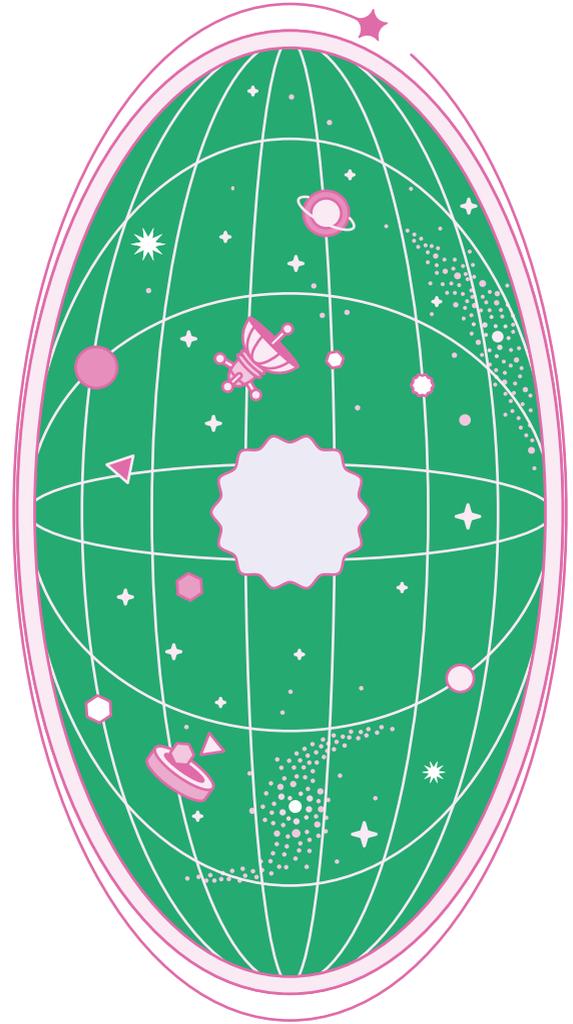
of large-scale enterprise deals (SLG). That's not to say PLG won't also be incredibly valuable as a driver of SMB deals. But it will be a force multiplier in the largest ones too.

Last year we officially welcomed customer success to our GTM team. This shifts how we think about the “right” customers. In the early startup days, every deal is a good deal. You just want to get points on the board. But now, we are moving from start-up mode to scale-up mode. We have to be disciplined enough to conduct health checks on our Ideal Customer Profile (ICP) and ensure we are hunting the right deals: customers that are profitable, durable, and set up for long-term success. Again, this will succeed almost entirely based on how we will communicate, collaborate, and execute as a team.

THE BETS

We are placing specific bets this year that I believe will age very well. First is *intelligent workflows*. I'll be honest: I am highly skeptical of companies that try to create a category for the sake of marketing. It often feels forced. But I am incredibly excited about articulating a unique answer to a real problem. Our approach is not about buzzwords. It's about proving as clearly as possible that our approach to AI and automation is 10× better than the alternatives.

Second is market expansion. We are intentionally planting seeds in geographic markets like Australia, New Zealand, Japan, and further across Europe. We are also doubling down on industries like Public Sector and Financial Services. Anyone who has gone through this knows that this stage of global growth can get a little hectic. It is essential to setting the foundation for our growth in 2026 and beyond.



The Sun vs. The Comet.

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In a market full
of hype, win by
being authentic.

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In a market full of hype, win by being authentic. Even when we lose a deal, we often hear that the prospect enjoyed the experience because we showed up as strategic partners, not just vendors trying to hit a quota. This leads to my favorite metaphor for our strategy: *The Sun vs. The Comet*.

... THE COMET: Burns incredibly bright and hot, grabs everyone's attention, and then crashes and burns out just as fast.

... THE SUN: Burns hot and bright, but sustains it for a long, long time.

A quick look at the WSJ VC section will show you there's a lot of incredibly bright burners out there. We are building Tines to be the Sun. Sometimes, that means we are more thoughtful and pragmatic than the "growth at all costs" competitors. We don't grow for growth's sake. We grow for durability.

That approach might feel less aggressive in the short term (and we still need to be aggressive). It is the only way to build a company that lasts decades, not just cycles.

THE BREAKOUT YEAR

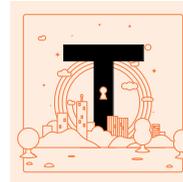
So, what does "wildly successful" look like 12 months from now? It looks like a demand funnel that is exploding because our brand and partner advocacy are overflowing. It looks like us proving that Tines is critical infrastructure beyond security, extending our value across the entire enterprise.

But the ultimate metric isn't just ARR or Net Dollar Retention (though we want those to be world-class). The ultimate metric is internal. I want every employee to be so proud and excited about what we're building that they're telling their neighbors, their friends, and heck even their *DoorDash* driver that they work at the greatest company on planet Earth.

That's the winning team. Let's go build it. **TT**

Embracing the challenge

Turning friction into opportunity



THE YEAR AHEAD BRINGS a reality check. We face distinct pressures we haven't seen before: smarter competitors, larger opportunities and therefore slower sales cycles, and the inevitable internal friction that

comes with scaling a team. It is easy to look at these hurdles and see only risk.

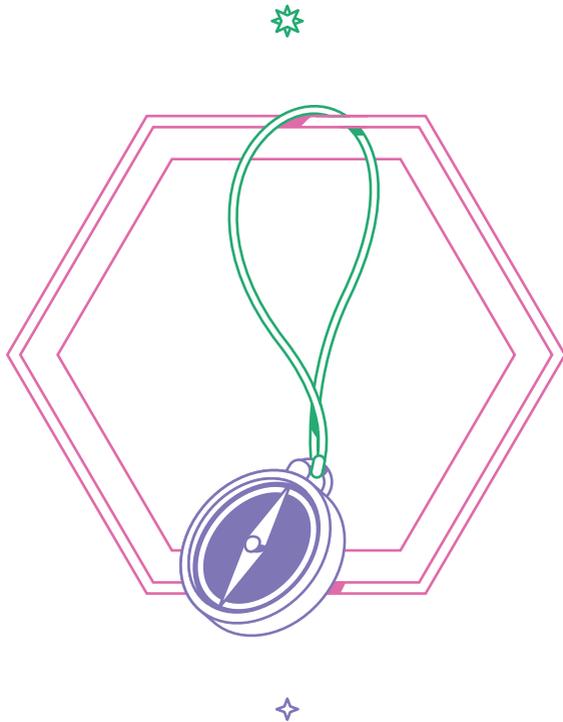
I view these challenges not as threats, but as opportunities. If we have competition, it means we are in the right market. It validates that the problem we are solving is real and valuable. Similarly, resetting internal expectations around sales cycles because deal sizes are larger is a very good problem to have. Success this year won't come from avoiding these pressures. It will come from leaning into them with deeper technical knowledge and stronger alignment.

The first thing that comes to mind whenever someone refers to "challenges" is competitors. So let's start by categorizing them into three specific buckets:

· THE LEGACY INCUMBENTS: These are the known entities in the security/enterprise automation spaces: *Palo Alto's XSOAR*, *Splunk*, *IBM*, etc. They are the established giants we have competed against for years.



Ryan Crump
VP of Worldwide Sales



Alignment is a journey.

THE DISRUPTORS: This is the new school. Companies like *Torq*, *n8n*, and *Workato* look and feel somewhat similar to Tines. They validate our approach and they also force us to be sharper.

THE UNSEEN THREAT: These are the competitors emerging from the blue, and most interesting to me. I think of the vibe coding platforms like *Cursor*, or the workflow builders coming from major players like *OpenAI* and *Anthropic*. They force a customer to ask: “Could I solve this problem with a vibe coding platform instead of Tines?”

We win today because of two things:

FIRST: We are better at developing customer relationships based on education, trust, and counsel than anyone in the market.

SECOND: The pace at which our platform evolves is unmatched.

We will continue to win only if we find ways of scaling those two key elements to a whole new level. Alignment is a journey, not a destination. You have moments of clarity where everyone is rowing in the same direction, and then, inevitably, you drift. Drift is a current challenge for us, and like I said, an opportunity. I look at our sales operations like a DevOps CI/CD pipeline. It requires constant iteration. We need a consistent operational cadence where we update each other on what is working, where we are meeting friction, and reconfirming our north star goals. If we see a market signal (e.g. weakness in a competitor or a new opportunity) we must galvanize the entire GTM organization around it instantly.

This also requires strict hygiene regarding

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At Tines, our north star is solving customer problems.

.....

incentives. Misalignment happens when a commission structure fights the business goal. We need high trust. If a rep feels their compensation conflicts with the right thing for the business, they need to raise their hand. Their manager needs to raise their hand. We might not be able to turn the ship as fast as we used to, but we will correct it.

THE HUMAN ELEMENT

In a startup, as the sales team grows, individual territories and account lists naturally get smaller. It is a mathematical reality. For high-performers who helped pave the early path here at Tines, this can look like their job is shrinking. My job is to counter that narrative with reality: your territory is smaller, but your opportunity is more focused. We are giving you more products to sell and better infrastructure. A focused territory allows you to understand your customer deeply and solve more problems for them.

For new joiners, speed is everything. We have worked hard in close partnership with the enablement team to decrease ramp time over the past year. The key is storytelling. A new rep needs to internalize our customer stories so effectively that they can speak

with authority, as if they lived those wins themselves. Crystallizing our intelligent workflows narrative will be key to driving more value for our customers, closing bigger deals and increasing consistency.

Buying behavior has shifted fundamentally. AI has introduced a “governance tax” on speed. Deals that used to take 90 days can now stretch much longer because the mention of AI triggers a review by risk and governance committees that didn’t even exist a year ago. We have to be patient and navigate these new stakeholders.

We also see the rise of Product-Led Growth (PLG) and developer-centric motions. I view this as a massive signal for enterprise sales. If we see 20 users at a major bank using Tines on a credit card, that is a qualified lead. It is an invitation to ask: “What problem are you solving, and is there a bigger initiative here?”.

This brings us to the *Swiss Army Knife* paradox. Being a tool that can do anything is a double-edged sword. It is harder to sell a general-purpose tool than a specific antidote for a specific pain. We have to work harder at Tines to define the “why now” than some of our point competitors do. But on the flip side, once Tines is in, it becomes foundational. It becomes the

tool users carry with them from job to job. That utility is its own value.

We are removing friction where we can. We are adopting tools like *Clay* to solve “source of truth” disputes regarding account ownership. We are streamlining deal desk approvals for accounts that fit our ideal profile. But our biggest differentiator remains our culture. I have worked at companies where the only north star was the path to IPO. At Tines, our north star is solving customer problems. We want to do our best work. If we stay authentic and focus on the customer, the revenue outcomes will follow as a byproduct. That is how we navigate the challenges that lie ahead. **RC**

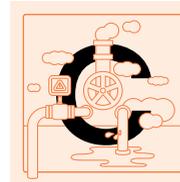
TINES × TINES
× COMMOPS

Acting as the bridge between Product and GTM, Commercial Operations (CommOps) plays a pivotal role in ensuring customer tenants are accurately provisioned.

I’m excited about the long-term vision of automatically provisioning tenants based on closed deals... a huge collaborative effort. Currently, every write to *Salesforce* goes through a suite of service provider stories. My goal is to ensure these remain robust, allowing Engineering, Customer Success, and Marketing to rely on consistent, accurate data across both customer tenants and *Salesforce*. **MM**

Fewer, bigger bets

Partnership in the year ahead



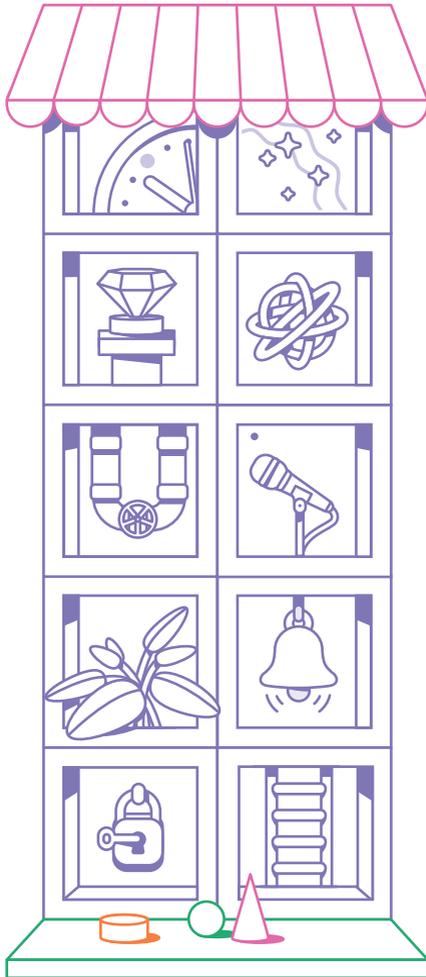
COMPANIES AT OUR STAGE often treat partnerships as an afterthought: under-resourced and over-expected. Tines did the opposite. We positioned Tines at the vanguard of ecosystem-led growth, deploying a dedicated team of ~30 people to build a best-in-class motion. We then put our money where our mouth is with a *comp positive* model, paying our reps more to bring deals to partners than to take them direct.

The result? Last year, over 30% of our revenue was sourced by partners, and over 90% was enabled by them. Those are metrics that double the best-in-class expectations for horizontal SaaS companies.

In 2025, we proved the model works with some of our largest partners. Our unique partnership with *Elastic* became the blueprint: they resell Tines on their paper, incentivizing their thousands of sellers to drive our scale. With *AWS*, we cemented our status as the fourth most prolific marketplace partner among security startups globally and the only intelligent workflow platform integrated into the *Security Hub* launch. But the real magic of our technology alliances is that Tines makes other vendors exponentially more effective. We are the “sauce on the pasta” for



Charlie Ardagh
Head of Partnerships



Better together.

the security stack. Whether it's *Netskope*, *Wiz*, or *Cribl*, combining their power with Tines workflows creates a moat and a business catalyst that drives “better together” value. With hundreds of deployable examples in our *Library*, we go beyond just selling software. We are ensuring customers maximize the ROI of their entire stack.

We've been a mile wide and an inch deep, working with over 200 partners. The theme for the year ahead is discipline: *Fewer, bigger bets*. To be clear: we're not leaving behind any of our partners. But we do need to prioritize. The goal is to cultivate ten wildly successful VAR* partners that account for the majority of our channel business. Tines will continue exploring platform partnerships with leading systems of record such as *Databricks*, *Snowflake*, *Oracle*, and others; whereby intelligent workflows through Tines can provide the kind of orchestration, automation, and agentic solutions that meets the needs of the world's most advanced organizations.

OPERATIONAL EXCELLENCE: ONE TENNIS BALL

We have to be honest about where we spun our wheels. We've been guilty of throwing half a dozen tennis balls or more at our partners and our sales team, overloading them with messaging until they catch nothing. 2026 is about refining the message so they catch the one tennis ball that matters.

Our team is fully resourced with world class partner product marketing, partner enablement, and marketing support as well as partner engineers that work to bring these partnerships to life through

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* Value-Added Reseller.

tangible business impact. I expect to see this impact felt even more in 2026 both by our internal teams and our partners alike.

We also need to rethink ROI on aspects such as event sponsorship spend. Sure, direct leads and sales acceleration are quantifiable, worthwhile goals. But, being visible at events can generate so much more “soft ROI” through brand and customer goodwill. Finally, the partner team will continue to act as the tip of the spear, scouting ahead of the mothership to break into new markets like LatAm, Canada, and the Middle East.

Partners are the filter and the trusted voice for our customers in a noisy market. By enabling them, we enable our customers. My goal is simple: build the world’s most effective partner led growth engine while sustaining a culture where our team is happy, productive, and winning. **CA**



Building for builders

The philosophy behind the product



IN THE WORLD of enterprise software, the roadmap is often treated as a sacred text; a 12-month prophecy of features to come. At Tines, we take a different approach. We famously (or infamously, if you work in marketing) do not maintain a traditional 12-month roadmap. Instead, we rely on small, autonomous teams operating with high-trust collaboration.

This naturally creates a core tension: How do you maintain a coherent long-term strategy without a rigid plan? The answer lies in what we call ‘*lowercase a*’ agile. We are allergic to the performative rituals or rigid methodologies of Agile. Instead, we focus on *real* agility. The secret sauce is the maintenance of a strong feedback loop between product, design, and engineering, ensuring that no single discipline overpowers the others.

THE PERIODIC TABLE OF TINES

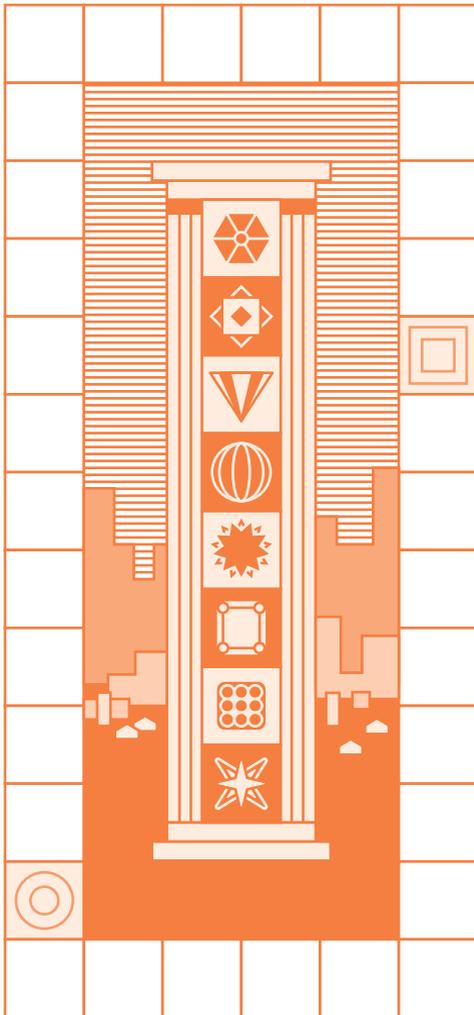
To understand how we ship, you first have to understand how we are structured. Years ago, when we first subdivided into teams, we attempted to give them “meaningful” names: *Activation*, *Expansion*, and



Jonny Belton
VP of Design



Brian Long
VP of Engineering



Product team elements.

Platform. It was a completely doomed attempt.

The problem was that each team owned too many disparate things. As the product evolved, the names became incorrect incredibly quickly. For example, *Team Activation* eventually had nothing to do with getting new users active. They were focusing primarily on building *Cases*. We realized that as soon as you name a team (for instance, “the *Cases* team”) that becomes the only thing they will ever work on.

We needed a solution that offered flexibility. We decided we needed team names that conveyed absolutely no meaning, because the actual meaning would live in our dynamic ownership areas table. Being nerds first and foremost, we quickly latched onto the periodic table of elements. While it used to make us cringe a little, we are immune to it now.

Today, our product organization is defined by these elements, each mapping to a specific domain (though the ownership table remains the true source of truth):

- *Aluminum:* AI
- *Carbon:* INFRASTRUCTURE
- *Titanium:* STORY RUN-TIME
- *Iron:* PAGES
- *Oxygen:* STORY BUILD-TIME
- *Neon:* CASES
- *Silicon:* RECORDS
- *Lithium:* SELF-HOSTED

We are also expanding. Soon, a new team will split out of *Carbon* to take over identity and access management. Another team will form to tackle acquisition and monetization, driven by our PLG focus.

THE ART OF 'NOT YET'

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With autonomous teams and a flexible roadmap, focus is paramount. But maintaining focus requires saying “no”... which is almost always a “not yet”. Because we operate on monthly planning cycles, a rejection isn’t a permanent door closing; it is simply a decision for this specific month. This allows us to be fluid. We don’t have to predict the future, just prioritize the present.

A perfect example of this fluidity is our journey with case management. Initially, this was a “never” item. Our product philosophy was dogmatic: “We don’t bundle case management; use the best tool for the job.” However, commercial headwinds eventually forced a change. We were losing bake-offs* simply because we didn’t check a specific box on a prospective customer’s feature matrix. So, we pivoted. We built case management as a Trojan horse, a way to get into deals so we could eventually showcase the platform’s true value. The lesson here was stark: “Never” is a dangerous word. Market signals can (and should) override product dogma.

Sometimes, the most strategic product decision you can make is invisible work. A key example of this: in 2024, Engineering undertook a massive project to tear apart and completely rebuild the core *Storyboard* diagram. It wasn’t a flashy feature launch, but the payoff was immense. This foundational work enabled subsequent features like visual diffs** in change control; functionality that simply wouldn’t have been possible with the old codebase.

.....
* *A competitive evaluation process.*

** *Code or file comparison, showing how or whether difference exists.*

.....
Market signals
can (and should)
override product
dogma.
.....

We saw a similar evolution with *Pages*. It started as a simple form feature. But then the team asked a pivotal question: What if we put this in the middle of a story? That single shift created an emergent property where the feature became more than the sum of its parts, effectively turning Tines into an app builder.

This brings us to how we define speed. Speed is a core value at Tines. But is often mistaken for rushing. Here, it means something different. Speed in product is about scoping small. It is never about cutting corners or sacrificing quality. Speed also requires a slightly longer lens. It means planning two to three releases out so that we don’t paint ourselves into a corner with short-sighted decisions.

In this spirit of Almanac transparency, onto our failures. If we want to build better, we have to look at where we over-engineered. The *Groups* feature stands out as a primary example of this. *Groups* was meant to be a reusable building block that would replace the *Send to story** mechanic. However, in execution, it became a fragile pattern in our codebase. It created a long tail of bugs and technical debt that continues

.....
* *A nested workflow in Tines.*

.....

If we don't
prune the
product, we
risk becoming
the very thing
we hate.

.....

to slow down other projects, such as *Change control**.

The takeaway is that there is a danger in assuming complexity is necessary. As a leadership team, we missed the mark. We are now left with two features (*Groups* and *Sub-stories*) that do pretty much the same. This is a level of complexity that we now have to actively manage and eventually resolve.

SIMPLICITY AND OLD ANSWERS

As we look toward the next year, we are waging a war on bloat. As Tines grows, and as technology evolves, we are finding new answers to old problems. The challenge is ensuring we remove the old answers rather than letting them pile up. For example, the advent of widgets. We have to ask: do we still need simple input boxes if everything is a widget? If we don't prune the product, we risk becoming the very thing we hate: complex, legacy enterprise software.

We are applying this philosophy to AI as well. We aren't just slapping AI features onto the interface; we are using it to change how we build. We want to use AI

to speed up the early part of design and development. The goal is to generate five prototypes, throw four away, and refine the winner. This allows us to explore the solution space much faster than before.

Finally, we are maturing our operations. We are adding a data analyst to the product team in Q1, placing us in a better position to strictly define and hit success metrics. Furthermore, moving from small, isolated teams to cross-team projects requires us to define clearer ownership to avoid collaboration stress.

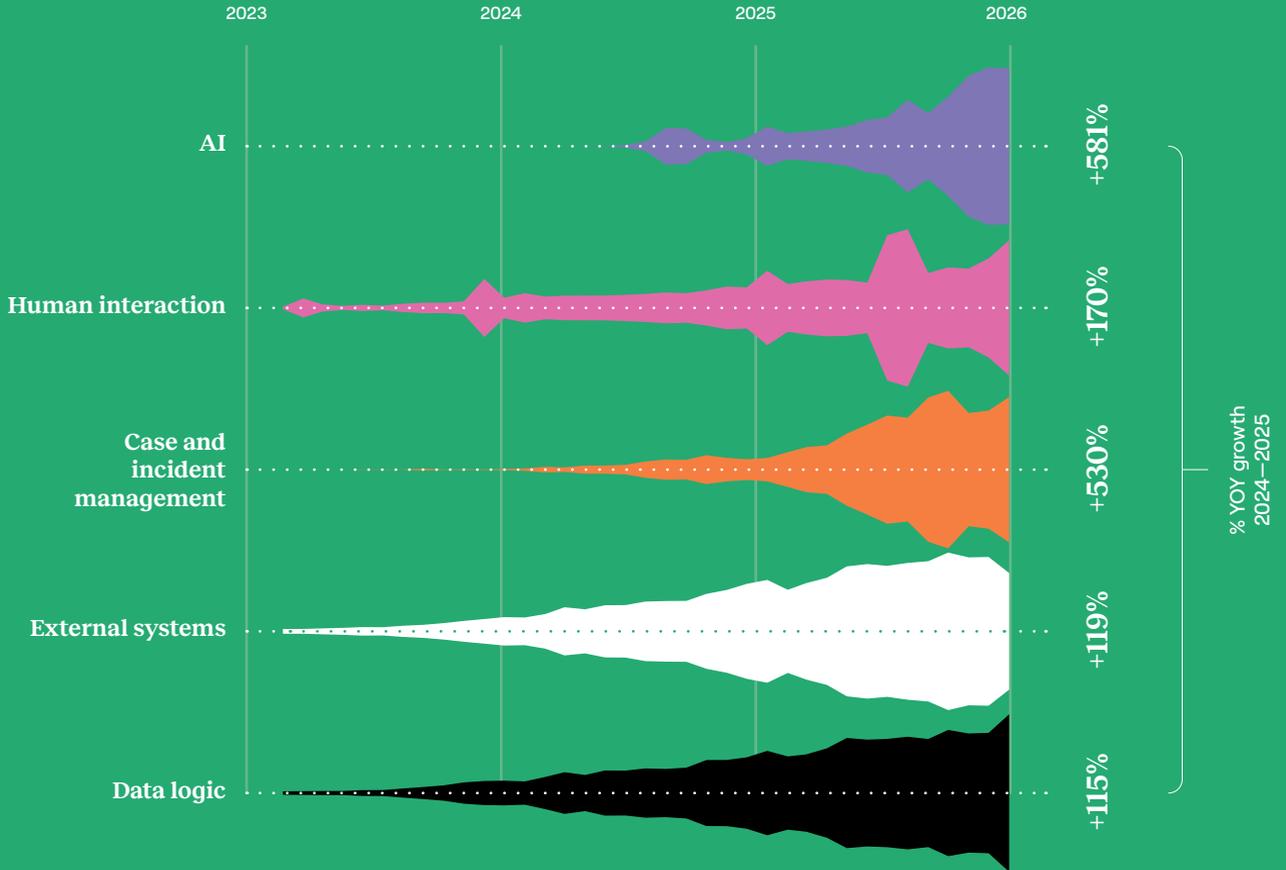
When we look back at 2026, our definition of success won't be a laundry list of new features. Our north star is simple: The product should do more, and it should feel simpler. If we achieve this, the outcome will be a larger user base across IT and Security, and an internal structure where ownership is crystal clear. This is how we ensure that our *'lowercase a'* agile culture doesn't just survive scale, but thrives within it. **JB/BL**

.....

* *A test environment to prototype and experiment with changes, before applying them to your Story.*

PLATFORM ADOPTION VELOCITY

Historical activity levels by category with year-over-year momentum



← HORIZONTAL RIVER

Platform adoption velocity

The chart tracks how customers are using different Tines capabilities, from January 2023 to present.

Each colored band represents a category of capabilities, and each is scaled to its own peak, rather than comparing absolute volumes between categories. This allows us to showcase the growth trajectory of each set of capabilities on its own terms.

The numbers on the right compare total 2025 activity to total 2024 activity for each category. This year-over-year growth is not related to the band width, which shows relative intensity over time.

The shape of each band tells a story about adoption patterns: *AI* started from near-zero in mid-2024 and is now scaling rapidly. *External systems* and *Data logic* have been steady workhorses throughout. *Human interaction* and *Case and incident management* show different growth curves as adoption of those capabilities has matured. **COG**



Product strategy and reflections

A team conversation

As Tines continues to scale, product strategy must evolve to balance the demands of enterprise maturity with the agility that defines our engineering culture.

To understand how this balance shaped the last year and where we are headed, product leaders Rosie Halpin, Sabrina de Silva, and Nick Winninger sat down for a candid conversation about wins, missed marks, and the future of intelligent workflows.

Looking back at the past year, what stands out as the most meaningful product win? Why did it matter most?

NICK WINNINGER: For me, the most inspiring win was how we started blurring the lines between our different product areas. Historically, we built individual items, automation, dashboards, cases, etc., but the beauty of Tines is in the “connective tissue”. We successfully built features that allow these isolated products to talk to each other. For example, embedded *Pages* within *Cases* now allow users to capture input without ever leaving the case interface. It’s about making the product feel like a cohesive intelligent workflow platform rather than separate tools.

ROSIE HALPIN: I agree with that cohesion, but I think the biggest win was a balancing act. We had to achieve maturity for our large enterprise customers while maintaining the velocity needed to stay on the cutting edge. We didn’t slow down. Releasing *Agents* propelled us to the forefront of AI thought leadership, and completely recreating *Pages* made us much stickier in customer workflows.



Rosie Halpin
Product Manager



Sabrina de Silva
Product Manager



Nick Winninger
Product Manager

SABRINA DE SILVA: And to add to the AI point, we expanded our AI footprint significantly. But what mattered most was our deliberate pace when it came to AI. We didn't just jump on the bandwagon; we asked "should we," not just "could we". It was a paced, thoughtful rollout that ensured features like *Agents* were genuinely useful rather than just hype.

We placed some big bets this year. Which ones had the biggest impact, and what did we learn from them?

NICK: The biggest bet, and frankly, a scary one, was deciding not to over-rotate into security. We are a security-native company, but we bet that Tines is for everyone. We avoided replicating traditional SOAR* tools pixel-for-pixel. A perfect example is the *Tabs vs. Table of Contents* debate. Security software loves tabs. You see them in literally every tool. Instead, we gave our customers a table of contents. It was a risk, but customers learned that our way offered a better experience for comparing data side-by-side.

SABRINA: That positioning of "more than security" was crucial. We learned that customers often just want us to recreate the tool they are leaving, but if we just check that box, we aren't actually solving their problem or building for a broader audience. We have to challenge those assumptions to provide a better long-term solution.

* SOAR (Security Orchestration, Automation, and Response) is a category of security platforms used to manage and automate incident response.

ROSIE: On the execution side, our biggest bet was velocity. We set a goal of 250 "what's new" posts for the year. We blew past that by summer. It reaffirmed that speed is a true cultural value. We also spun off a dedicated team to build internal AI infrastructure. That infrastructure bet allowed other teams to ship AI features faster, proving that enabling internal builders pays off externally.

Conversely, where did we fall short? What did those misses reveal?

ROSIE: Honestly, I think we fell short on ease of use. We launched an AI formula generator, and it's been used 35,000 times in a quarter. That's a win, but it also reveals a failure: it highlights just how hard it was to write formulas before.

NICK: Rosie mentioned velocity as a win earlier. But I've found our less agile customers with stricter governance and controls find that differentiating velocity intimidating. Redesigning the *Cases* UI is a good example. We know the design was better, more intuitive but underestimated how accustomed customers were to the current design. It highlighted how critical communication is for even the best changes.

SABRINA: I'd point to *Workbench*. At the time of launch, we believed it could be a linchpin for the platform. It's a natural way to interact across Tines and your systems. But, the AI landscape moved so fast. *Workbench*, while well received, wasn't the linchpin we thought. The ethos was right, but the ongoing iteration fell short.

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We have to challenge ... assumptions to provide a better long-term solution.

.....

What surprised you most about customer behavior this year?

ROSIE: I'm going to slightly contradict Nick and Sabrina's points. The speed of adoption for *Workbench* was shocking. We had 42% of customers enable it within two months. It validated that if we provide a "minimum lovable product" that balances innovation with privacy, enterprise customers will move to adopt faster than we give them credit.

NICK: I was surprised by the big data use cases from customers. We aren't *Snowflake* or *Tableau*, yet customers are using *Records* as a massive data lake and reporting tool. They are pushing our limits, which is both a compliment and a challenge to scale our backend exponentially. We also have to decide whether this is how we want our customers to think of Tines, which I'm guessing is a "no."

SABRINA: For me, it's the spectrum of builders. We have super-technical practitioners and business practitioners all within the same tenant using us for quite similar things. That spectrum



Pushing our limits.

forces us to rethink our future. We need deep technical capability for one group, and ‘hover for help’ for the other.

Looking ahead to 2026, what emerging trends will shape our roadmap?

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ROSIE: Vibe coding for the enterprise. The bar for user-friendliness has been raised by LLMs; people expect to just describe a workflow and have it exist. Our opportunity is to provide that vibe coding experience: easy, natural language creation but wrapped in the reliability, scalability, and governance that “toy” AI tools lack.

NICK: We are moving past the novelty phase of AI into the cost/utility phase. We can’t just throw AI at everything. We need to be pragmatic about where usefulness intersects with cost. Ultimately, Tines needs to be approachable enough that my non-technical brother could use it to solve a business problem.

SABRINA: I think customers are going to demand more opinion from us. Historically, Tines has been infinitely flexible. But as we mature, customers want us to tell them the best way to do something.

Finally, if we are sitting here one year from now having achieved our goals, what feels different?

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NICK: Tines will feel foundational. It will be mentioned in the same breath as *Salesforce*, *Figma*, or *Office*. It won’t just be the security team’s secret

weapon; everyone from sales to support will be asking, “Can I build this in Tines?”.

ROSIE: The product will invoke a sense of ego and cool factor. Users should feel proud and on the cutting edge because they use Tines. It should feel incredibly approachable... easy enough to vibe code but powerful enough to run the enterprise.

SABRINA: It will feel intuitively mature. We will have maintained the fun and the quick wins that define our culture, while growing the governance capabilities to meet the transformations happening in real-time as a result of AI. We’ll offer transparency that allows the world’s largest companies to trust us and our velocity implicitly.

RH/SDS/NW

The innovator's solution

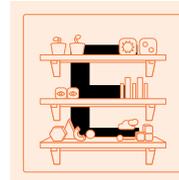
Project 3B



Stephen O'Brien
Head of Product



Eoghan Reid
Lead Product Designer

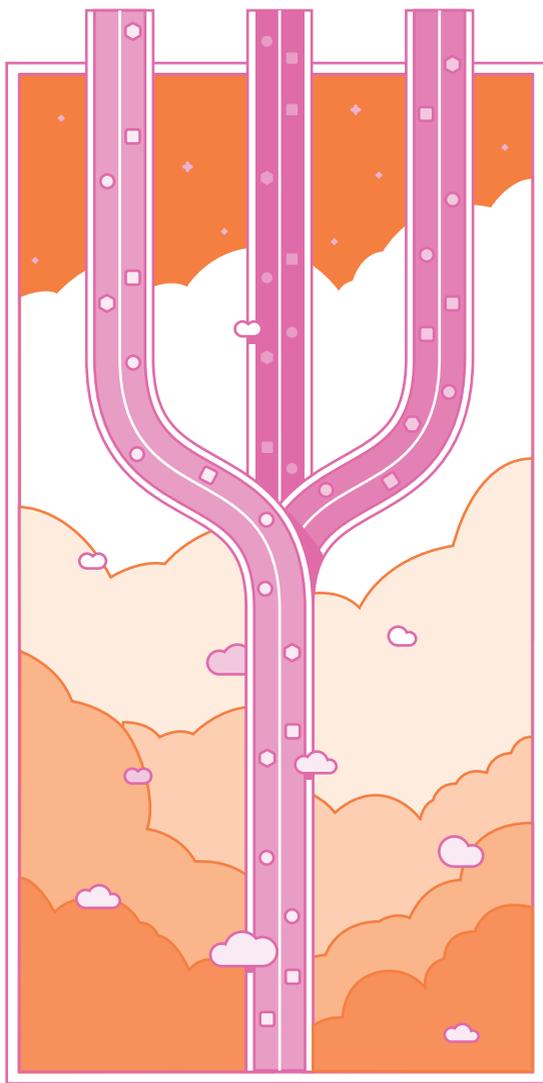


EVERYONE IN THE WORLD of business strategy knows *The Innovator's Dilemma*. Clayton Christensen's seminal work describes how great companies fail. In summary: it's not because they do things wrong, but

because they continue to do everything right. They listen to their customers, invest in their most profitable products, and optimize their operations. And in doing so, they leave themselves vulnerable to smaller, scrappier disruptors who attack from below.

Fewer people talk about Christensen's follow-up: *The Innovator's Solution*. The solution is that a mature company cannot solve this dilemma by simply asking its existing teams to work harder or think differently. To survive disruption, a company must approximate the conditions of those who would disrupt it. It requires creating independent, small, unaligned teams that function like a startup within the enterprise... teams that are free to ignore the rules that make the main business successful. In late 2025, we set out to do exactly that at Tines.

On paper, the move looks irrational. Tines is in a strong market position. Our customers are happy. Our product team is operating well and maintaining



A fork in the road.

an aggressive shipping cadence. So you can probably imagine the number of raised eyebrows we saw on Zoom among fellow Tinos when we announced the decision last October to remove the Head of Product (Stephen) and a Lead Designer (Eoghan) from our roles to work in isolation on a yet to be determined project. Why take two people who are deeply embedded in the “stable” part of the business and cast them into the unknown?

The answer lies in the deliberately irrational paradox of the innovator’s solution. We realized that while the core Tines product team is making the platform better every single day, achieving something that is fundamentally different, something 100× simpler or more scalable, requires a different way of thinking. It requires a freedom to fail.

We are not doing this because Tines is broken. Rather, the opposite: Tines is in a strong enough position where we can take this risk.

A FORK IN THE ROAD

Every project has a precipitating moment. For 3B, it was a simple prototype built by VP of Engineering Brian Long. For years, we have known that AI would eventually transform how automation is built. We had tried to harness it before; two years ago, we launched “Project Hennessy” with similar ambitions. Back then, it didn’t quite work. The technology wasn’t ready, and the results were fragile. But Brian’s prototype proved that the technology had finally crossed a threshold. The ideas that failed two years ago were suddenly, vividly viable.

We faced a fork in the road. We could ask one of our existing engineering teams to drop their roadmap, ignore the immediate needs of our customers, and

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What a luxury that blank page is.

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chase this experimental “maybe.” Or, we could do something unconventional.

We chose the unconventional path. We knew that dropping this project onto an existing team would be a burden. True zero-to-one innovation doesn’t just need a large team of subject matter experts; it needs “founding energy.” It needs the obsession and the manic focus of a startup team that has nothing to lose.

And so, “Project 3B” was born. The name stands for *Third Baby*. The timing of this project was, frankly, terrible. At the exact moment of inception, both of us were preparing to welcome new babies into our families. Introducing a “third baby”—a demanding, sleepless, needy software project—into our already sleep-deprived lives was the definition of crazy timing. But it also felt like the only way to do it. There is a necessary ruthlessness about how you spend your time when you have none to spare.

When we first stepped away from our roles, there was a bit of unintentional mystery. We didn’t set out to work in stealth mode, but because we didn’t immediately broadcast what we were doing... mostly because we didn’t know yet. The company filled in the blanks. The project became known as a secret, even though we were happy to show our messy

progress to anyone who asked.

The goal wasn’t secrecy as much as it was focus. We needed the silence to hear ourselves think. We needed the freedom to focus exclusively on one problem without being pulled into the daily orbit of bug fixes, hiring, and roadmap planning.

However, we are acutely aware that our freedom is purchased at the expense of our colleagues. We are only able to play in this sandbox because people like Yannick, Nick, Sean, Sabrina and Rosie stepped up to cover the gaps we left behind. They took on the roadmap reviews, the management burdens, and the difficult decisions, affording us the luxury of a blank page. And what a luxury that blank page is. For the first time in years, we are building without baggage. We have no legacy code to maintain and no pre-existing decisions to navigate. We are building from scratch, and that has allowed us to move at a speed that is simply impossible in a mature codebase.

THE 100× AMBITION

Our mandate for 3B is high-level and arguably impossible: we are attempting to create something that is 100 times simpler to use and 100 times more scalable.

The inspiration comes from a shift we see in the market from no code to vibe coding. Traditional no-code tools are often allergic to code; they try to hide it behind layers of abstraction and visual metaphors. Vibe coding, on the other hand, is code-curious. It acknowledges that code is actually the most powerful way to tell a computer what to do, provided you don’t have to write it yourself.

With 3B, we are exploring what happens when you fully embrace this shift. We are asking ourselves: What does an intelligent workflow platform look like

if you skip the abstraction layers entirely? What if the barrier to entry wasn't your ability to code, but simply your ability to describe what you want?

The differentiator, and the reason we believe this must happen at Tines, is security. There are plenty of emerging tools for building websites or simple apps using this new paradigm. But when it comes to enterprise automation and orchestration, reliability and security are non-negotiable. We are attempting to mix the extreme usability of this new vibe coding era with the “crown jewels” of Tines: our obsessive focus on security, governance, and reliability.

INHERITING AN UNFAIR ADVANTAGE

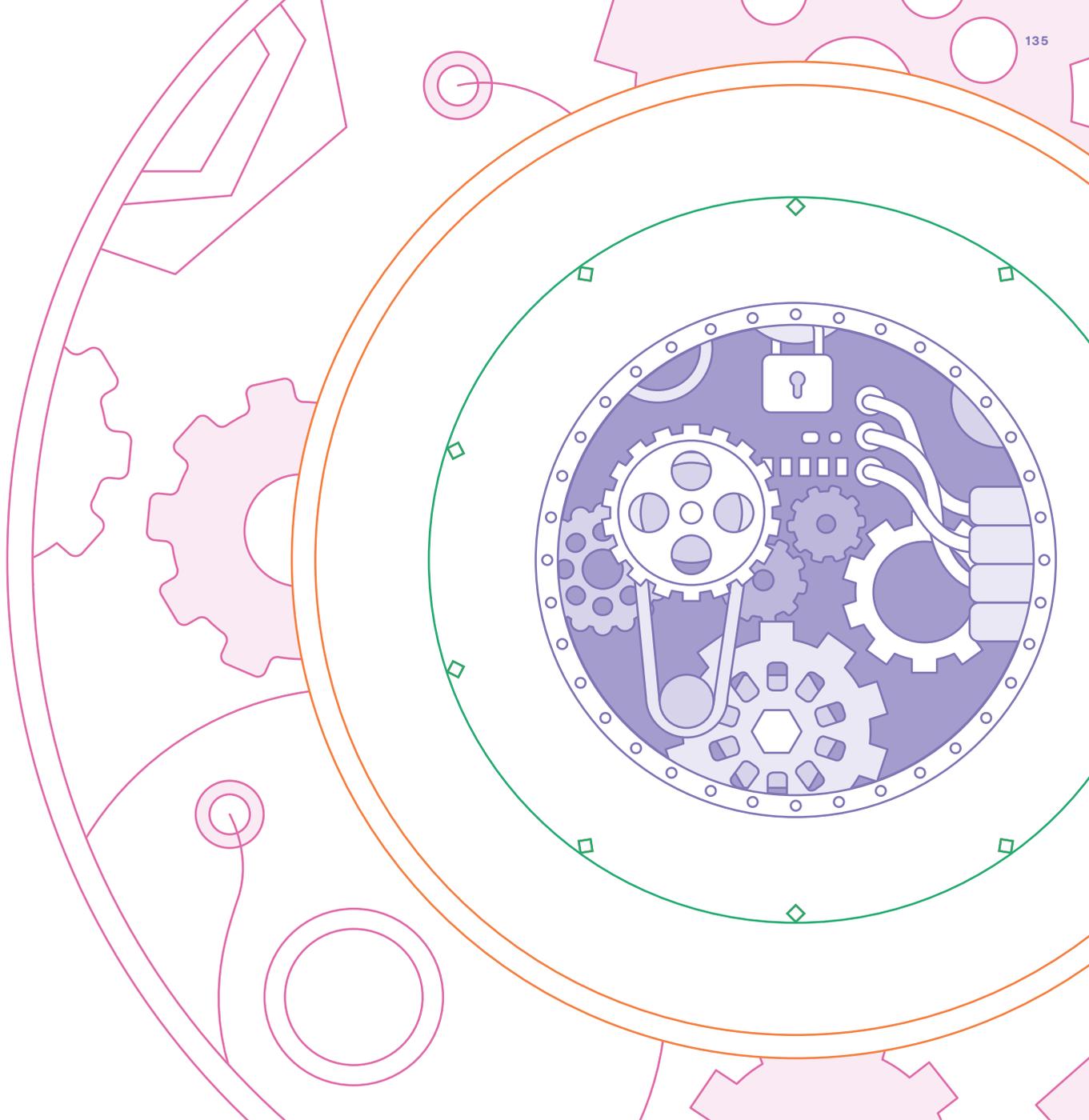
In software engineering, the “rewrite” is a dirty word. The conventional wisdom is that rewrites are doomed to fail because you underestimate the complexity of what you are replacing.

We are keeping ourselves humble regarding that risk. However, 3B isn't just a rewrite; it is a new product that has inherited an unfair advantage. Most startups have to spend years hunting for “secrets”—those hard-won insights into what customers actually need. We inherited our secrets on day one.

We know exactly where the mistakes were made in the past. We know which architectural decisions caused pain three years down the line, and we can avoid them. More importantly, we have a captive audience. Unlike a normal startup that has to shout into the void to find its first user, we have a sales team asking to show our prototype to customers. We have power users ready to validate our assumptions. To have that kind of access and product-market fit validation before you've even finished the product is a ridiculous advantage.

We want to be clear: *we do not know how this ends*. There is a version of the future where 3B becomes a standalone product, living side-by-side with Tines. There is a version where it succeeds so well that it melts back into the core platform, influencing the next generation of Tines features.

And, of course, there is a version where it fails. We are okay with that uncertainty. In fact, we embrace it. This project is not about guaranteed success; it is about the willingness to be brave. It is about recognizing that even when you are winning, you cannot stand still. By betting on the innovator's solution, we are trying to ensure that we don't just watch the future of automation unfold. We build it. Whether that future is called 3B, or just the next version of Tines, remains to be seen. **SOB / ER**





TINES INSIDE OUT: Our underlying architecture (both technical and operational) determines our ability to scale. We “go slow” on the foundations to then move with lightning speed, proving that compliance and infrastructure, in the right hands, become essential engines of our growth.



Building customer-grade trust at scale

Legal and Security in partnership



THE RELATIONSHIP between Legal and Security at technology companies is often viewed through the lens of friction: two departments operating in silos, occasionally colliding when a contract hits a snag. At Tines, we operate under the belief that Legal and Security are deeply connected across nearly every decision involving customer trust, data handling, and operational risk. In an environment where the business moves quickly, we do not wait to be pulled in.

Our shared mandate is not just to protect the company but to enable it to scale. This requires a delicate balance of productive tension, rigorous preparation, and a willingness to confront the risks inherent in innovation, particularly regarding AI.

GOING FAST MEANS GOING SLOW

There is a common misconception that Legal and Security are bottlenecks. In reality, our collaboration is the engine that allows the company to move fast when it matters most. This means redefining how we think of speed. It means getting the company to a place where we don't have to reverse course later,



Brandon Maxwell
Head of Security



Katherine Gipson
Head of Legal

not rushing a contract review in 24 hours.

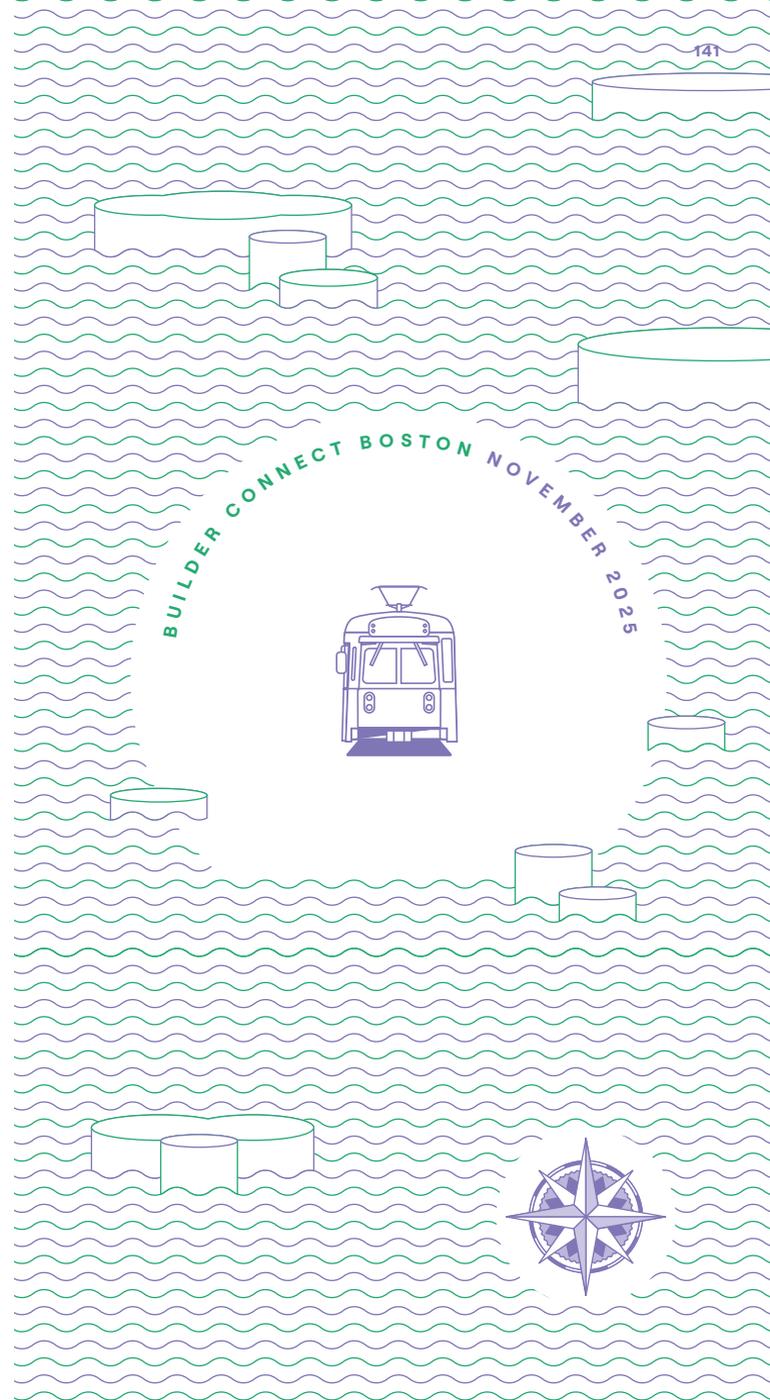
A prime example of this occurred this past year during our audit with a large financial institution. Typically, a vendor gets six to eight weeks to respond to their security questionnaire. Because our teams had been working in lockstep for the past three years, anticipating the requirements of highly regulated industries, Security was able to turn that questionnaire around in a matter of days.

The onsite audit followed a similar trajectory. We passed with flying colors, shocking the auditors with our maturity. This success wasn't a happy accident; it was the result of years of "slowing down" to implement the right controls, define service accounts, and mature our compliance posture long before a bank ever asked for it. If we had prioritized speed over soundness in previous years, that deal would have stalled or died. By going slow on the foundation, we allowed the business to move at lightning speed during execution.

That being said, the process was still stressful and burdensome. This year we will likely be faced with multiple similar audits at the same time. We need to take learnings from the experience and develop the right processes to ensure we can meet the needs of customers without breaking the team internally.

PRODUCTIVE TENSION AND CONCRETE RISK

While we are aligned on goals, we do not always start from the same position. Legal may push for flexibility in a negotiation to close a deal, while Security may flag that such flexibility introduces exposure we cannot defend. This tension is productive. It forces us to identify concrete risks rather than theoretical



Trust is not a static outcome; it is a habit.

ones. We communicate early and often. We often talk to each other more than our own teams to ensure we aren't operating in a vacuum.

Our job is to filter the noise. We identify the risks that could cause reputational damage or operational failure and weed out the minor issues that are merely uncomfortable. This allows the company to take calculated risks with eyes wide open.

THE RISK VECTOR OF A GENERATION

Over the past year, no single factor has impacted our roles more than AI. The landscape is evolving faster than the law can catch up, forcing us to make decisions without a unified market position to point to.

From a legal perspective, the risks are significant. Insurance coverage for AI is often excluded or ambiguous, and we cannot reasonably offer warranties on non-deterministic outputs (hallucinations). This leads to longer negotiations where we must educate customers that while we love making AI available, the use of these features comes with inherent risks they must own.

From a security perspective, the ubiquity of AI introduces new vectors for data exfiltration. It is

not just about the AI features in our product; it is about the internal use of AI tools by well-meaning employees. A resumé uploaded to a personal chatbot or a snippet of code pasted into an unapproved tool creates exposure.

Our stance is one of transparency and education. We are rigorous about defining what data is trained (and what isn't) and ensuring that our internal guardrails match our external promises. We view AI as a discipline that requires constant vigilance regarding liability, IP ownership, and data privacy.

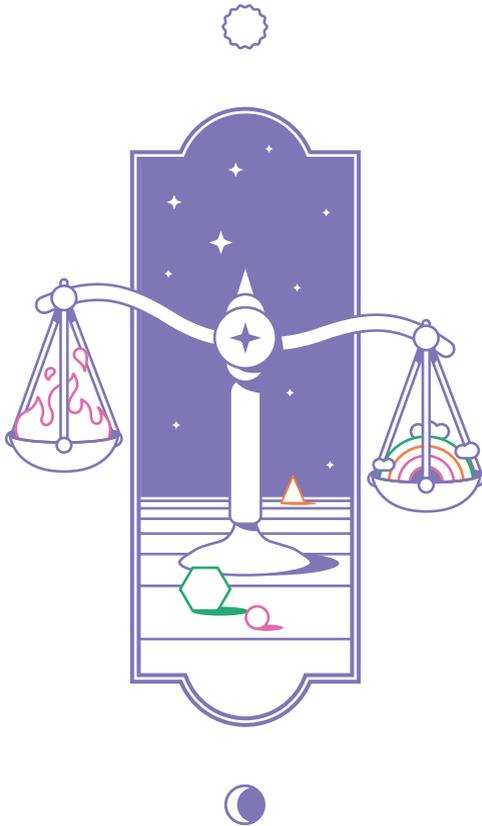
CLOSING THE GAPS

Despite our successes, we are candid about where we need to improve. The biggest risk we face internally is the assumption of knowledge, the belief that we know what impacts other teams.

We have seen instances where decisions made in a vacuum created burdens for Engineering or Product that Legal and Security did not anticipate. Furthermore, as we move upmarket, we are seeing a trend where customers introduce new technical requirements after the contract is signed, essentially a second round of procurement led by the end-users rather than the buyers.

In the coming year, we are focused on pushing these conversations earlier in the sales cycle. We need to ensure that the "sold" version of Tines matches the technical reality required by the customer's security engineers, avoiding post-signature fire drills. We are also working to break down internal silos to ensure that data handling practices are understood uniformly across Engineering, Product, and GTM teams.

Looking toward 2026, we are preparing for a future defined by higher governance and broader



Delicate balance.

international expansion. We are pursuing the “ISO Trifecta”^{*} and continuing our journey toward CMMC^{**} and FedRAMP^{***} readiness to support public sector clients.

We cannot rely on heroic individual efforts to scale. The intensity audit we referenced earlier is not sustainable if we land five similar customers next year. We are investing in team structure, including hiring a Director of GRC to professionalize our compliance engine. On the Legal side, we are building sub-specialties within the team—experts in privacy, AI, and specific regulatory markets—to ensure we have deep benches for complex issues.

Trust is not a static outcome; it is a habit. It is the invisible work done in the background—the policies written, the controls tested, and the difficult conversations had—that keeps the company safe. We will continue to show up early, stay aligned, and do the hard work that ensures Tines can grow without compromising on security or integrity. **BM / KG**

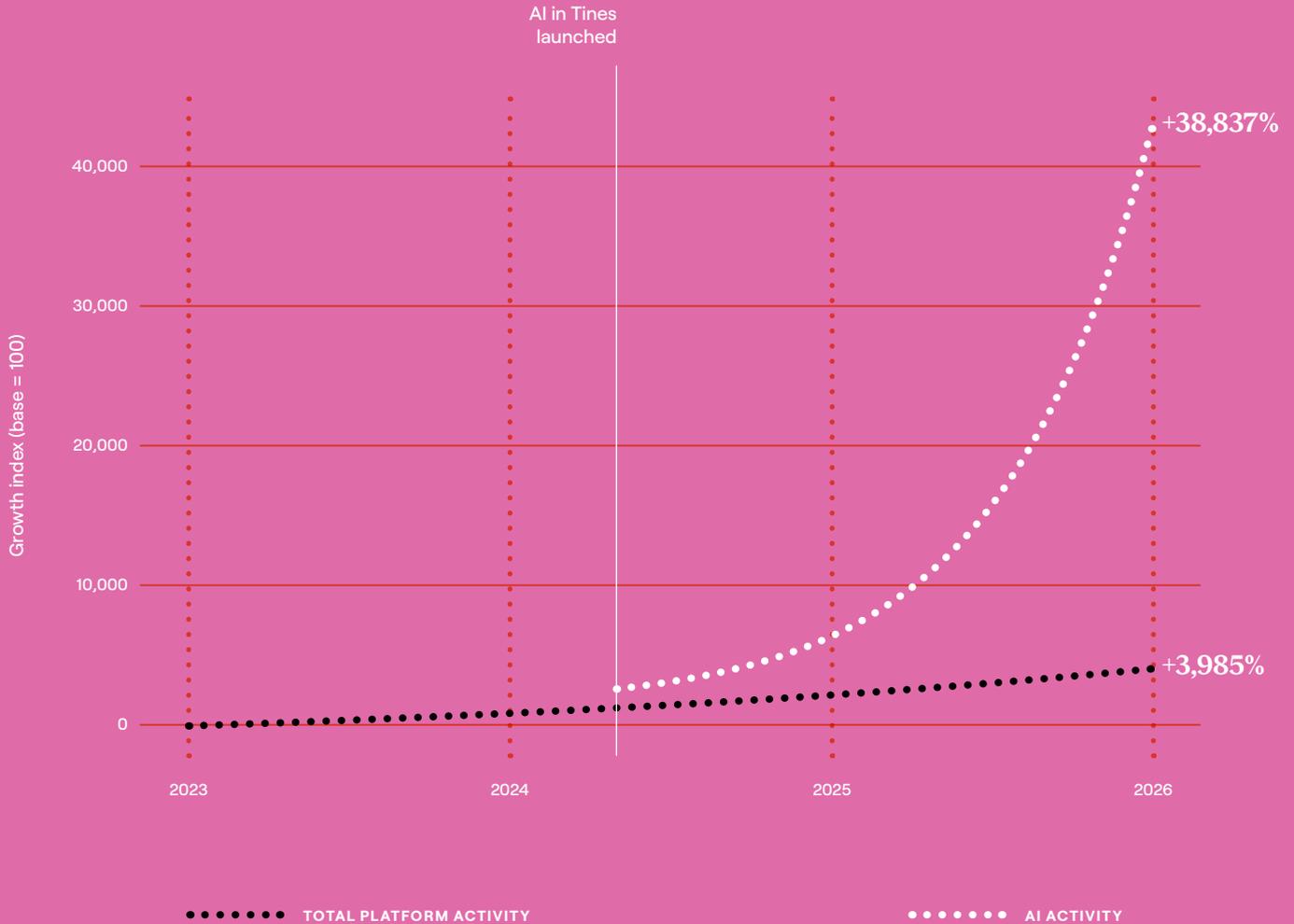
^{*} ISO/IEC 42001 (AI Management); ISO/IEC 27001 (Information Security); ISO 9001 (Quality Management).

^{**} Cybersecurity Maturity Model Certification.

^{***} Federal Risk and Authorization Management Program.

PLATFORM ACCELERATION

Total event volume growth, with AI inflection point



← LINE CHART

Platform acceleration

This chart shows total platform growth from January 2023, with a focus on the introduction of AI features and capabilities in May 2024. The dotted black line shows *total platform activity*, and the dotted white line shows *AI activity*.

Both lines are indexed to 100 at their starting points, allowing for comparison of growth rates rather than absolute volumes. The approach means both lines start at 100 and show percentage growth from there. A line reaching 300 means “this is 3× what it was at the start”, regardless of the underlying numbers.

The AI line grows faster than the total platform line, which is what you’d expect from a new capability. The total platform line continues to grow even as AI scales. This demonstrates ongoing platform adoption, and the power of new capabilities to drive additional usage, rather than just shifting existing activity. **COG**

TINES × TINES × FINANCE

The potential for realizing value through intelligent workflows in our finance functions is enormous. Currently, the team faces many manual processes while addressing questions from all areas of the business, such as verifying if a PO was paid. I see huge potential for self-serve workflows to answer these questions, saving significant time. These problems are identical to those faced by finance teams globally, so telling the story of how we eased this burden will resonate deeply with prospects. We are currently working on integrating with *NetSuite* to surface this critical information. **MM**

Invisible wins

How we build Tines under the hood



MOST OF OUR WORK only becomes visible when something goes wrong. When infrastructure is doing its job perfectly, it is invisible, yet that invisibility is exactly what allows customers to trust Tines. We are powering their most important workflows, so uptime, performance, and safety are non-negotiable.

Before we talk about architecture, I want to highlight the invisible wins that keep the platform sustainable and efficient. A prime example is how we manage cost efficiency using *Aurora Serverless*. We noticed a pattern where customers would have quiet periods followed by massive usage spikes at peak times. Previously, we had to keep expensive capacity online just in case. Now, we scale up only when needed and pay only for what we use. We also tackle the unsexy upgrades, like major updates to *PostgreSQL* and *Redis*. These projects are painful to coordinate and require planned downtime, but they are essential to unlocking better performance capabilities and future product features.

As Tines scaled, the complexity of our architecture demanded a shift in how we organize ourselves. In the past, a single team owned infrastructure,



Sineád Coyle
Engineering Manager

self-hosted environments, and action runs. That is no longer sustainable. We have split responsibilities to ensure every critical area gets the focus it deserves. Today, we have a dedicated team (Titanium) focused purely on action and story run performance. We have a Self-Hosted/Federal team catering to the specific needs of on-premise and government clients. My team now focuses primarily on cloud infrastructure, multi-tenant performance, and run script.

BUILDING FOR INTELLIGENT WORKFLOWS

The rise of AI and intelligent workflows has fundamentally changed how we think about that infrastructure. The AI team builds features on top of *Runscript*, our *AWS Lambda*-based execution engine, which powers complex code and AI features behind the scenes. This creates a delicate balancing act: we want to give customers more languages, more data, and longer timeouts, but every new capability must be safe across multi-tenant environments and even across teams within a tenant.

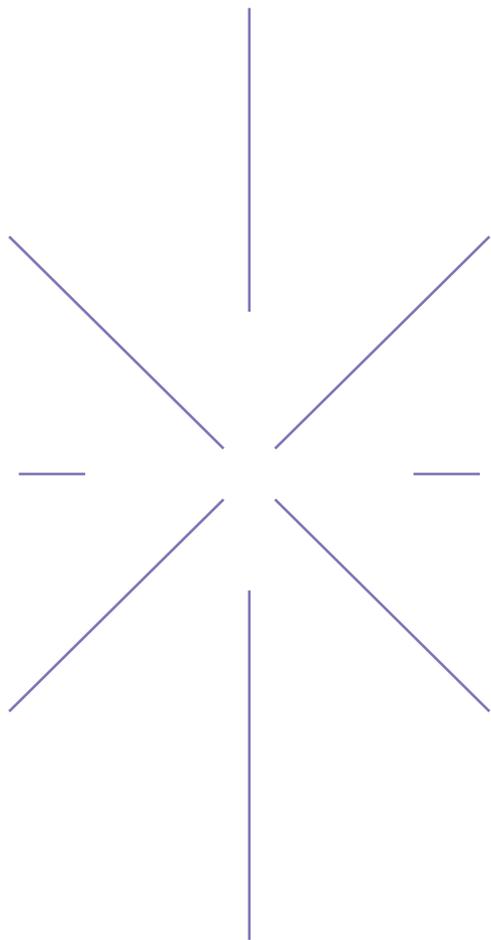
We have to be radically transparent about the challenges here. For example, during our *Agents* launch, we hit capacity issues with a model in Dublin and had to switch *Community Edition* signups to the US to ensure better capacity. Similarly, we found that the Zurich region had less advanced models available, which limited AI performance there.

Looking at the next 12 to 24 months, we are hyper-focused on three availability pillars: webhook uptime (targeting 99.9%+), action run latency, and app uptime. These metrics drive our roadmap after every incident.

The biggest risks we are managing involve the rapid growth of AI, specifically agent safety. We are

working tightly with the AI team to prevent privilege escalation, where chained agents might attempt to go beyond their permissions, and to defend against prompt injection. We are also working on regional expansion into Singapore and Australia, which brings new complexities regarding data residency and model availability.

Ultimately, what makes this work possible is the culture. This is the best engineering culture I have worked in because there is a genuine bias toward doing the right thing. My team consistently puts availability ahead of shiny new features and is honest about fixing what isn't working. That humility is what keeps the lights on. **sc**



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Acknowledgments

Eoin Hinchy
CEO and co-founder

Bringing the Almanac to life has been a massive collective effort. I want to share sincere thanks to all who made it possible.

PROJECT TEAM

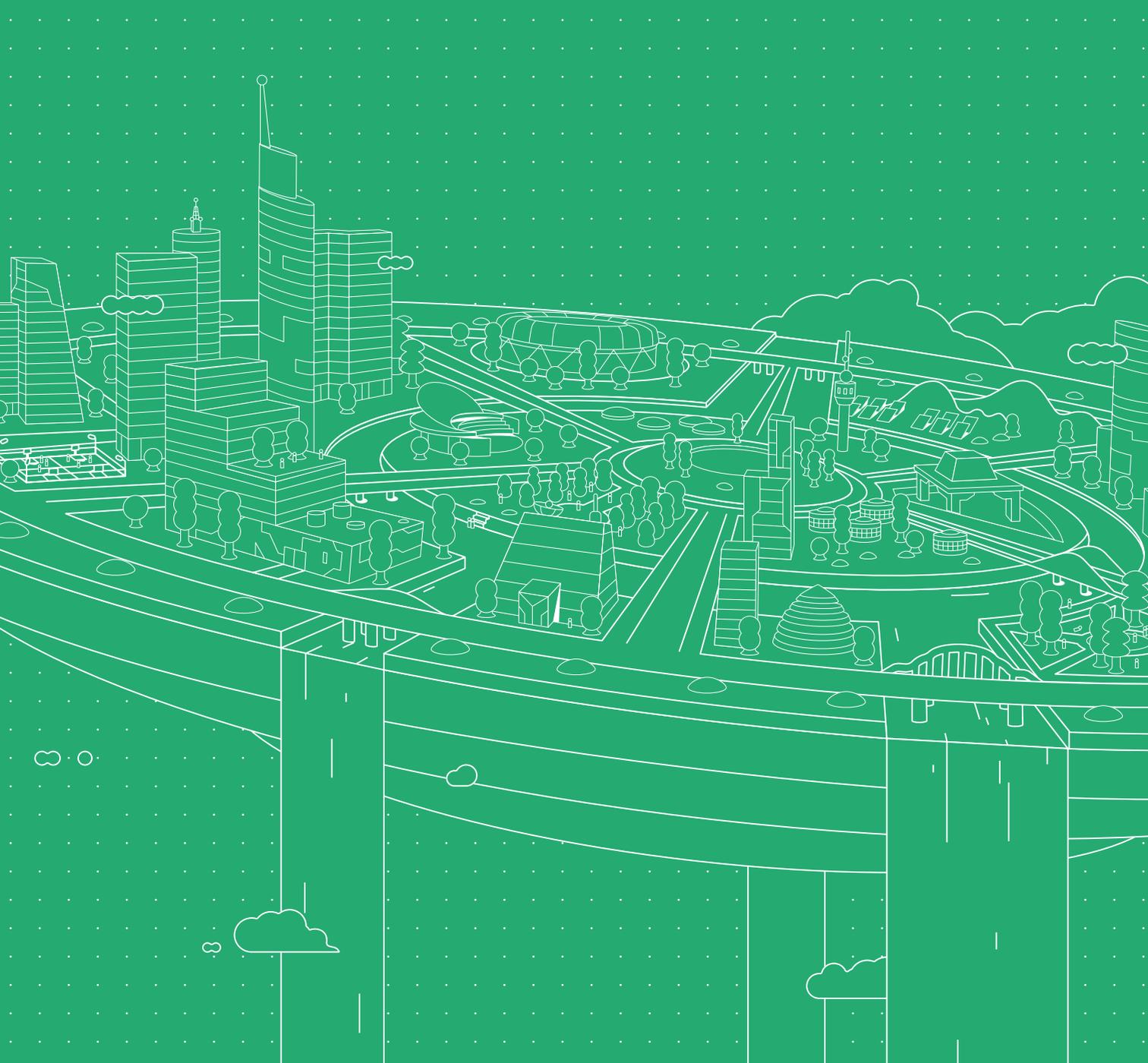
A special thank you to the core team who guided this project from a concept to the finished book in your hands:

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