



The Empowered Sales Leader™ NEWSLETTER

The Revenue Leak Series

Article 3 of 4

Revenue Leaks in Customer Intelligence



Revenue Leaks Erupt from Lack of Customer Intel

Most sales teams *know* their customers, but the best teams **understand** them.

The difference between knowledge and intelligence is action. Data tells you what happened. Intelligence tells you *why* it happened and *what to do next*.

In this installment of our Revenue Leaks series, we're unpacking the quiet leaks that occur when sales teams don't truly understand the forces shaping their customer's decisions. Steve Jobs recommends, "Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves."

Your understanding of the **business context**, **decision criteria**, **customer landscapes** and **strategic priorities** determines how well positioned you are to win with your customer.

Here are four common **Customer Intelligence leaks** and how to close them.

1. Decision Context: Missing What's Shaping the Customer's World

It's hard to align with a customer's strategy if you don't know what's driving it.

Revenue Leak: Messaging misses the mark because it doesn't reflect the customer's current business pressures or priorities.

When reps don't understand the customer's key business drivers that impact decision making, they risk showing up with the wrong message at the wrong time.

Metrics to Watch:

- Low meeting-to-opportunity conversion
- Deals stalled in late stages or "no decision" outcomes
- Increased loss percentages due to misalignment

Remedies: Build "decision context" into every account plan. Make it standard practice to analyze recent

**3.1
TIMES**

Buyers change their problem statement an average of **3.1 times** during complex purchases (*Emblaze*).

business events, M&A's, earnings calls, and company growth strategy before discovery calls.

When you know *what's happening in their world*, you can determine if and/or how your solution can help your customer meet the opportunities and challenges they are facing.

2. Strategic Landscapes: Not Understanding the “How”, “Why” and “Who” in the Client’s Decision-Making Process

Revenue Leak: Reps operate without visibility into these landscapes, leading to blind spots that cause misalignment, delayed decisions, and surprise losses late in the cycle.

Most sales teams operate with only a partial map. They may know their primary contact but not the competitive pressures, economic realities, or operational constraints influencing the decision. When these factors are missed, deals stall, priorities shift, and your value message loses traction.

Here are the **four landscapes** every rep and leader must understand to prevent leaks in Customer Intelligence:

- **Political Landscape:** Who holds influence, who aligns, who blocks. Understand the internal politics that can accelerate or quietly derail a decision.
- **Economic Landscape:** What financial conditions, budget cycles, or funding priorities shape feasibility. Are they expanding, contracting, or in cost-containment mode?
- **Operational Landscape:** How internal systems, processes, and bandwidth affect adoption, change readiness, and potential delivery challenges.
- **Competitive Landscape:** Who else is influencing the decision, not just competitors, but other internal priorities; projects or initiatives competing for attention, budget, or resources.

Metrics to Watch:

- Level of engagement with key stakeholders
- Pipeline degradation and slow deal velocity
- Declining market share

Remedies: Conduct regular customer landscape assessments during your quarterly internal business review cadence.

- Embedding landscape mapping into discovery and qualification templates, not as optional “pre-call notes,” but as a *required field* in the CRM.
- Coaching sales leaders to inspect these maps during pipeline reviews, asking questions like: *“What’s changing in the customer’s operational or competitive environment that could shift this deal’s trajectory?”*
- Training sales teams to identify *cross-landscape interactions* (for example, how a budget freeze in the economic landscape influences political decision-making).
- Using tools and AI-driven research to *continuously update* this intelligence as the customer’s world evolves.

The goal isn’t to know *everything*, it’s to see the chessboard clearly enough to anticipate moves, align your message, and stay one step ahead of change.

10-11
STAKEHOLDERS

The average B2B buying group includes **10-11 stakeholders**; multinational deals involve **15.2** (6Sense).

37%
INCREASE
IN WIN
RATES

Engaging multiple stakeholders increases win rates by **37%** (*Outreach, 2025*).

“Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves.”

— Steve Jobs

3. Decision Criteria: Not Knowing How the Customer Defines Value

Even strong sellers lose deals when they define value differently than their buyers.

Revenue Leak: Sellers build business cases around their product instead of the customer’s decision framework.

If the customer’s criteria are speed, compliance, or cost avoidance, but your proposal primarily highlights the quality of your service and your global reach, your message misses their “why.”

Metrics to Watch:

- Lost deals to competitors with “similar” solutions
- Win rates below industry benchmarks
- Winning smaller sized deals relative to qualified opportunity value

Remedies: Reframe your messaging to match their decision criteria, not just your product roadmap or company’s biggest strength. When your story aligns with their needs, wants and expectations, you’re helping them make a better business decision.

What to Include:

- **Required Capabilities** – what the customer needs to achieve their goal.
- **Solution Requirements** – how you will deliver successfully for the customer.
- **Quantifiable Business Impact** – the measurable business outcomes your solution drives for the customer.
- **Customer ROI** – the financial and strategic return your partnership delivers.

4. Timing & Priority: Misreading the Customer's Internal Urgency

Even the best deals stall when they're out of sync with the customer's priorities.

Revenue Leak: Pursuing deals when the customer's focus is elsewhere leads to pipeline degradation.

Metrics to Watch:

- Deals aging beyond average sales cycle (by 25–40%)
- High volume of “no decision” outcomes
- Forecasted deals repeatedly slipping quarter-to-quarter

Remedies:

Qualify timing as thoroughly as fit. Ask *what's competing for attention internally* and *when your initiative will rise in priority*. To do that effectively:

- **Understand the Customer's Internal Calendar** – Map budget cycles, project approvals, and fiscal year planning to position your solution at the right time.

86%
STALL
RATE

According to Forrester,
86% of B2B purchases stall during the buying process due to misaligned timing or priorities.

- **Identify Competing Initiatives** – Know which internal projects, investments, or executive priorities could delay or deprioritize your deal.
- **Gauge Decision Readiness** – Assess whether stakeholders have the bandwidth, data, and alignment to move forward.
- **Leverage an Internal Catalyst** – Tie your solution to an urgent, time-bound business event that is already in motion with an approved timeline (renewal window, compliance deadline, launch, or revenue target).

When sellers can anticipate **when** the customer can act, not just **why** they should, they move from chasing interest to capturing intent.

Bottom Line

Revenue leaks in **Customer Intelligence** aren't caused by a lack of data, they come from *not connecting the dots*.

When sellers understand and act on the forces shaping the customer's world, the landscapes influencing their process, the criteria defining value, and the timing that governs urgency, they don't miss the growth opportunities.

And when sales leaders build teams that understand the *why* behind the *buy*, they close the gap between information and influence and eliminate the revenue leaks in customer intelligence.

ABOUT THE AUTHORS

With 30+ years in sales leadership our founders, [Gina Gauna](#) and [Taylor Crook](#), have helped senior executives in the Life Sciences ecosystem build sales organizations that consistently win. We've scaled new business segments generating over \$1B in sales, built enterprise accounts exceeding \$100M annually, and coached B2B sales leaders using frameworks that drive consistent, profitable growth.

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