

THE 2024 REVENUE LEAK REPORT



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INTRODUCTION TO THE 2024 REVENUE LEAK REPORT: A CRUCIAL ANALYSIS FOR B2B REVENUE LEADERS

As Revenue Leaders, we all know that every dollar counts in the hyper-competitive B2B landscape.

And yet, we face the dual challenge of generating growth while preventing **Revenue Leak, revenue that is lost to breaks in your revenue process.**

Revenue Leak is a silent killer in many organizations. It can take multiple forms, and it can be hard to identify and track the source. For example, we might miss upsell, cross-sell, and expansion opportunities. We may lack clarity on top-of-funnel pipeline, or specificity on conversion rates needed to present a predictable forecast to the Board.

Revenue Operations (RevOps) leaders may not know if their sales effectiveness investments and programs are working. Rather than working in sync from accurate, real-time data, their teams end up cobbling together an unstandardized forecasting process of CRM, BI, and spreadsheets - therefore missing revenue-critical signals. They struggle to produce a complete and reliable view of their business, and can't advise the team on where to focus their efforts.

Issues ranging from poor data management, to missed opportunities or lost deals, to inefficient processes and misaligned teams can all represent revenue leaking from your bottom line.

Knowing you have Revenue Leak is one thing. But not knowing where it is happening in your revenue process and where to focus – that's where CROs and RevOps leaders become frustrated.



WHY NOW AND WHAT'S AT STAKE

I firmly believe that Revenue Leak is the biggest business problem hiding in plain sight.

Organizations fail to capture many revenue-generating opportunities. These systemic breakdowns in visibility, process, and execution generate a chain reaction that fuels misalignment from top revenue execs down to the most junior rep.

The 2024 Revenue Leak Report reveals these hidden pitfalls in revenue management. This report empowers senior executives with the insights they need to understand and combat Revenue Leak effectively.

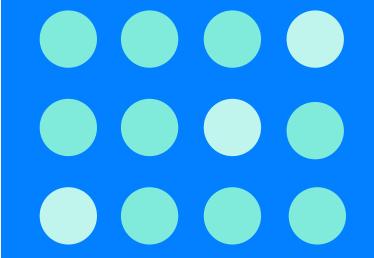
THE STAKES ARE HIGHER THAN WE IMAGINED.

Even a small percentage of Revenue Leak can translate into significant financial loss.

Revenue Leak destroys hundreds of millions of annual revenue globally, impacting investor confidence and hindering growth. It prevents predictable, repeatable revenue capture. And poor tooling and process waste up to 30-50% of sales time.

Addressing these leaks can unlock trapped value, improve operational efficiency, and enhance competitive edge.







HOW TO USE THIS REPORT FOR MAXIMUM IMPACT

We designed this report to be a practical tool for revenue leaders. Use it to:

- Diagnose issues: Identify specific areas where Revenue Leaks are likely to occur.
- Educate your team: Share insights with your team to foster a culture of continuous improvement and vigilance against Revenue Leak.
- Measure progress: Use benchmarking data to measure your progress and ensure efforts yield results.

This report is an essential resource for any B2B SaaS revenue leader committed to maximizing their organization's potential. By leveraging the insights and strategies within, you can take proactive steps to safeguard your revenue and drive sustainable growth.

I hope you find this data as insightful as I do, and I'm looking forward to continuing the conversation as we all work on the most important process in business: revenue.

- Andy Byrne, CEO at Clari

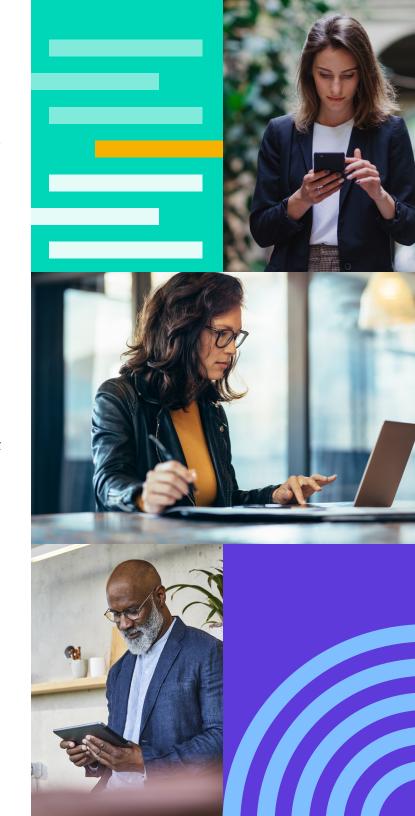


ABOUT THIS SURVEY

We conducted a comprehensive survey of 420 senior revenue leaders to gather firsthand insights into their challenges and pain points around Revenue Leak. Our goal was to identify common themes and uncover actionable strategies to mitigate these issues.

More about the survey and its data:

- 420 total respondents from across the US and UK
- 92% of respondents are from companies with over \$100M in revenue; 60% over \$1B
- Majority of respondents are senior leaders: C-suite (57%), senior leadership (40%), mid-level leadership (3%)
- Respondents directly manage (51%) or indirectly manage (49%) the revenue operations function
- Industries represented: IT/technology, telecoms, retail, consumer services, manufacturing, financial services, construction, business and professional services, biotechnology/life sciences, energy, healthcare, media, and leisure and entertainment
- Independent research firm Vanson Bourne conducted the survey





EXECUTIVE SUMMARY

A significant number of companies struggled to meet their revenue targets in 2023. Despite this, there is an encouraging sense of optimism, as the majority of companies we surveyed plan to increase their investments in both headcount and technology to drive growth in 2024 and beyond.

KEY TAKEAWAYS:

01

61% of companies did not achieve their 2023 revenue targets. However, 72% remain optimistic about improving revenue attainment in 2024, prompting plans to expand teams and increase technology investments.

02

Improving revenue forecasting has been identified as the primary area for new sales and revenue tech spend in 2024 (34%), followed by sales enablement (33%) and sales engagement (30%). This focus aims to enhance the accuracy and reliability of revenue predictions.

03

On average, RevOps leaders reported a 26% loss in global annual revenue due to Revenue Leak (revenue that is lost due to breaks in the revenue process). CROs reported losing 16% of their revenue to Revenue Leak.



04

This issue is particularly pronounced in **enterprise-level** organizations (1,000+ employees), where the average revenue loss reaches 20%. Revenue Leak's impact is global as well, with the UK experiencing 25% loss.

05

Revenue Leak occurs across the funnel - from pipeline creation to opportunity conversion and closing deals. Common challenges include: poor expansion pipeline tracking and uncertainties in converting pipeline, inability to diagnose deal progression, uncertainty about where pipeline is dropping off, and misalignment with buying teams. Factors preventing deals from closing include slipped deals and slow adoption of AI technology.

06

To stop Revenue Leak, organizations are turning to AI to speed up time to revenue, improve decision-making, and assess market and competitive dynamics more objectively. These technologies offer precise pipeline insights and predictions, and enhanced forecasting capabilities, providing a hopeful outlook for addressing revenue challenges and driving growth.



THE IMPACT OF REVENUE LEAK



WHAT IS REVENUE LEAK?

REVENUE LEAK HAPPENS WHEN YOUR REVENUE PROCESS BREAKS DOWN.



Revenue Leak can take many forms - the key is identifying and tracking the sources.

Revenue Leak happens for every revenue-critical employee - from the CRO and across RevOps teams, all the way down to individual sales reps and across your sales funnel - from create, to convert, to close.



COMMON SOURCES OF REVENUE LEAK

For **CROs**, Revenue Leak happens every time their teams miss an opportunity to upsell, cross-sell, or expand with key accounts. You might have unknown or imprecise pipeline coverage across your team, or pipeline insights that lag behind when your organization needs them. Maybe your resource allocation is, in turn, inaccurate because of those gaps in pipeline visibility.

Any and all of those are sources of Revenue Leak. And they each contribute to uncertainty in your top-line forecast numbers - itself another form of Revenue Leak.

One in two CROs report ineffective pipeline generation as a key factor causing Revenue Leak for their organization.

RevOps leaders have their own sources of Revenue Leak, both strategic and tactical.

Do you trust your revenue data? And do you know where to find it? Or is it spread across your CRM, BI tool, and dozens upon dozens of spreadsheets?

Data goes missing when you have multiple systems. Reps miss the signals that an account or opportunity is at risk. You might see decreasing productivity in your team - and inaccurate forecasting across the business units that make up your revenue operations. 65% of senior RevOps leaders report that a main reason their organization experiences Revenue Leak is hidden or incorrect forecast and pipeline details.

Within RevOps teams, **managers and reps** see revenue leaking from their day-to-day activities. Pipeline coverage is insufficient to hit goals. Deals slip. Forecasting is hazy and subjective. Your reps may be spending too much time logging CRM details, or focusing on the wrong activities or even accounts. But your managers may not even know where things are going wrong.



CRO



REVOPS



MANAGERS/REPS



COMPANIES ARE LOSING 26% OF THEIR REVENUE EVERY YEAR TO REVENUE LEAK

26%

of a company's revenue is lost due to Revenue Leak according to RevOps Leaders we surveyed **\$2T**

of economic value is destroyed each year by Revenue Leak

BCG

Our 2024 survey responses further quantify Revenue Leak's impact for organizations.



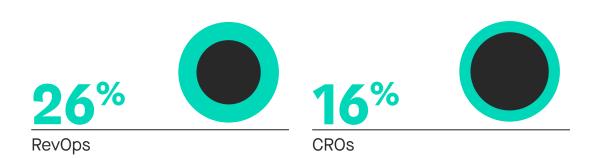
REVOPS LEADERS REPORT LOSING A MASSIVE 26% OF GLOBAL ANNUAL REVENUE TO REVENUE LEAK

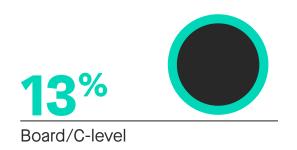
KEY TAKEAWAYS:

- RevOps leaders report losing 26% of global annual revenue to Revenue Leak, while CROs report losing 16% of their revenue.
- Among RevOps leaders, 57% say slipped deals are a major cause of Revenue Leak.
- 40% of revenue leaders say they're unable to pinpoint where to coach reps to improve their performance.

The wide range of responses regarding the proportion of annual revenue lost suggests that many organizations struggle to confidently track Revenue Leak. This uncertainty further emphasizes the need for improved tracking systems to address and mitigate these losses effectively.

Investing in advanced Revenue Platforms and Al technologies is crucial for improving pipeline tracking, enhancing forecasting accuracy, and ultimately preventing Revenue Leak in order to secure future growth.



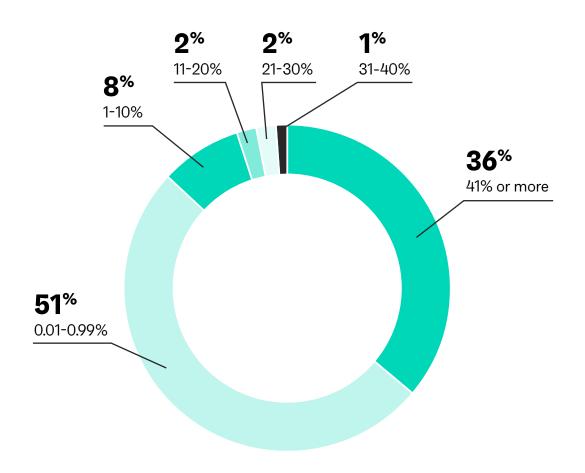




IN THE ENTERPRISE, 20% OF REVENUE IS LOST TO REVENUE LEAK

KEY TAKEAWAYS:

- The scale of Revenue Leak is even more damaging at the enterprise level, underscoring the urgent need for robust, end-to-end revenue management strategies.
- These significant losses highlight the critical necessity for organizations to take swift measures to safeguard and reclaim this lost growth.



Up to an average of 26% in the 1,000-2,999 employees range



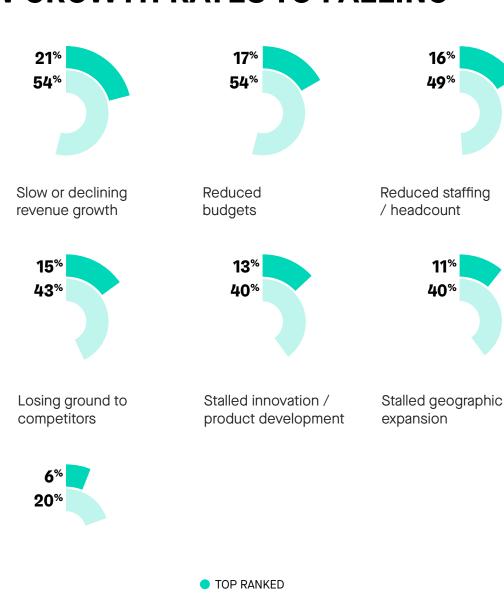
REVENUE LEAK CAUSES SIGNIFICANT DAMAGE ACROSS THE BUSINESS, FROM SLOW GROWTH RATES TO FALLING STOCK PRICE.

Falling stock price

KEY TAKEAWAYS:

- Declining revenue growth is the #1 most cited negative consequence of Revenue Leak. It's followed by reduced budget and reduced staffing/ headcount.
- The US is more likely to identify reduced staffing headcount as their top-ranked concern (18% compared to 13% in the UK).
- Meanwhile, the UK is more likely to identify stalled innovation or product development as their primary concern (15% compared to 12% in the US).

Understanding and quantifying Revenue Leak's current business impact is critical. Our survey also shows broader revenue expectations for 2024, and how Revenue Leak fits into Revenue Leaders' attainment strategies.



COMBINATION OF RANKED FIRST, SECOND, AND THIRD



REVENUE EXPECTATIONS FOR 2024

OUR SURVEY REVEALS HOW YOUR REVENUE PEERS PERFORMED LAST YEAR AND WHY, PLUS THEIR OUTLOOK FOR 2024 REVENUE ATTAINMENT AND STRATEGY.



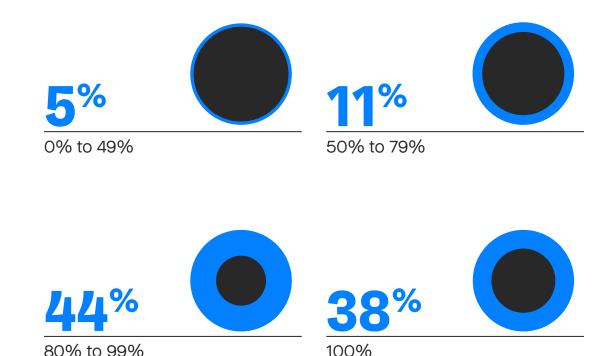
Revenue Target Benchmarks

61% OF COMPANIES MISSED THEIR 2023 REVENUE TARGET

KEY TAKEAWAYS:

- 75% of enterprise companies (1,000+ employees) missed their annual target last year, highlighting a critical need for improved revenue strategies and solutions.
- Only 1% of companies managed to exceed their revenue goals, underscoring the urgency for businesses to reevaluate and enhance their revenue generation tactics.
- UK-based companies and those with over 1,000 employees faced the greatest struggles, pointing to specific regional and organizational challenges that companies need to address.

While most industries suffered, IT, tech, and telecoms experienced slightly better outcomes. That suggests these sectors may offer insights or best practices for others to emulate.







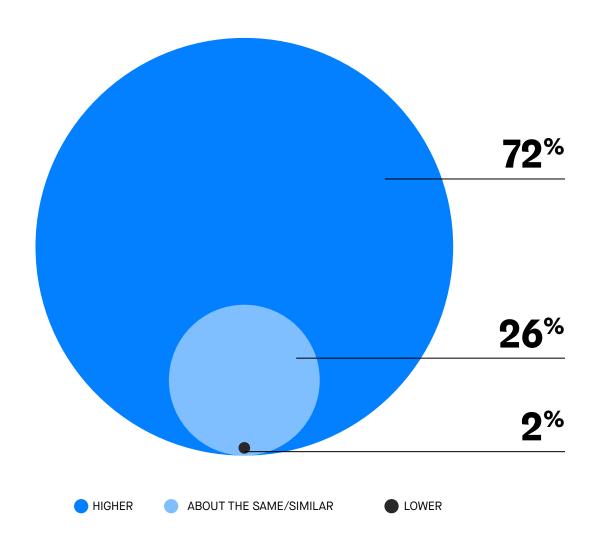
Revenue Target Benchmarks

DESPITE LAST YEAR'S CHALLENGES, 72% ARE OPTIMISTIC THAT REVENUE ATTAINMENT WILL BE HIGHER THIS YEAR

KEY TAKEAWAYS:

- Enterprise companies (1,000+ employees) are less optimistic, with a concerning 38% expecting their revenue to stagnate or decline this year. That signals an urgent need for strategic intervention.
- In the US, 23% of companies anticipate no revenue growth, while this figure rises to 31% for UK-based companies.
- UK companies are notably less confident about revenue improvement compared to their US counterparts, highlighting a critical area for focused support and resources.

Despite these concerns, there is an overarching optimistic view of market recovery. That suggests that if they implement the right strategies and technologies, businesses *can* overcome recent economic challenges.





Revenue Target Benchmarks

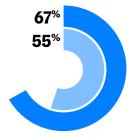
MANY COMPANIES FEEL VULNERABLE, WITH 55% CITING INDUSTRY AND SECTOR TRENDS AS SIGNIFICANTLY IMPACTING THEIR REVENUE OUTCOMES

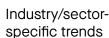
KEY TAKEAWAYS:

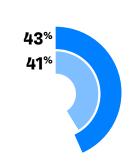
- "Company-specific strategy" (57%) is the most cited influence on expected revenue attainment, showing that organizations believe they can shape their future and differentiate themselves from competitors. This underscores the urgency for businesses to refine and execute their unique strategies.
- That said, a significant 55% of companies —
 particularly those in the technology sector feel
 influenced by broader industry and sector trends.
 This highlights the need for businesses to stay
 agile and responsive to industry shifts to maintain a
 competitive edge.
- With 51% of organizations acknowledging the impact of macroeconomic trends, it's clear that external economic factors remain a critical consideration. Companies must stay vigilant and adaptable to navigate these broader economic influences effectively.



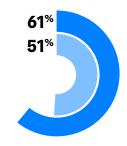








Geopolitical trends and events



Macroeconomic trends

IT, TECH AND TELECOMS SECTOR

IATOT

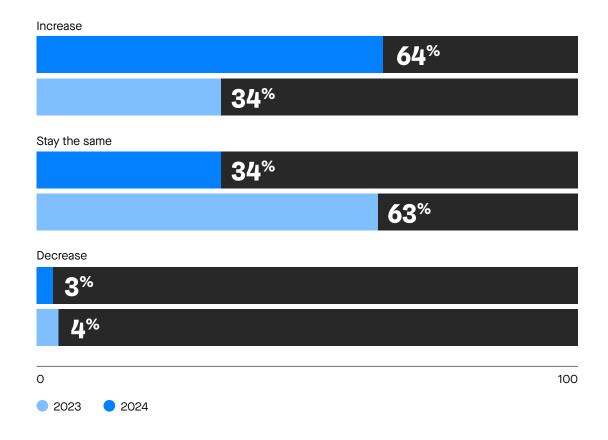


Headcount Benchmarks

MOST LEADERS ARE EXPECTING TO GROW HEADCOUNT TO SUPPORT THEIR GROWTH TARGETS

KEY TAKEAWAYS:

- Last year's holding pattern appears to have been temporary - leaders are looking to invest more in headcount this year. Increasing sales team headcount is one strategy organizations are taking to improve attainment.
- Only 3% of organizations plan to decrease headcount this year, which indicates a strong commitment to growth and stability.





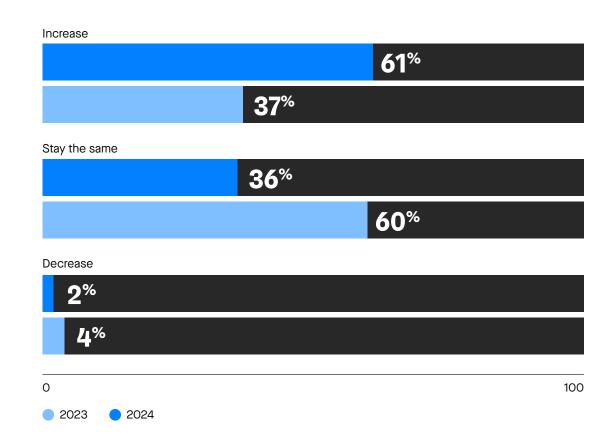
Technology Spend Benchmarks

LEADERS EXPECT TO INCREASE TECHNOLOGY SPEND, AND AT A SIGNIFICANTLY HIGHER RATE THAN LAST YEAR

KEY TAKEAWAYS:

- With 61% of organizations increasing their tech budgets and 36% maintaining current levels, it's clear that the trend of cutting tech spend has ended. This shift underscores technology's critical role in driving business growth.
- Despite economic challenges, only 2% of organizations are decreasing their technology spend in 2024.

This dual investment approach - in headcount and technology - indicates that organizations see both people and platforms as fundamental to a strong revenue outcome. It's encouraging to see organizations view technology as complementing their workforce, rather than a replacement. This perspective highlights technology's value, enhancing human capabilities and productivity.



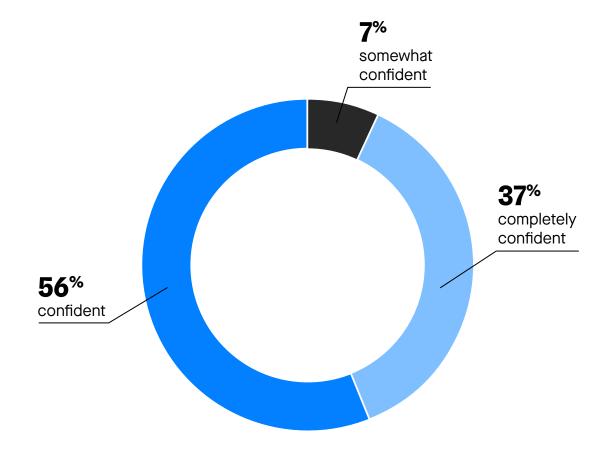


KPI Benchmarks

LEADERS EXPRESS CONFIDENCE IN MEETING THEIR REVENUE TARGETS FOR 2024, BUT THE RISK OF FALLING SHORT REMAINS HIGH

KEY TAKEAWAYS:

- There's an "optimism vs. confidence gap." 72%
 of companies are optimistic about higher revenue
 attainment. But only 37% are fully confident they
 will hit their targets. There's a pressing need for
 actionable strategies to bridge this confidence gap.
- Alarmingly, only 73% of C-suite executives report being "very confident" (scoring between 8-10 out of 10 confidence) in their revenue projections. That compares to 85% of senior leaders. Regardless of why confidence is so variable at different leadership levels, companies must ensure that all levels of the organization are seeing the same data and working from the same assumptions.



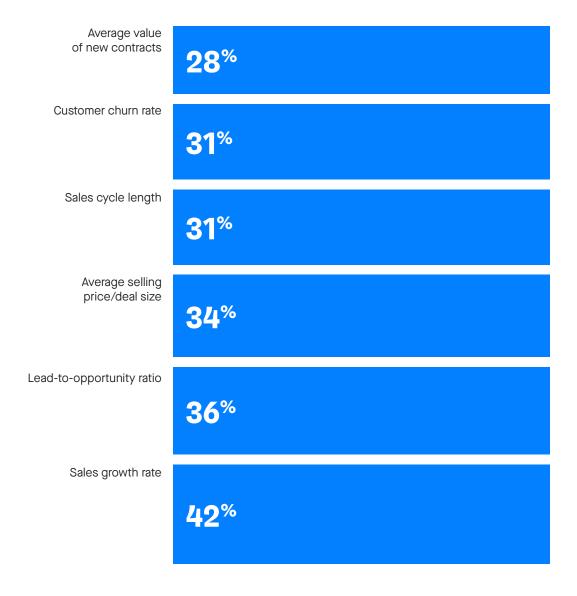


KPI Benchmarks

SALES GROWTH RATE IS THE MOST IMPORTANT KPI, FOLLOWED BY PIPELINE CONVERSION METRICS

KEY TAKEAWAYS:

- The top three KPIs driving business success across all segments (combined) are sales growth rate, lead-to-opportunity conversion rate, and average contract value (ACV).
- For enterprise organizations, the focus shifts
 to deal size (ACV) as the most crucial KPI, with
 the lead-to-opportunity conversion rate as the
 second priority. That is presumably because most
 enterprises' maturity means plateaued growth rate
 and little expectation for ongoing high growth.
- When we segment out respondents who have
 a Revenue Platform, they prioritize pipeline
 conversion speed (i.e. sales cycle length) and
 pipeline closure value (i.e. ACV) over pipeline
 creation. This focus accelerates revenue
 generation and maximizes deal value. It also,
 perhaps, indicates a slightly more sophisticated
 understanding of the levers these organizations can
 pull to boost growth.





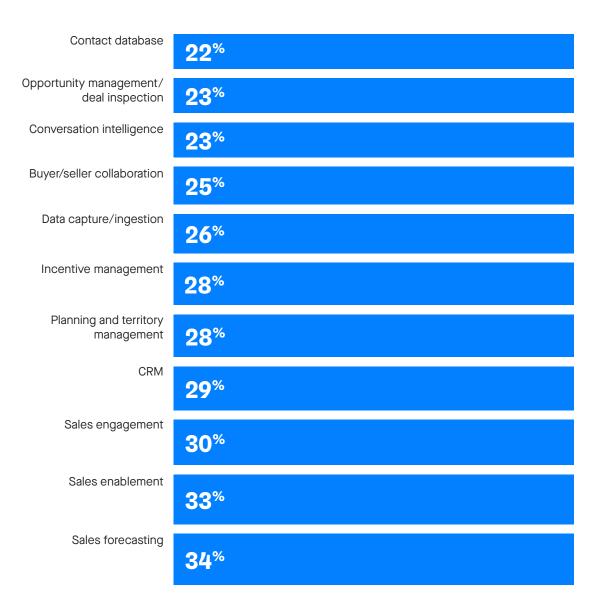
KPI Benchmarks

SALES FORECASTING IS THE BIGGEST AND MOST URGENT FOCUS FOR NEW SALES/REVENUE TECH IN 2024

KEY TAKEAWAYS:

- The top investment areas Revenue Leaders cite are:
 - Sales forecasting (34%)
 - Sales enablement (33%)
 - Sales engagement (30%)

Leaders are prioritizing investments in predictability and sales effectiveness, aligning with their top KPIs, to ensure measurable and impactful outcomes.





REVENUE LEAK INSIGHTS

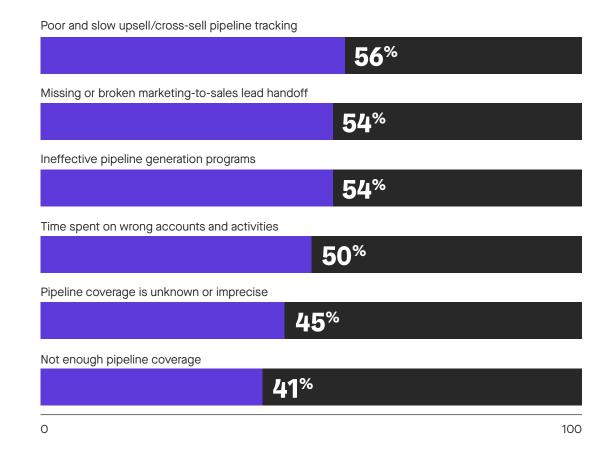


Creating Pipeline

ORGANIZATIONS MUST BETTER MANAGE TRACKING AND EXECUTING BOTH NEW AND EXPANSION OPPORTUNITIES WHEN CREATING PIPELINE

KEY TAKEAWAYS:

- 56% of respondents cite "poor and slow upsell/ cross-sell pipeline tracking" as the greatest factor contributing to Revenue Leak when creating pipeline. That's money left on the table now - and risk later if a client or customer walks out the door because they heard about a critical product feature too late.
- "Missing or broken marketing-to-sales lead handoff" closely follows at 54%.
- Surprisingly, there is no real difference based on company size or industry, as most reported the same core challenges when creating pipeline.





Converting Pipeline

EVERY RESPONDENT REPORTED LOSING REVENUE DURING PIPELINE CONVERSION

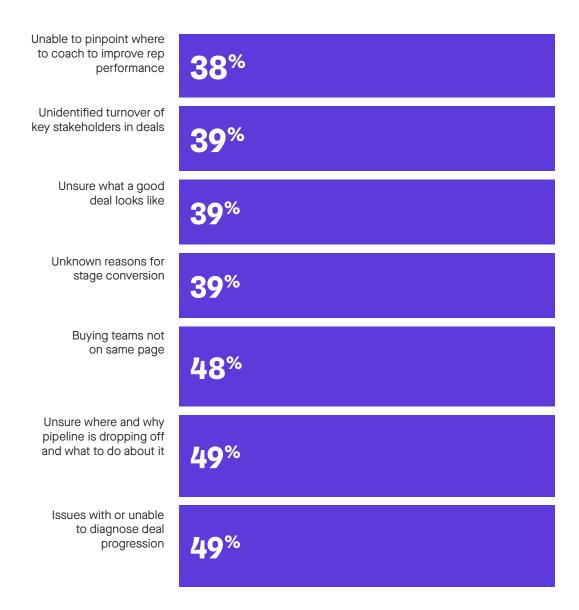
KEY TAKEAWAYS:

 Lack of deal visibility (49%) and deal progression (49%) are the top reasons pipeline isn't converting

 and most leaders aren't able to quickly identify
 where the issues are.

Converting pipeline is tough, especially without clear data visibility, consistent follow-ups, and accurate data interpretation.

The most effective way to prevent Revenue Leak is to dramatically improve reporting. Ensure all team members have clear visibility into individual deals and the overall pipeline. Confidence in deal status is crucial for accurate forecasting and timely action.





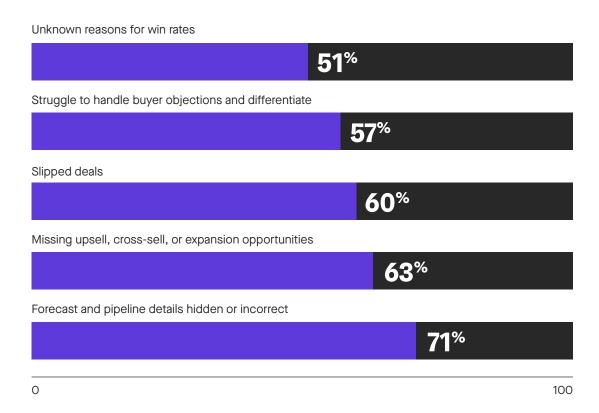
Closing Pipeline

MISSING AND INACCURATE DATA ARE THE TOP FACTORS PREVENTING LEADERS FROM CLOSING PIPELINE

KEY TAKEAWAYS:

- Bad, missing, and stale data is a major issue. 71% of sales teams report hidden or incorrect forecast and pipeline details as the cause for their inability to close pipeline.
- "Missing upsell, cross-sell, or expansion opportunities" is the next biggest factor at 63%, closely followed by "slipped deals" at 60%.

A centralized Revenue Platform ensures data accessibility and accuracy, eliminating the need for multiple, labor-intensive systems like spreadsheets and BI tools. This leads to better visibility and cohesiveness in revenue processes.





HOW TO SPOT AND STOP REVENUE LEAK



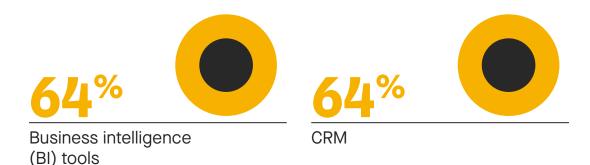
RELIANCE ON MANUAL, GENERAL-PURPOSE TECH IS NOT HELPING REVENUE LEADERS SPOT AND STOP REVENUE LEAK

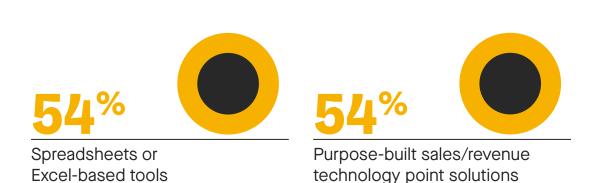
KEY TAKEAWAYS:

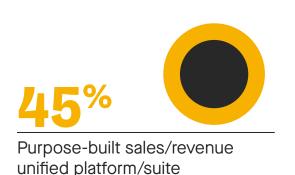
- 64% of respondents cite both CRM and BI tools as their top technologies to gather, analyze, and report revenue data.
- "Spreadsheets or Excel-based tools" followed close behind, with 54% saying they rely on them to manage their revenue data.

New purpose-built, Al-powered Revenue Platforms present an opportunity for organizations to automate the revenue process, accelerate time to revenue, and stop Revenue Leak.

As almost half of respondents recognize, these purpose-built platforms can help RevOps teams run revenue predictably.









WHAT ARE THE TOP USE CASES FOR "REVENUE AI"?

Revenue Leaders today have two primary tasks:

- Predictably achieve revenue goals
- · Maximize the revenue team's productivity

Al-powered Revenue Platforms can help by doing two key things. First, they analyze gigabytes of data, generating insights into patterns and outliers that enable revenue teams to meet their targets. They also automate busywork, leaving time to create, convert, and close more selling opportunities.

An Al-powered Revenue Platform incorporates three types of Revenue Al:

01

Descriptive AI helps unlock actionable insights. It identifies champions and detractors, evaluates competitive threats, and highlights areas of success.

03

Generative AI enhances productivity by automating tasks such as email generation, summarizing information, and suggesting next steps. This allows sales representatives to focus on their core strengths—selling.

02

Predictive AI monitors metrics like Net Recurring Revenue (NRR), retention rates, and cross-selling opportunities. It uses time-series data to signal when course corrections are needed to meet or exceed revenue targets. It also proactively identifies at-risk deals and accounts.

These AI types align with the two main goals of Revenue Leaders: 1) predictably achieve revenue goals, and 2) maximize productivity of the revenue team.

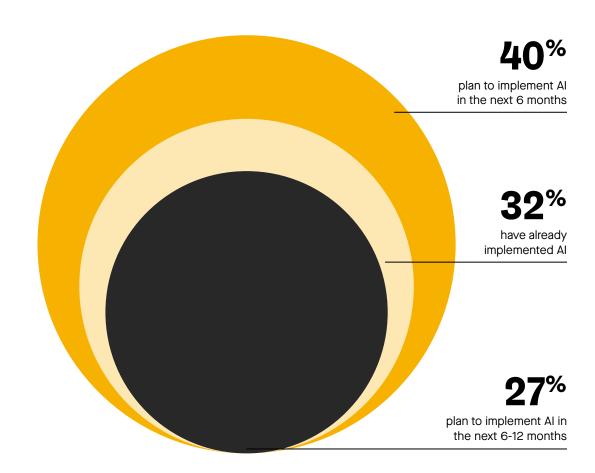
Many survey respondents already see the potential AI has for running revenue predictably and efficiently.



REVOPS LEADERS RECOGNIZE AI AS CRITICAL TO IMPROVING THE REVENUE PROCESS

KEY TAKEAWAYS:

- Nearly all respondents (99%) are leaning into Al to improve the revenue process and stop Revenue Leak.
- About a third of respondents (32%) have fully embraced AI and say they have already implemented some form of AI in their revenue process.
- 40% are planning to implement AI into their revenue process within the next six months, while 27% plan to do so within the next twelve months.



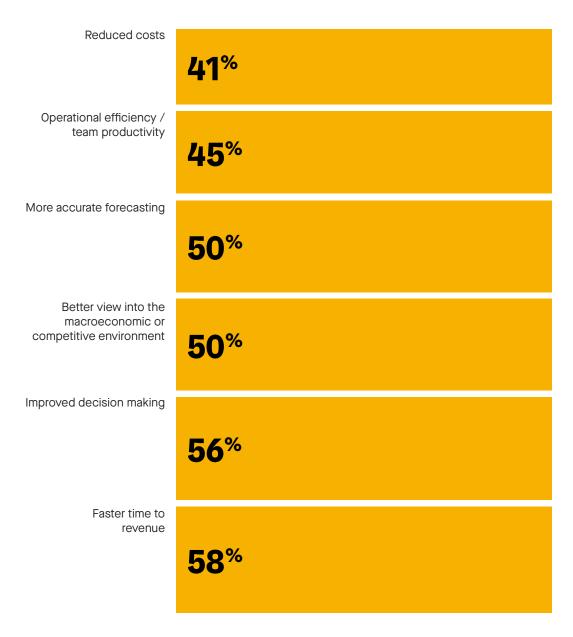


ACCELERATING TIME TO REVENUE IS THE #1 REASON TO ADOPT AI

KEY TAKEAWAYS:

- Faster time to revenue is cited by 58% of respondents as the top benefit of adopting AI, followed by improved decision-making (56%) and better assessment of market and competitive dynamics (50%).
- Despite Al providers emphasizing productivity, efficiency ranks surprisingly low among desired benefits, coming in second to last (45%).
- Among UK respondents, the primary reason for adopting AI is to enhance decision-making capabilities.

Organizations using AI speed up their time to revenue, improve decision-making, and better assess market dynamics. Offering precise pipeline insights and predictions and enhanced forecasting capabilities, these technologies boost optimism for improving revenue processes and driving growth.





THREE STEPS TO SPOT AND STOP REVENUE LEAK

Revenue Leak doesn't have to be a problem if you have the right processes and tools in place. There are three key actions you can take, starting today.

01

Automate Your Data Capture: Ensure accuracy by using a tool to automatically capture deal data. A Revenue Platform like Clari gathers data from emails, calendars, CRMs, and more, creating a shared source of truth that is always up-to-date.

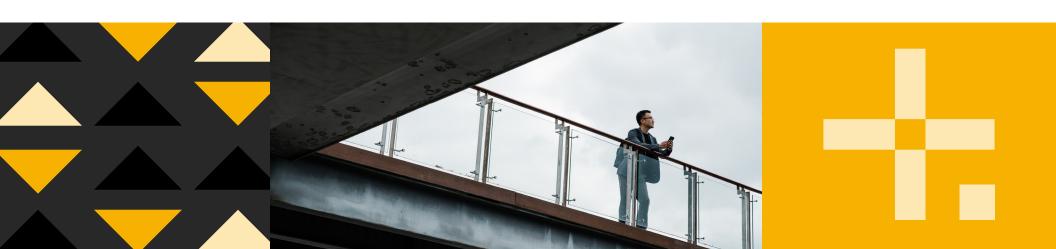
03

Streamline Communication and Improve Collaboration: The entire revenue team needs to work together to move a prospect through the sales funnel. This requires excellent communication and smooth handoffs. Everyone from marketing to sales to customer success should be on the same page, looking at the same information.

02

Ensure Data Transparency and Use AI Insights: Regularly review deals in your pipeline to prevent them from falling through. Clari, for example, ensures accuracy and transparency by capturing data from various sources and presenting it in a single, accessible format. Its AI and machine learning can analyze current and past data to provide actionable insights.

Automation helps keep deal information updated in real time. Tools that gather and present real-time deal data in a unified format across teams are essential for effective communication and collaboration.



SO WHAT NOW?

HERE ARE RESOURCES YOU CAN USE TO IDENTIFY SOURCES OF REVENUE LEAK WITHIN YOUR REVENUE PROCESSES.

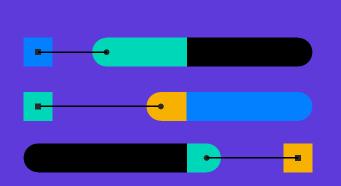


REVENUE LEAK ASSESSMENT

Use Clari's Revenue Leak Assessment to detect which factors are contributing to your Revenue Leak and how much you stand to lose.

REVENUE CADENCE PLAYBOOK

Discover how to control and run your revenue cadences so you can win more revenue — predictably and confidently. This playbook is a step-by-step guide to identify your major revenue moments (and how to win them). It includes example quarterly business review (QBR) agendas, a template for "running the numbers" and additional assets and tactics to help you remove surprises from your revenue process.



50% TIME SAVED ON FORECASTING

"WE DON'T HAVE A CRYSTAL BALL, BUT WE HAVE CLARI."

Jules GsellRVP of Growth and Start-Up Sales Orgs at Databricks



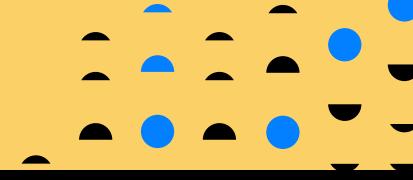
REVENUE PLATFORM BUYER'S GUIDE

Learn why thousands of B2B companies have already adopted an end-to-end Revenue Platform to capture more revenue and consolidate their spend. With this guide to the RevTech landscape, you will learn:

- What a Revenue Platform is and why it's necessary for modern business
- How to assess your specific business needs and the steps for implementing a Revenue Platform
- How to choose and customize the right Revenue Platform for your organization

TAKE THE PRODUCT TOUR

Learn more about how the Clari Revenue Platform can help you create, convert, and close more pipeline — all in one Al platform.



19% INCREASE IN WIN RATES

"CLARI PROVIDES
PIPELINE GENERATION IN
A REPEATABLE FORMAT.
THIS EXTRA LAYER OF
VISIBILITY HAS HELPED
ANCHOR A LOT OF
CONVERSATIONS AT THE
LEADERSHIP LEVEL."

Kai Mak

VP of Sales and Customer Success at Webflow



