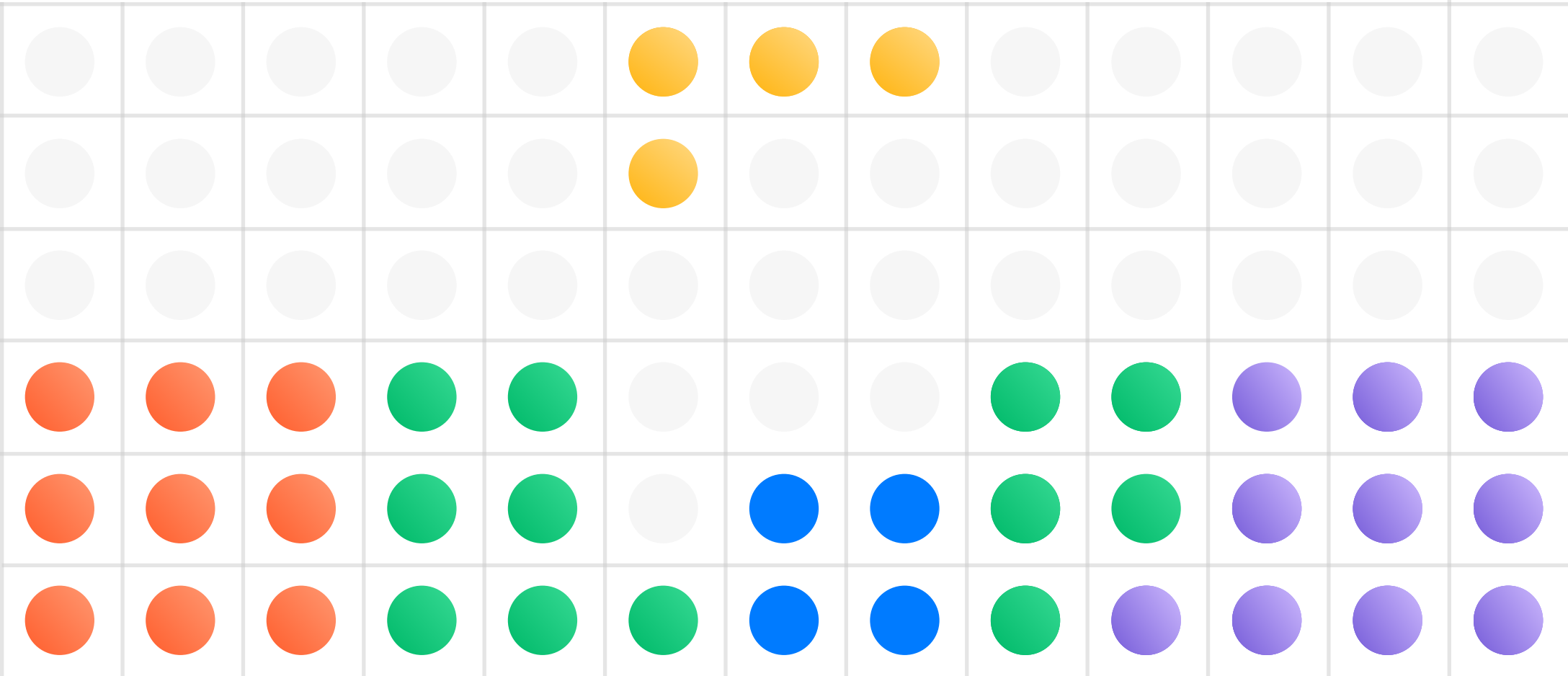


SALES LEADERS & REVENUE OPERATIONS

The Cost of the Revenue Context Gap

500 US revenue leaders say rising tech investment hasn't solved fragmented context, manual work, or late visibility into revenue risk.



500

US Sales Leaders and Revenue Operations Leaders surveyed

6.1 hrs

Spent every week establishing what is actually happening

81.2%

Question what CRM updates really reflect

Executive Summary

Revenue organizations have invested heavily in technology. The warning signs still show up too late to act on.

Nearly two-thirds of respondents increased spending on customer-facing revenue systems. Yet 81.2% said CRM updates often reflect what someone had time to type rather than what is actually happening. More than three-quarters leave their forecasting tools to understand the business.

People close the gap manually. Leaders spend an average of 6.1 hours a week in meetings devoted to establishing status, roughly 10 working days per quarter. Organizations employ an average of 7.6 people who spend at least half their time assembling, entering, validating or reconciling revenue information.

The consequences show up as late risk visibility, deal slippage, and forecast caution. 78.0% have been surprised by a deal falling through that their systems indicated was on track, and 74.6% have

lost a customer they didn't realize was at risk until it was too late to act. 71.2% say that by the time their organization identifies risk, it's usually too late to change the outcome.

Confidence in the forecast is just as fragile. 74.8% couldn't honestly tell their CEO or board they're "very confident" in the current quarter's number, and 61.2% presented a board forecast more conservative than what they personally believed. Respondents estimated that 35.4% of forecast closures slipped into a later quarter.

The survey does not prove that technology investment caused these conditions. It shows that more investment can coexist with fragmented information, manual reconstruction and limited confidence about what to do next.

Methodology

Censuswide conducted the survey among 500 US-based sales leadership and revenue operations leadership respondents. Fieldwork took place in Sep 2026.

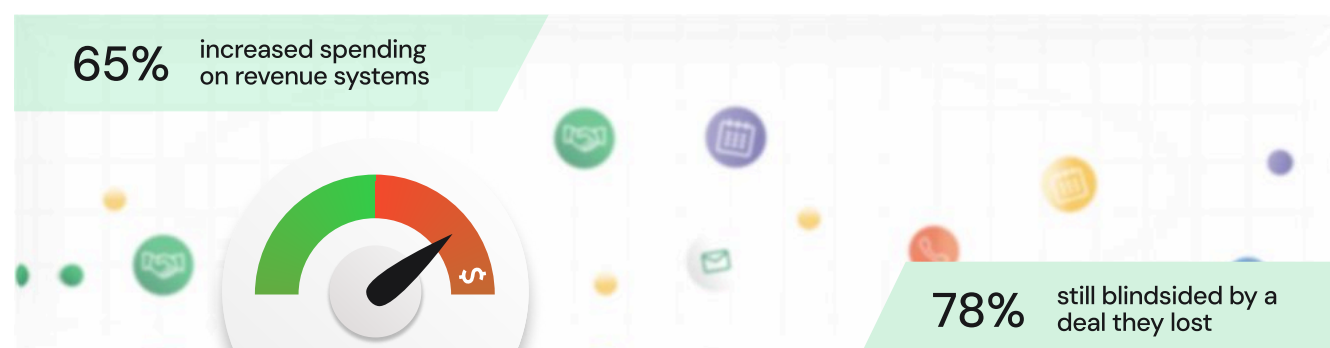
The sample included chief revenue officers, chief sales officers, heads and vice presidents of sales, sales directors, regional and frontline sales managers, vice presidents of revenue operations, and directors of revenue or sales operations.

Results are self-reported. The survey is cross-sectional and does not establish causation. Findings about sales-representative behavior reflect leadership perceptions because representatives were not surveyed directly.

Percentages may not total 100% because of rounding, net categories and not-applicable responses.

What 500 Revenue Leaders Won't Say Out Loud

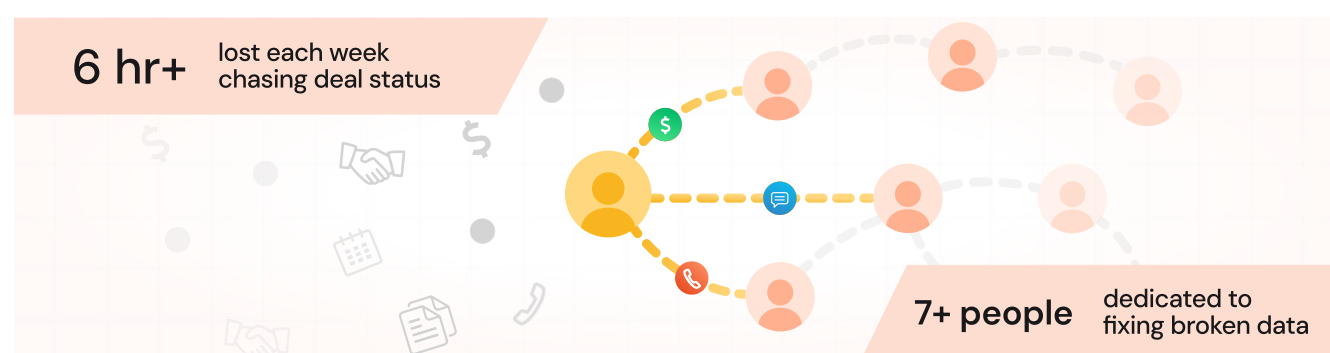
We spent more. We saw less.



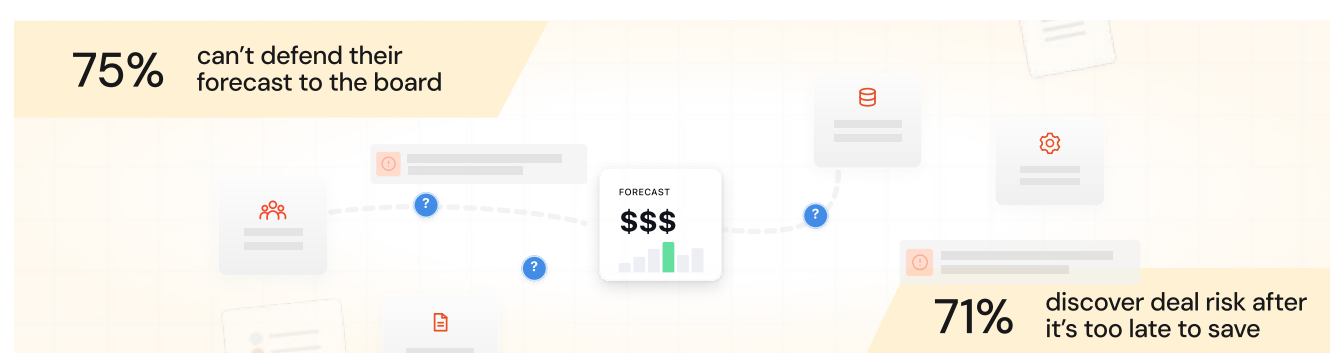
Nobody trusts the CRM.



Our people became the glue.



Accountable for a number we can't verify.



Investment Has Increased. Context Is Still Fragmented.

Revenue-system spending is rising.

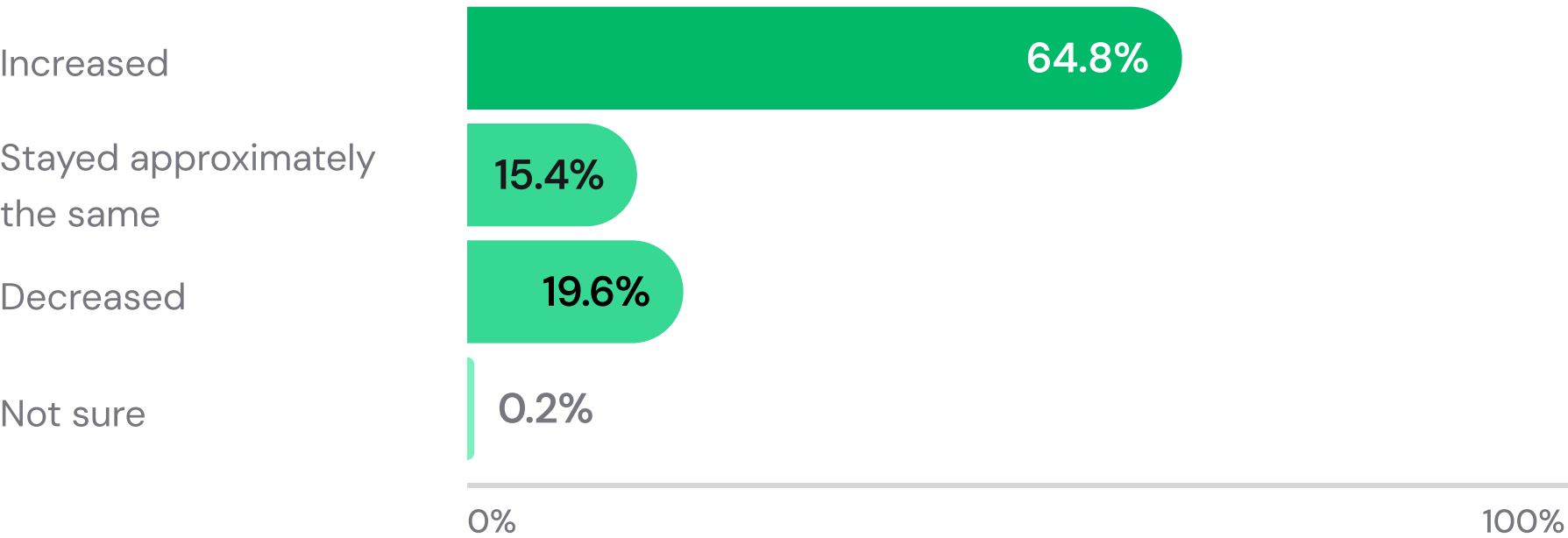
Nearly two-thirds of respondents increased annual spending, with an average reported increase of 17.7%. Organizations reported average annual spending of approximately \$9.24 million.

Confidence improved for a majority. But investment was not always driven by a coherent system design. Only 22.4% said every new tool solved a distinct problem that existing systems could not address.

A combined 73.0% pointed to innovation signaling, buying instead of fixing, peer behavior or reluctance to acknowledge that an earlier purchase was not working.

The survey does not measure the return from individual products. It does reveal a widening management question: is the stack improving decisions, or simply increasing the number of places where the answer might live?

Change in Annual Spending



"Every tool we added meant more fragmentation and a bigger bill, not better decisions."

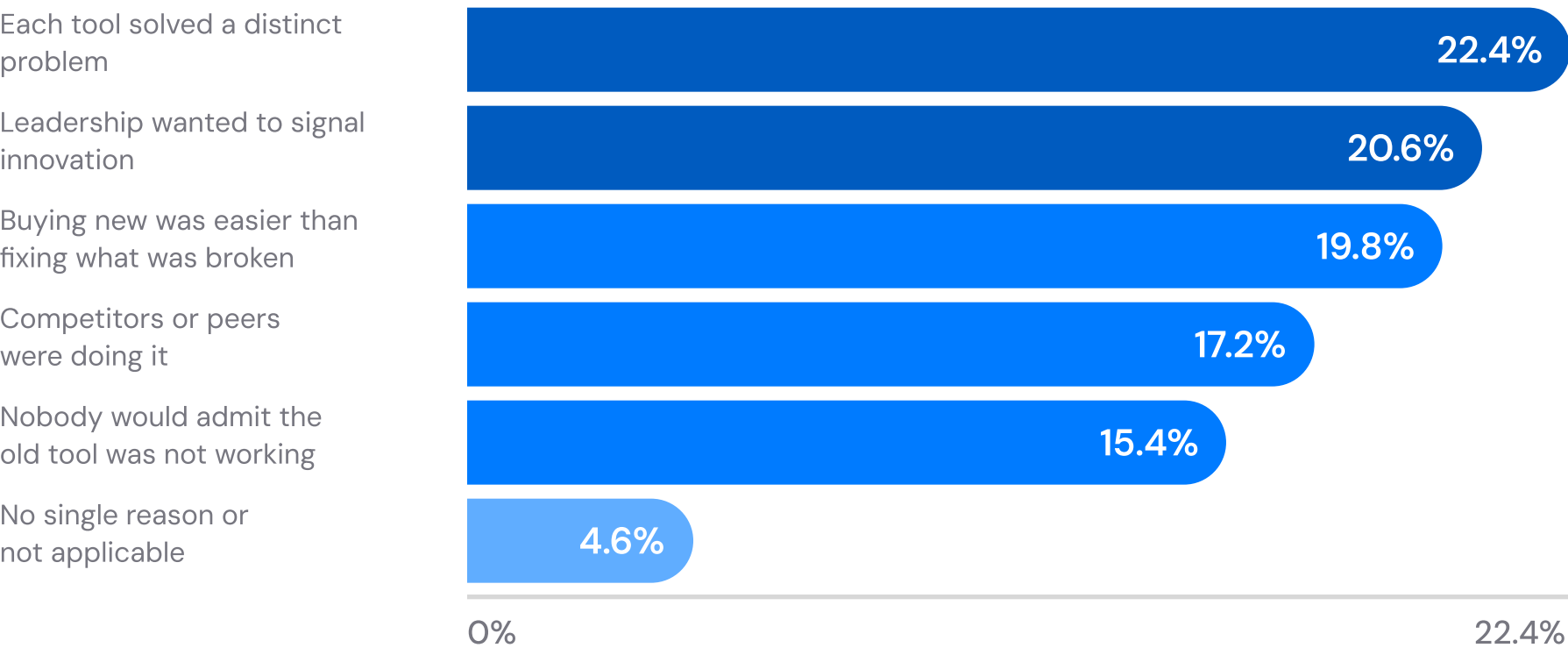
Bryan Smith, CEO



Why Organizations Kept Adding Tools

Only 22.4% attributed a purchase to a distinct, otherwise unsolvable problem. The remaining reasons describe organizational behavior rather than system design.

Primary Reason for the Most Recent Purchase



Bars are scaled to the largest response (22.4%). Values are shares of all 500 respondents.



A combined 73% of buying decisions were attributed to signaling, avoidance, peer behavior or reluctance to revisit an earlier purchase.

Change in Confidence

A majority reported improved confidence after recent investment. Close to a third reported the opposite, in both forecasting and knowing which actions to take.

More confident About the same Less confident Not sure

Revenue forecasting



Knowing which actions will improve revenue performance



Revenue Teams Still Reconstruct the Truth

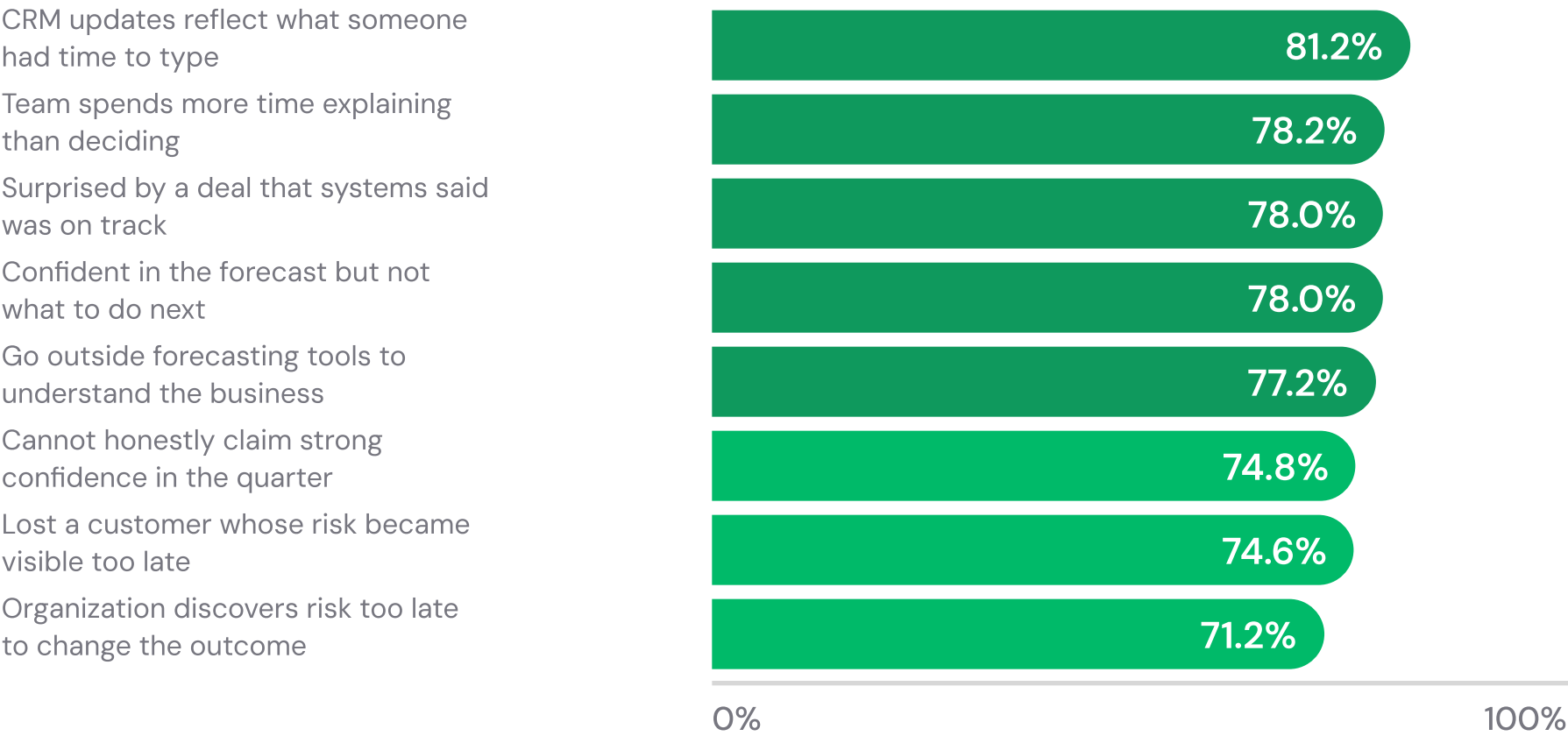
Revenue systems can produce a forecast without producing a shared explanation.

Four out of five respondents said CRM updates often reflect available typing time rather than revenue reality. More than three-quarters go outside their forecasting tools to understand what is happening.

The distinction matters. A number can be calculated while its supporting evidence remains scattered across CRM fields, customer interactions, spreadsheets and individual judgment.

That is the revenue context gap: the distance between the information an organization possesses and the understanding required to make a decision.

Eight Signs of the Context Gap | Share who Agreed



The problem is not an absence of data. It is the work required to turn fragments into an action plan.



"We have data living everywhere, whether it's in Salesforce or different applications, spreadsheets. It's very hard to get control over this data."

Reid Conklin, VP of Sales



The Operating Cost of Finding the Answer

When systems do not provide shared context, people create it.

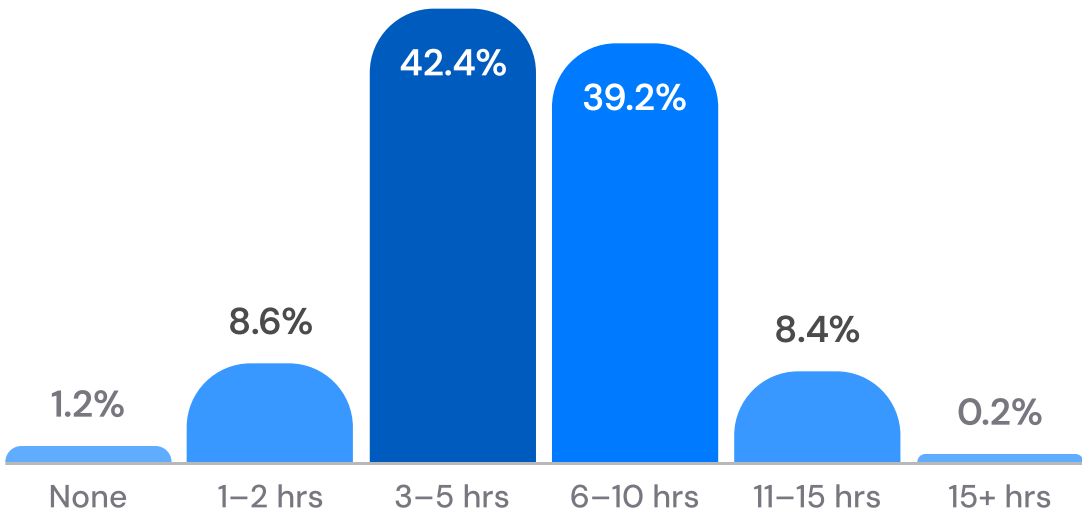
Respondents spend an average of 6.1 hours each week in meetings focused on establishing status rather than deciding what to do. Almost half spend at least six hours.

Organizations also reported an average of 7.6 employees or contractors who spend at least half their time manually assembling, entering, validating or reconciling revenue information.

For executives, this is a capacity cost. For RevOps, it is a recurring operating burden. For sales leaders, it is time taken away from coaching, intervention and customer work.

6.1
Hours per week

Average time leaders personally spend in status-oriented meetings.



| 90.2% spend at least three hours a week establishing status.



"Time is the only currency that we have as a field team. You sign up for a hundred-meter sprint. What you actually end up doing is a hurdle race. Every three seconds, a new hoop comes in, and you get tired just trying to chase information."

Mudit Garg, Field Ops and Business Development

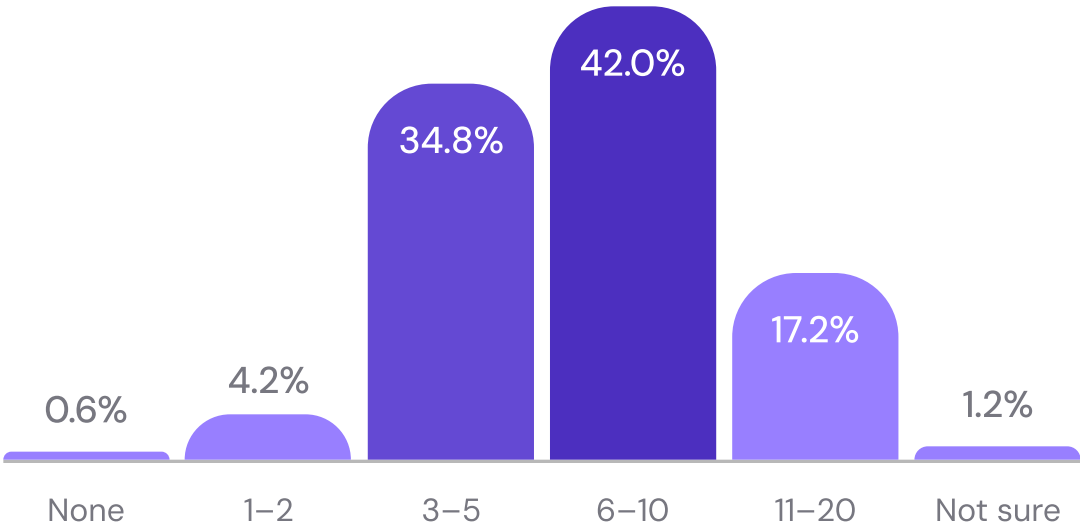


The Reconciliation Function

Manual revenue-data work has become a standing team. Organizations reported an average of 7.6 people spending at least half their time on it.

7.6
People

Average number spending at least half their time on manual revenue-data work.



| 59.2% report at least six people doing this work.



"We were piecing together our CRM, Slack, and call transcripts just to run the forecast."
Surojit Chatterjee, Founder & CEO



Why Revenue Risk Surfaces Too Late

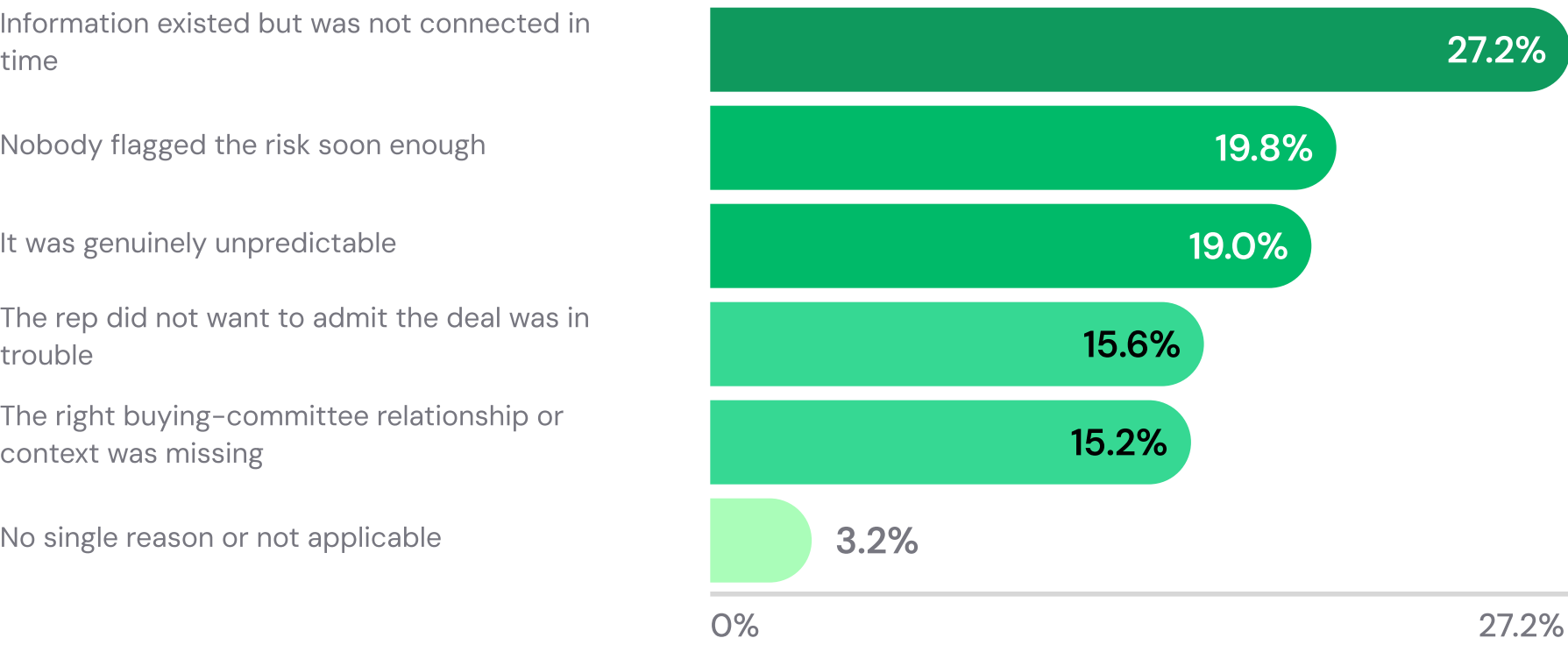
Most significant deal surprises were not described as unknowable.

Only 19.0% said a major unexpected loss was genuinely unpredictable. The rest pointed mainly to information that was not connected, risk that was not flagged, reluctance to admit trouble or missing buying-committee context.

Leadership perceptions of rep behavior add another layer. Dishonesty was the least common substantive explanation for overly positive updates.

The findings suggest that late risk is an information and operating problem, not simply a rep-compliance problem.

Why a Significant Loss Was Missed



71.2% Say risk surfaces too late to change the outcome.



"Advisors have access to a lot of information, but it isn't always connected or available when they need it."

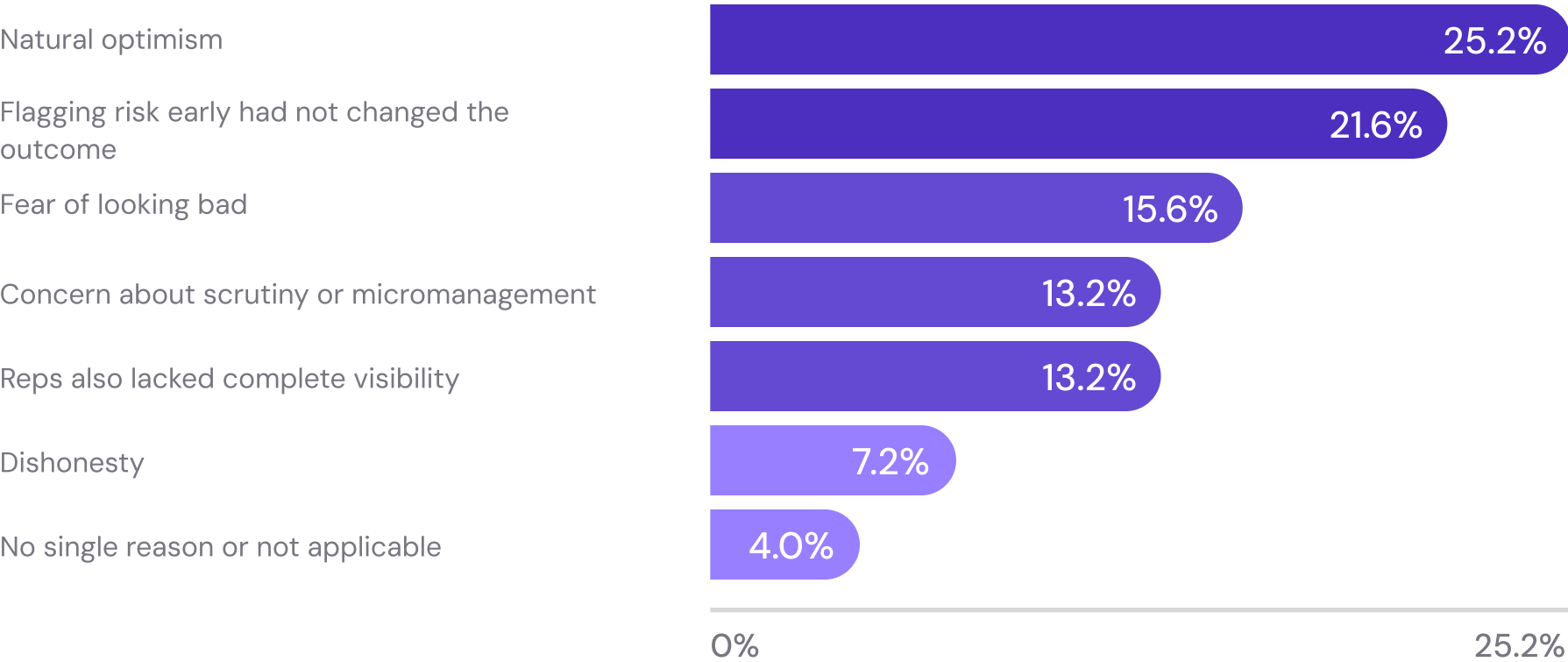
Emmanuel Dounias, Managing Director

Morgan Stanley

Why Reps Give Rosier Updates

LEADERSHIP PERCEPTIONS

Sales representatives were not surveyed directly. These are the explanations sales and revenue leaders gave for overly positive updates. Optimism, incomplete visibility and the organizational response to bad news were far more prominent than dishonesty.



Bars are scaled to the largest response. Values are shares of all 500 respondents.

74.6% Had lost a customer they did not realize was at risk until it was too late.

Risk, Slippage and Board Confidence

Respondents estimated that more than one-third of forecast closures slipped into a later quarter.

More than half reported slippage above 30%. At the same time, nearly three-quarters said they could not honestly claim strong confidence in the current quarter's number.

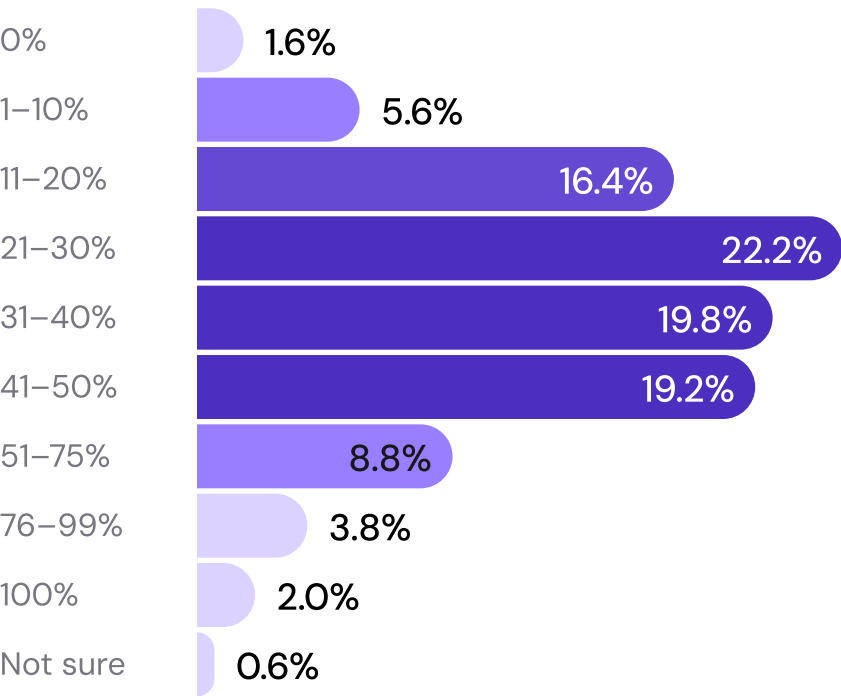
That uncertainty reaches the boardroom. More than six in ten presented a forecast that was more conservative than what they personally believed.

The survey does not prove that late risk caused slippage or forecast caution. It shows that all three are prominent features of the same revenue operating environment.

Deal Slippage | Distribution

35.4%

Average reported share of forecast closures that slipped into a later quarter.



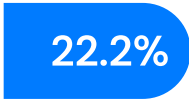
53.6% reported slippage above 30%.

The Board Forecast

More conservative than personal belief



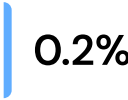
Approximately the same



More optimistic than personal belief



Not sure



Leaders are not merely forecasting revenue. They are deciding how much of their own forecast they are willing to defend.

What Revenue Leaders Want Instead

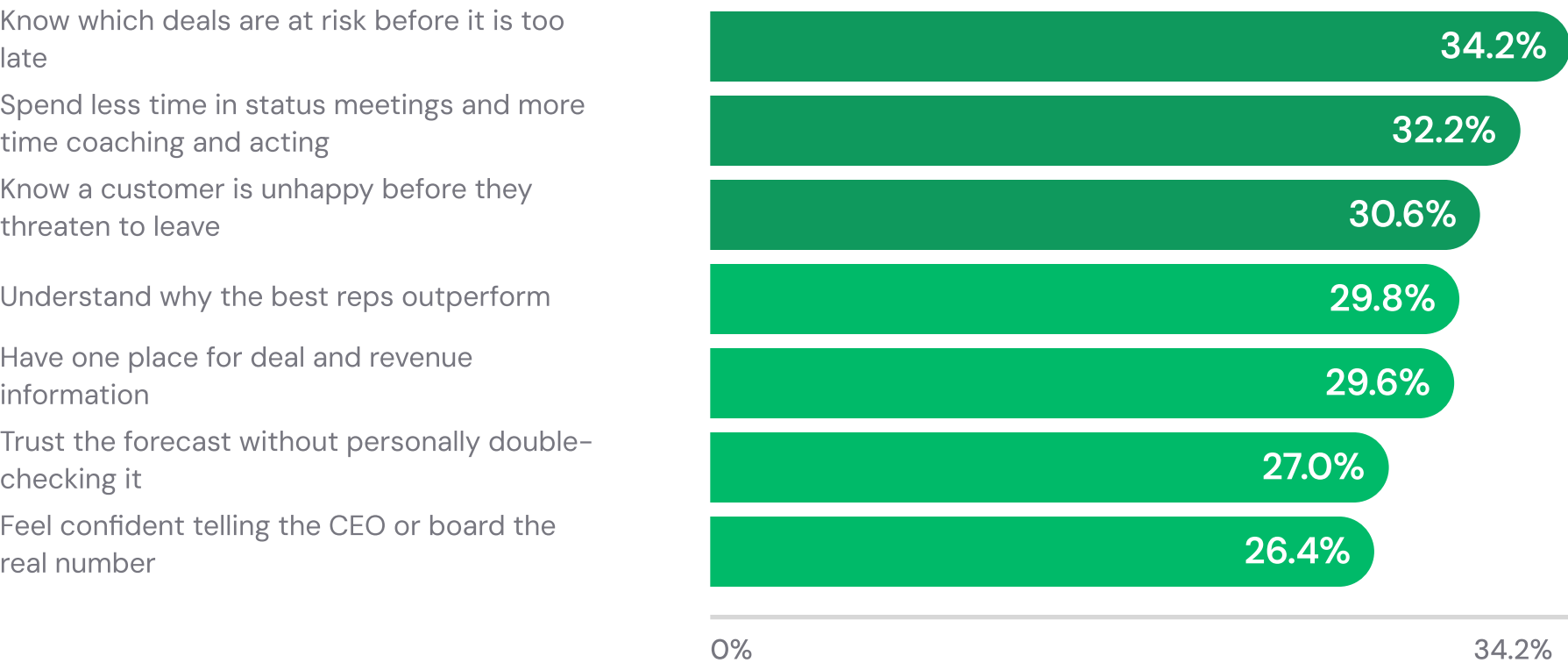
Asked what would help most, leaders described a destination rather than a tool.

of performance and less need to move between systems.

The leading priorities were not more activity data or more reporting. Respondents selected earlier warning, more time to act, a clearer understanding

The answers converge on a practical demand: connect the signal to the decision while there is still time to change the outcome.

The Most Valuable Improvements | Up To Three Answers Per Respondent



Respondents could select up to three answers. Bars are scaled to the largest response.



"In this hyper-growth, we need information quickly, and we need to be able to make decisions very quickly."

Reid Conklin, VP of Sales



The Next Revenue Advantage Is Converged Context

The survey does not argue that revenue organizations need less technology. It shows that investment alone does not remove the work of understanding the business.

The common requirement is not another isolated signal. It is a current, connected explanation of what is happening, why it matters and where action can still change the result.

Executives

Need to know whether technology reduces operating effort and improves decision quality.

Sales Leaders

Need to see risk while intervention is still possible.

RevOps

Needs to produce trusted answers without rebuilding the same context every week.

That is the context gap for revenue, and the standard against which the next revenue investment should be judged.



Close the Context Gap. Simplify Your Stack.

Address revenue risk sooner, improve sales performance, and maximize time with customers.

Uncover revenue reality

Reps keep deal context current with less admin. Managers see evidence-backed risk and qualification gaps before coaching or forecast calls.

Win with AI

Built on an agentic mesh, Pixie, our AI analyst, preps reps for meetings, guides manager coaching, builds RevOps reports, and helps leaders act sooner on risk and upside.

Converge GTM context

Sales leaders, RevOps, and finance connect deals, pipeline, forecasts, targets, productivity, and territories in one maintained revenue model.

Cut tool sprawl on your terms

Keep the best-of-breed tools you value. Replace the rest with SciFin. Lower software costs and simplify stack management.

Revenue Leak Assessment

Set up in hours. Improve revenue performance in under 60 days.

sales@scifin.ai

Founder

Mohit Aron

Also founded Nutanix and Cohesity

HQ

San Jose

Backed by

Altimeter, Madrona, Foundation

Capital, S32, Zetta, Sequoia, and other investors