



REPORT

The Revenue Imperative: Overcoming Inefficiencies to Maximize Growth

Research conducted by Conga in partnership with Ascend2

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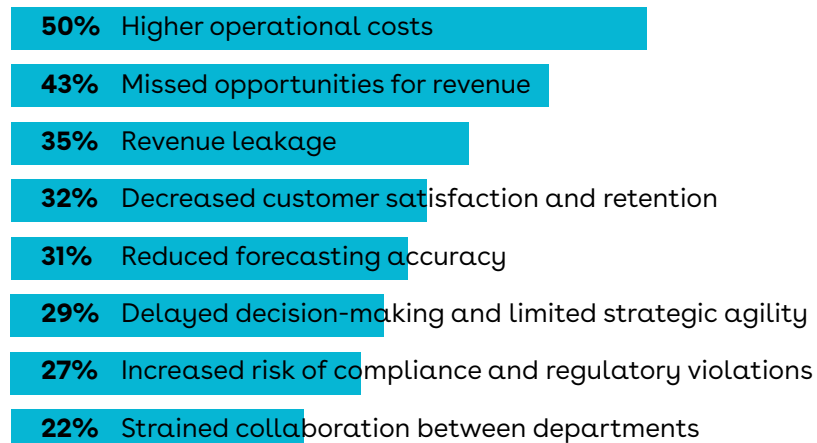


Introduction

In today's economic climate, businesses are facing mounting pressure to do more with less, with **97% of revenue decision-makers surveyed predicting that the demand to maximize revenue will only grow in the next two years.** Amid budget constraints, rising costs, and shifting market conditions, every dollar of revenue counts. However, 46% of professionals still lack confidence in their organization's ability to identify and capture all available revenue opportunities.

Revenue inefficiencies are becoming an undeniable concern that directly impacts the bottom line. Reported consequences of mismanaged revenue processes include higher operational costs, missed opportunities, and revenue leakage, demonstrating just how critical the optimization of revenue operations is in order to stay competitive.

What are the biggest consequences of mismanaging revenue processes?



To understand how businesses execute their revenue strategies, Conga partnered with Ascend2 Research to survey executives and professionals in revenue-related roles about their process priorities, pain points, and opportunities for improvement. This research highlights the growing need to identify inefficiencies, automate workflows, and optimize revenue operations to drive sustainable growth, even under pressure in uncertain economic times.

Revenue Lifecycle Management (RLM)

Revenue Lifecycle Management is the thread that ties siloed business processes together. It allows you to generate more revenue at every stage of the customer journey, leading to a Revenue Advantage.

Assess Pillar Maturity

Conga's Maturity Model frameworks and surveys offer a data-driven approach to evaluate and enhance your organization's revenue operations. These tools provide actionable insights to benchmark current performance, uncover growth opportunities, and guide strategic planning toward operational excellence.

[Learn more.](#)

Key findings

- **Organizations understand the value of effective RLM, but have work to do in effective execution.** All (100%) of those surveyed agree on the importance of understanding the entire revenue lifecycle, from initial proposal or quote to customer sale to ongoing customer expansion and renewal. However, only 54% of professionals surveyed are extremely confident in their organization's ability to identify and capture all possible revenue opportunities throughout the revenue lifecycle.
- **Executive teams are the most enthusiastic about improving revenue processes.** Executives are primarily responsible for overseeing revenue management efforts. As a result, they spend the most time on manual, repetitive tasks related to revenue processes and recognize that they stand to benefit from improving workflows, technology, and undertaking other revenue initiatives.
- **Integrated tech stacks can increase revenue outcomes.** Those with full integration of tools and systems are 2.5x more likely than those without integrated tool systems to be extremely confident in the effectiveness of their revenue management efforts.
- **AI's value is widely recognized but organizations are still beginning to apply it to revenue-related processes.** 87% of professionals surveyed are confident in the reliability of AI to improve business performance, but just one-quarter of organizations report already utilizing AI to enhance the effectiveness of business processes like revenue management.

87%

of professionals surveyed
are confident in the
reliability of AI to improve
business performance.





Special segments

Throughout this report, you will see references to the following segmentations that give us additional insight into varying views based on job level, job function, region, and those excelling at revenue management.



Executive Perspective: 27% of survey participants identified as being a part of the C-suite, executive team, or equivalent. By examining the executive perspective as it compares to that of non-executives, we gain insight into the disparity between the strategic view vs the operation view of an organization.



Department: Survey participants identified their roles as finance, IT, operations, customer service, sales, legal, product management or executive. Comparisons and contrasts by department reveal unique points of view influenced by role in the revenue management process.



Region: 62% of participants identified their company's primary operations as US-based, while 38% are based in the UK. Examining the US and UK breakdown highlights distinctions in how companies in the two countries understand today's revenue management challenges.



Best-in-Class: 54% of those surveyed expressed high confidence in their organization's ability to identify and capture all possible revenue opportunities from quotes and proposals through billing and customer renewals. Gleaning best practices from high-performing organizations helps us avoid common pitfalls and accelerate our progress: learning from the best how to transform every stage of the revenue lifecycle.

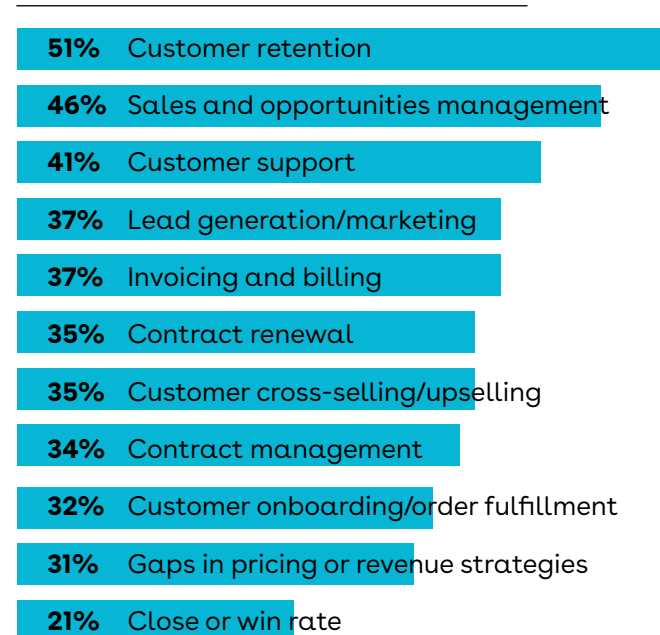
Revenue strategy

Moving towards comprehensive Revenue Lifecycle Management

The value of Revenue Lifecycle Management is clear and 100% of revenue decision-makers surveyed agree on the importance of visibility into the entire revenue lifecycle. Notably, only 54% of participants are extremely confident in their organization's ability to identify and capture all possible revenue opportunities from quotes and proposals through billing and customer renewals.

Customer retention emerged as the top priority, with 51% of respondents heavily focused on it, reinforcing its role in sustained revenue growth. Understandably, customer retention, sales and opportunities management and customer support are a significant focus for many organizations – these are best practices and excelling in these areas strengthens revenue. However, the professionals surveyed revealed aspects of the lifecycle that are consistently under-scrutinized, such as close and win rates and revenue strategy gaps. A renewed emphasis on pricing and revenue strategy could capture new revenue, but organizations should also ensure they have a comprehensive, end-to-end revenue optimization strategy that encompasses every role and department. Disjointed revenue management overlooks key opportunities to streamline and enhance processes – introducing waste and forgoing revenue improvements.

Which areas are you most heavily focused on when identifying and capturing all revenue opportunities?



UK organizations are significantly more likely than their US counterparts to be heavily focused on contract management (40% vs 30%) and contract renewal (39% vs 32%) while US organizations are invested more in customer support (43% vs 36%).

Revenue Confidence

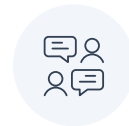
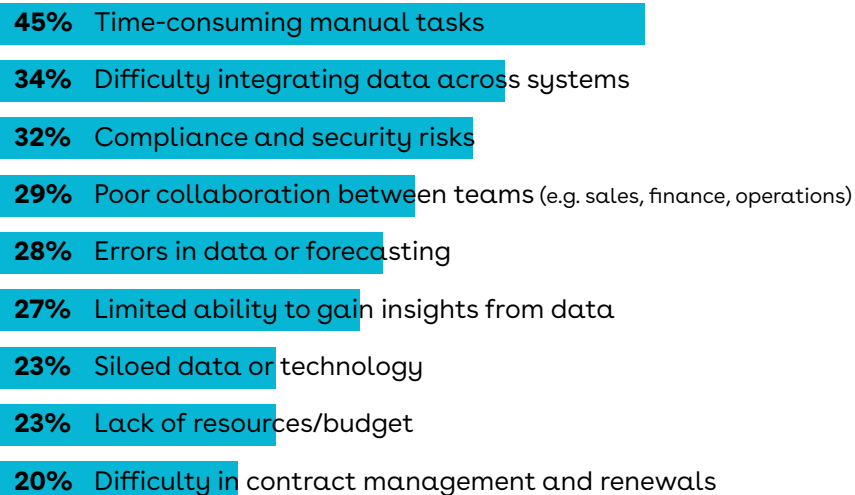
Those with the most confidence in their organization's revenue strategy are significantly more likely to be focused on customer onboarding or order fulfillment than those with less confidence (36% vs 28%). Professionals with less confidence are likely aware of gaps in their revenue strategy, even if they are not addressing them yet.

Obstacles to revenue capture

After securing quick wins and implementing best practices, identifying and capturing new revenue opportunities feel more elusive. With multiple priorities competing for limited attention, survey respondents report challenges they experience that limit visibility and adversely impact revenue capture: manual tasks, human error, silos, security risks and limited insights were among their concerns.

As organizations work to strengthen revenue, time-consuming manual tasks are significantly challenging for almost half of the professionals surveyed. Difficulty integrating data across systems and compliance and security risks are also commonly reported barriers to success.

What are the top challenges your organization faces in identifying and capturing all possible revenue opportunities?



Pain points vary across departments.

Manual work is the top challenge across all departments, however, other struggles vary in severity. Ops professionals struggle with the integration of data across systems more than other departments. Sales and finance feel the most strongly that time-consuming manual tasks are hindering their ability to effectively capture revenue.



Executives feel the brunt of poor quality data. Executives are significantly more likely than others to feel that errors in data or forecasting are getting in the way of capturing revenue opportunities. They are also struggling with integrating data across systems. Given the role good data plays in understanding, accurate forecasting and data integration are essential for making optimal revenue decisions.

In juxtaposition to this survey of C-suite leaders, it can be insightful to consider findings from [Conga's maturity assessment for each pillar of RLM \(CLM, CPQ or Revenue Commerce, and Document Automation\)](#) where over half of all survey respondents (56%) were categorized as product owners. While C-suite leaders identified "time-consuming manual tasks" as their top challenge, the majority of product owners prioritized approvals, process management, contract construction, and document management as their organizational priority. In this area, it appears there is alignment in priority in these two cohorts as addressing those pain points reduces time consuming manual tasks.

Prioritizing revenue transformation

For the upcoming year, organizations are focusing on increasing revenue and business growth, followed by improving the customer experience to reduce churn and enhancing data visibility and accuracy through better revenue management. These priorities highlight the importance organizations place on continuous improvement.

What are your top priorities for improving revenue management in the coming year?

53% Increasing revenue and business growth

50% Improving customer experience

43% Enhancing data visibility and accuracy

41% Reducing errors through automation

41% Adopting AI tools

39% Cutting operational costs



US organizations are prioritizing increasing revenue and business growth (55% vs 50%) and improving the customer experience (53% vs 45%) more so than in the UK. Meanwhile, UK companies rate reducing errors through automation among their top priorities (46% vs 38%) while US companies rate this among their least prioritized areas for improvement this year.



Best-in-Class organizations prioritize AI. Top-performing teams (or those with the most confidence in their ability to manage and capture revenue) see AI tooling as a potentially valuable asset in their revenue growth journeys. Best-in-Class organizations are significantly more likely (48%) to prioritize AI tool adoption (34% of others).

Data and technology

Access to data across teams

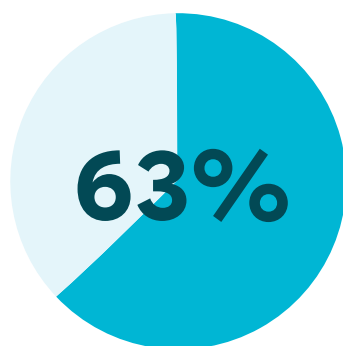
The survey highlights a widespread challenge in data accessibility and integration, with 55% of organizations reporting a lack of deeply integrated sales and finance data across teams. This gap can create inefficiencies, limit visibility into revenue opportunities, and hinder cross-functional decision-making. Without seamless data integration, businesses may struggle to align sales efforts with financial performance, ultimately impacting growth and profitability.

Perceptions of integration vary significantly by role. 63% of executives believe their sales and finance data is well-integrated across teams, compared to just 39% of non-executives. This disconnect suggests that executives may have a more strategic, high-level view of integration, while non-executives, who work directly with data and processes, experience more operational friction and inefficiencies. These gaps likely stem from data silos, interdepartmental misalignment, and communication barriers, underscoring the need for stronger cross-functional collaboration and technology-driven solutions to bridge the divide.

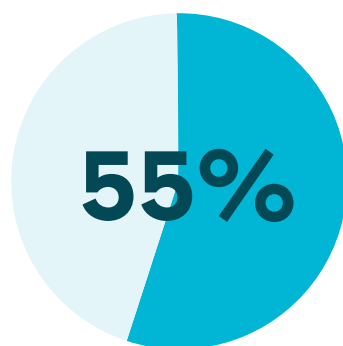
Data integration is a key differentiator among top-performing organizations.

Those with high confidence in their ability to identify and capture revenue opportunities are 4x more likely to have deeply integrated sales and finance data (69% vs 17%), reinforcing the critical role of data alignment in revenue optimization.

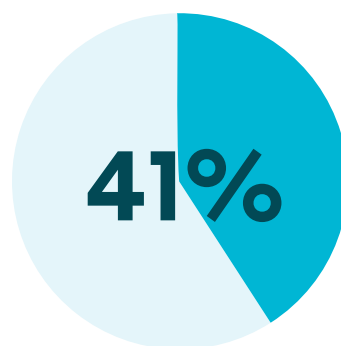
% of respondents that report sales and finance data are integrated "to a great extent" across teams. (Segmented by job level)



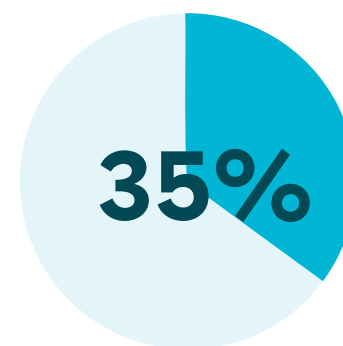
Executives



Presidents/VPs



Directors



Managers

The revenue ecosystem: entanglement and sprawl

Organizations' revenue ecosystems are complex and rely on extensive tech stacks that are not fully integrated. Almost half of organizations surveyed claim to have fully integrated revenue management tools and systems across relevant teams. Another 45% report partial integrations and 7% report little to no integration – a situation interfering with successful revenue management, which requires visibility and integration. 70% reporting the use of Customer Relationship Management (CRM), 64% using data analytics tools, and over half using ERP tools to manage revenue.

70%

report the use of
Customer Relationship
Management (CRM)

Which of the following tools does your organization use to manage revenue?

70% Customer Relationship Management (CRM)

64% Data analytics tools

54% Enterprise Resource Planning (ERP)

46% Workflow automation tools

36% Configure, Price, Quote (CPQ)

35% Contract Lifecycle Management (CLM)

32% Subscription Management Systems

3% Other

Those with fully integrated revenue tech stacks are 2.5x more likely than those with less integration to be extremely confident in their ability to manage and capture revenue (79% vs 31%).



Best-in-Class have more robust tooling. Revenue professionals who are most confident in their revenue management use the broadest range of tools. This could indicate that a broader set of tools enhances visibility into revenue insights, and can better address the nuances of complex revenue models.

AI adoption

Although 87% of professionals surveyed are confident that AI can reliably improve business performance, just one-quarter of organizations report already adopting AI to enhance business processes like revenue management. A 66% majority of those who have not yet adopted AI report a high likelihood of adoption in the coming year.

66%

of those who have not yet adopted AI report a high likelihood of adoption in the coming year.

How likely are you to adopt AI to improve business processes, such as revenue management, in the next 12 months?

25% We have already adopted AI for business processes

51% Very likely

17% Somewhat likely

5% Not very likely

2% We do not plan to adopt AI for business processes



Adoption of AI varies across the organization.

IT professionals are significantly more likely than their counterparts in other departments to have already adopted AI into their business processes with 34% reporting current use. 23% of finance and ops teams and 19% of sales teams report current use. IT and customer service already have high AI adoption rates (for instance, many use chatbots, AI help desk functionality and developer tools). Some industries experience slower adoption of AI tools, impacting finance roles.



A regional gap in the use of AI.

The UK is more likely to have

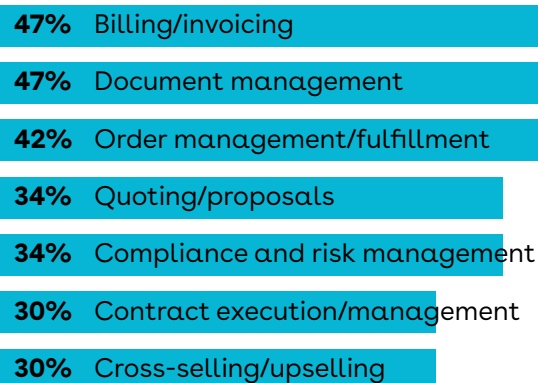
already adopted AI into their business processes than the US according to our survey. 33% of the UK respondents report already using AI compared to 21% of those in the US. 54% of those in the US are very likely to utilize AI in the coming year to improve business processes like revenue management.



Use cases for AI in revenue management

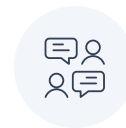
Professionals surveyed are interested in using AI throughout the revenue lifecycle, showing awareness of AI's many applications for billing and contract management: information discovery, content analysis, pattern and trend recognition. Nearly half (47%) of those surveyed report that AI would be most useful in billing and invoicing as well as document management as they work to manage revenue at their organizations more effectively. Instead of stand-alone replacement of human intelligence, AI is increasingly seen as capable of augmenting and accelerating teams' contributions.

In which areas would the application of AI be most useful to your organization when managing revenue?



47%

report that AI would be most useful in billing and invoicing as well as document management



Every role sees different possibilities for AI.

IT and Ops professionals want to see AI-optimized billing and invoicing, finance and executives are interested in

AI-powered document management, and finance and IT departments see possibilities in using compliance and risk management. One thing is clear: all departments value AI's potential to streamline routine tasks.

Revenue processes

Process optimization in a revenue context

Many organizations have less than optimal revenue-related processes. There is likely ample opportunity to secure quick wins and improve revenue by targeting these processes first, providing businesses with a clear route to implementing a continuous improvement philosophy.

Cross-selling/upselling seems to be the least optimized among processes with two-thirds of those surveyed not fully optimized. Just over half (57%) of those surveyed feel that quoting and proposals and contract reviews and execution are fully optimized processes at their organization.

57%

feel that quoting and proposals and contract reviews and execution are fully optimized processes at their organization.

To what extent is each of the following processes optimized for your organization?

	Fully optimized	Somewhat optimized	Not optimized	Unsure
Quoting/proposals	53%	41%	4%	2%
Billing/invoicing	62%	33%	3%	2%
Contract reviews/execution	53%	38%	7%	2%
Document management	54%	39%	6%	1%
Compliance and risk management	56%	38%	5%	1%
Cross-selling/upselling	44%	44%	10%	2%
Order management/fulfillment	55%	39%	4%	2%

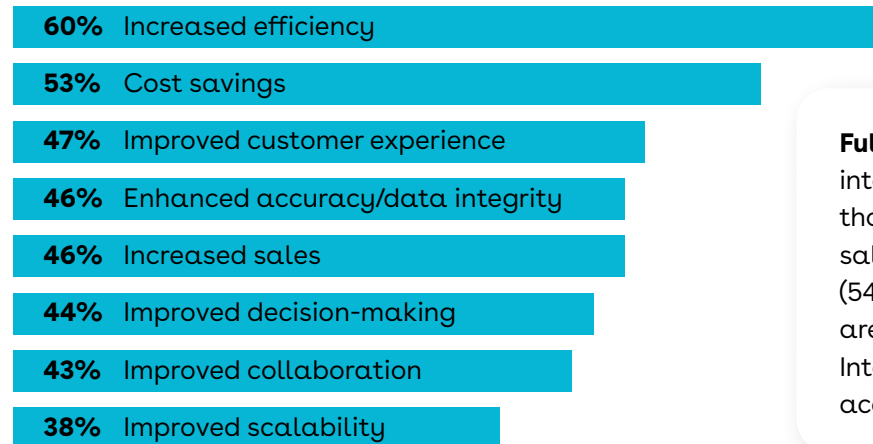


Streamlining document management

Document management, surprisingly, is among the least optimized processes for organizations, with just 54% of those surveyed having achieved full optimization of this process. Given the wide-reaching importance of document management across departments and roles, greater efficiency in this area has the potential to transform the entire organization. Cost savings, improved customer experience and increased efficiency are the top benefits anticipated by the revenue professionals surveyed.

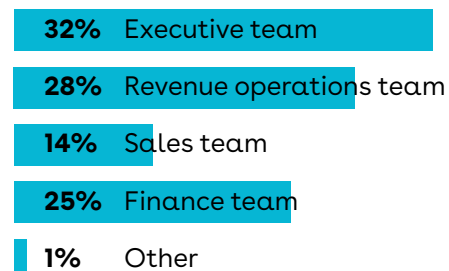
Interestingly, improving document management was the top stated priority across all three [Conga maturity assessments](#) where, on average, document management also emerged as the top priority among survey respondents across all categories, with an importance rating of 88%.

In what ways would your organization benefit from more streamlined document management?



Full integration yields better outcomes. Those with fully integrated systems are significantly more likely than those without full integration to report that increased sales (54% vs 39%), improved customer experience (54% vs 41%), and improved scalability (46% vs 31%) are benefits of streamlining document management. Integration achieves these benefits by enhancing accessibility, visibility, and consistency.

Which department in your organization is responsible for overseeing revenue processes?



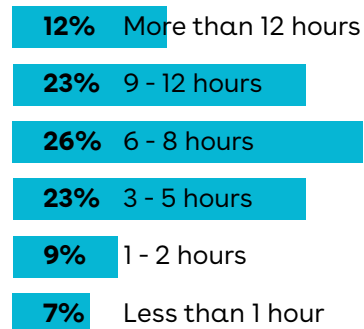
US companies are significantly more likely than the UK cohort to rely on the executive team for revenue management oversight (36% vs 24%) while UK companies are more likely to be leveraging the finance team for this responsibility (31% vs 22%).

Revenue process oversight varies depending on the organization. One third of those surveyed report oversight by the executive team, just under one third assign responsibility to RevOps, one quarter to finance and 14% to sales. This shows that there is no consensus on who owns revenue processes, revealing that many organizations have much progress to make towards full revenue management maturity. Naturally, professionals with revenue responsibility are more directly impacted by both revenue inefficiencies and process improvements.

The untold story of revenue management inefficiencies

Repetitive revenue management tasks consume a substantial part of the workweek for a majority of the professionals surveyed. Sixty-one percent report spending six or more hours per week on repetitive, manual tasks, while 35% spend nine or more hours per week. In all, revenue professionals are losing time equivalent to roughly 11 full work weeks per year for a standard 40 hour work week. Organizations could allocate this time to high-value responsibilities, create better balance for employees or take on more strategic revenue-focused projects if they used AI to support revenue management teams.

How many hours per week do you spend on repetitive, manual tasks related to managing revenue processes?



61%

report spending six or more hours per week on repetitive, manual tasks.



Executives stand to win big with automation. Executive teams probably have the most to gain from improving processes and workflows with automation, since they are doing the most repetitive work. 79% of executives report spending six or more hours each week on manual, revenue-related tasks, compared to 54% of non-executive professionals. Since executives are primarily responsible for revenue management at many organizations, manual revenue tasks disproportionately impact executive teams.

Errors plague a majority of organizations' (59%) revenue processes, impacting pricing, quoting and contract terms. 17% report frequent errors and another 42% experience errors periodically. This revenue management challenge is uniquely insidious, because frequent errors in pricing, quoting and contract terms also impact an organization's reputation externally with customers and end users in addition to creating missed opportunities for achieving revenue goals

In your experience, how frequently do errors in pricing, quoting, or contract terms impact your organization's revenue outcomes?



Errors that impact revenue outcomes are more common in the financial services industry (28%) than technology (18%) and retail and manufacturing (10%).

Risk created by stagnant processes

Beyond missing opportunities to increase revenue, some organizations are at risk of losing revenue if nothing changes. Without improving current systems and workflows, 43% of organizations could lose sales as a result of inefficient processes and 41% expect to see customer dissatisfaction and lower retention rates – interesting data that suggests an unexpected link between poor revenue practices and reduced customer satisfaction. Because many revenue processes are customer-facing, poor processes can hurt customer experience and ultimately reduce customer satisfaction. Ineffective revenue management can then bring broader consequences to every department within the organization as cause and effect occurs.

In which areas are you most likely to lose revenue if your current systems and processes remain unchanged?

- 43%** Lost sales due to inefficient processes
- 41%** Customer dissatisfaction leading to churn
- 38%** Missed revenue due to inability to identify cross-sell and upsell opportunities
- 35%** Inaccurate forecasting affecting strategic decisions
- 34%** Revenue leakage from inaccurate billing
- 25%** Compliance issues leading to penalties
- 24%** Inefficient contract renewal cycles
- 8%** None of the above



The most vulnerable areas for revenue loss vary by region.

While both countries rank lost sales due to

inefficient processes among their top areas, US companies also place customer dissatisfaction leading to churn at the top of their list (43% vs 36%), and UK companies report revenue leakage from inaccurate billing would be more likely (39% vs 31%) if their current systems and processes remain unchanged.



43%

of organizations could lose sales as a result of inefficient processes

Looking ahead

Growing complexity of revenue ecosystems

Many organizations are onboarding new technology and processes in the revenue management category. In the coming year, nearly half of organizations plan to adopt data analytics and forecasting tools, as well as AI-driven revenue optimization tools.

However, these investments will only generate meaningful results if companies address the underlying challenge of data integration. Without a strong foundation of accurate, unified data, even the most sophisticated analytics and AI-driven tools risk producing misleading insights and ineffective strategies. Analyzing bad data leads to bad decisions, making data integration a prerequisite for unlocking the full potential of revenue management technology.

About 40% will implement advanced CRM systems and workflow automation tools for revenue processes.

Do you have plans to adopt any of the following tools/solutions in the coming 12 months?

- 48%** Data analytics and forecasting tools
- 48%** AI-driven revenue optimization solutions
- 40%** Advanced customer relationship management (CRM) system
- 38%** Workflow automation tools for revenue processes
- 35%** Enhanced ERP (Enterprise Resource Planning) for revenue functions
- 33%** Integrated billing and invoicing solution
- 29%** Revenue recognition and compliance software
- 28%** Configure, price, quote (CPQ) platform
- 28%** Automated Contract Lifecycle Management tools
- 8%** None of the above



40%

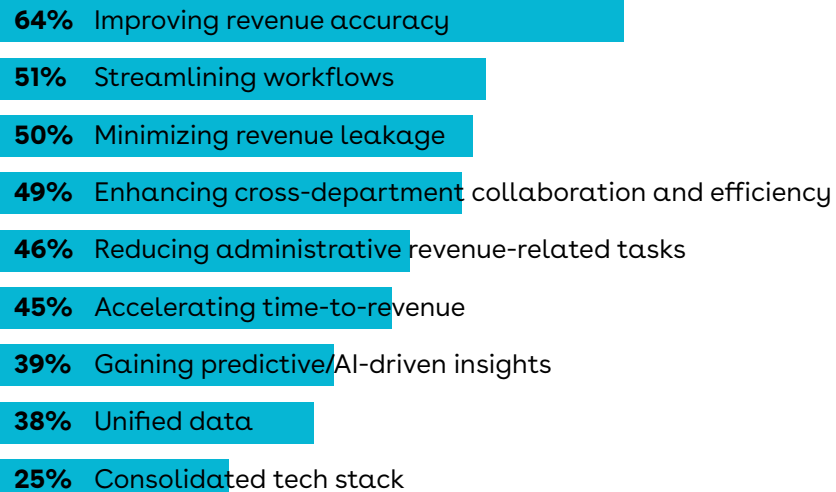
Will implement advanced CRM systems and workflow automation tools for revenue processes.

An integrated approach to Revenue Lifecycle Management.

As a next step, organizations we surveyed are integrating Revenue Lifecycle Management processes – taking on new tools and work to achieve their revenue objectives. This integrated approach has benefits such as improved revenue accuracy, streamlined workflows, minimized revenue leakage, and enhanced cross-department collaboration and efficiency. With the entire revenue lifecycle in view and optimized, organizations can bring new opportunities to the surface, reveal oversights and correct errors to maximize revenue.

Leaning further into these benefits will help organizations support revenue growth in their own context: applying validated best practices that transform revenue teams and advance bottom line objectives.

What are the potential benefits of adopting integrated Revenue Lifecycle Management processes?



Methodology and participants

Methodology

Conga, in partnership with Ascend2 Research, developed a custom online questionnaire to survey 616 professionals in decision-making roles in revenue management including those in executive leadership, operations, sales, legal, IT, customer support, product management, and customer success roles. These individuals self-identified as having knowledge of how their company identifies and captures revenue opportunities throughout sales processes, from quotes and proposals through billing and customer renewals. These individuals represent organizations in the United States and the United Kingdom with an annual recurring revenue of \$100M or greater. The survey was fielded in December 2024.

Participants

N= 616 professionals

Region

United States	62%
United Kingdom	38%

Department/primary area of focus

IT	25%
Executive leadership	22%
Operations	17%
Finance	15%
Sales	11%
Customer service/support/success	6%
Product management	3%
Legal	1%
Other	0%

Job level

Executive/C-Suite/Owner/Partner	27%
President/Vice President	5%
Director	25%
Manager	43%

Industry

Financial services	22%
Technology	22%
Manufacturing	12%
Retail	12%
Professional services	7%
Healthcare	6%
Public sector	3%
Higher education	2%
Life sciences	2%
Energy	2%
Non-profit	1%
Other	9%

Annual recurring revenue

\$100M - \$150M	13%
\$150M - \$500M	27%
\$500M - \$1B	30%
\$1B+	30%





About the research partners



Conga, the Revenue Company, is the pioneer and market leader in Revenue Lifecycle Management. Its platform is chosen by the world's growth champions to accelerate the end-to-end revenue lifecycle and achieve a Revenue Advantage. Conga brings Configure, Price, Quote, Contract Lifecycle Management, and Document Automation capabilities together on a single open platform that works with any ERP, any CRM, and any Cloud. Conga is born for the top line—powered by a unified revenue data model, complete revenue intelligence, and purpose-built AI—to help companies grow, protect, and expand their revenue.

Conga delivers a Revenue Advantage to over 10,000 customers and 6.4 million users around the world. More than 7 million contracts and 46 million quotes are generated annually with Conga. Founded in 2006, the company is headquartered in Broomfield, Colorado and has global operations in North America, Europe, Asia and Australia. Visit conga.com for more information.



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