Future-proof your revenue engine

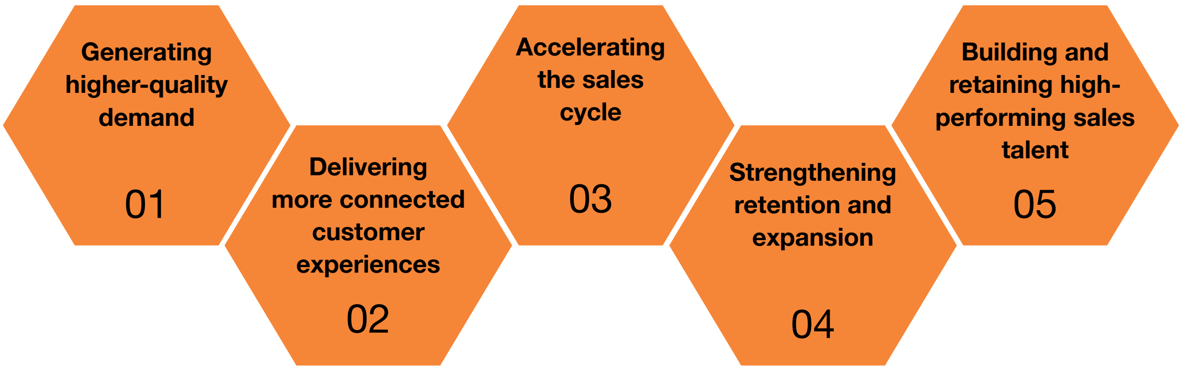
Five growth opportunities for B2B sales leaders

For many B2B sales organisations, growth ambitions are rising faster than the current sales model can support. Buyers expect more relevant engagement, more seamless experiences, and greater flexibility in how they interact. At the same time, you are being asked to modernise capability, reduce complexity, and keep pace with rapid changes in technology and AI.

That leaves many sales leaders facing the same question: where should you focus first?

While many organisations are investing in isolated fixes, the bigger opportunity lies in taking a more connected view of the sales engine – from how demand is generated, to how channels work together, to how your teams are enabled to sell, retain and grow accounts more effectively.

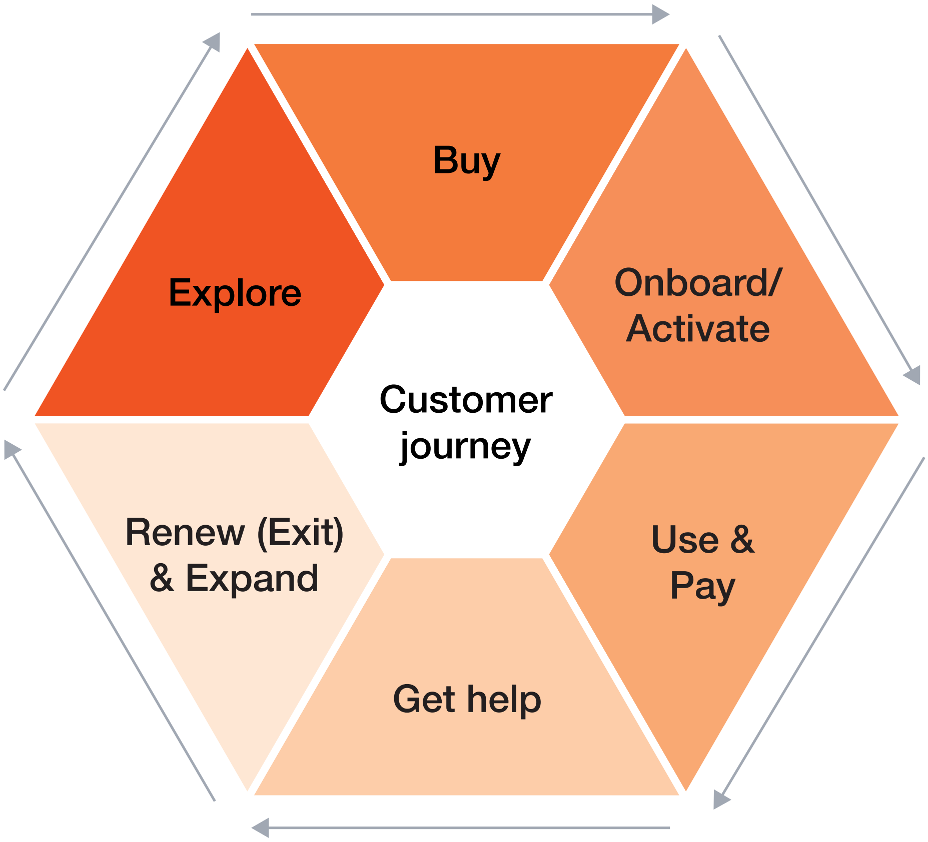
This report explores five growth opportunities that can help you strengthen your sales engine:



Across each one, we look at what may be limiting progress today, the capability shifts worth prioritising, and how technology and AI can help you unlock stronger performance.

Together, they provide a practical framework for building a more productive, more resilient, and more customer-centric sales organisation.

Five growth opportunities across the B2B customer journey



1. Generating higher-quality demand
2. Delivering more connected customer experiences
3. Accelerating the sales cycle
4. Strengthening retention and expansion
5. Building and retaining high-performing sales talent

01

Generating higher-quality demand

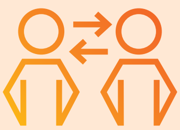
Higher-quality demand helps your sales teams spend more time on opportunities that are more likely to convert.

What's limiting progress

Outdated or generic demand generation practices. B2B buyers expect personalised experiences that reflect their industry, role, and specific challenges. If your outreach still relies on one-size-fits-all messaging, it won't engage buyers or reflect where they are in the journey, leading to lower engagement and wasted sales effort.

73% of buyers actively avoid suppliers who send irrelevant outreach[4].

Ineffective targeting and segmentation. Overly broad segmentation based on incomplete data and narrow parameters can miss buying intent and motivators, resulting in poorly targeted campaigns. The leads generated often lack authority, budget, and need. Insufficient data analytics and tracking hinder optimisation efforts, making it difficult to identify and replicate high-quality lead sources.

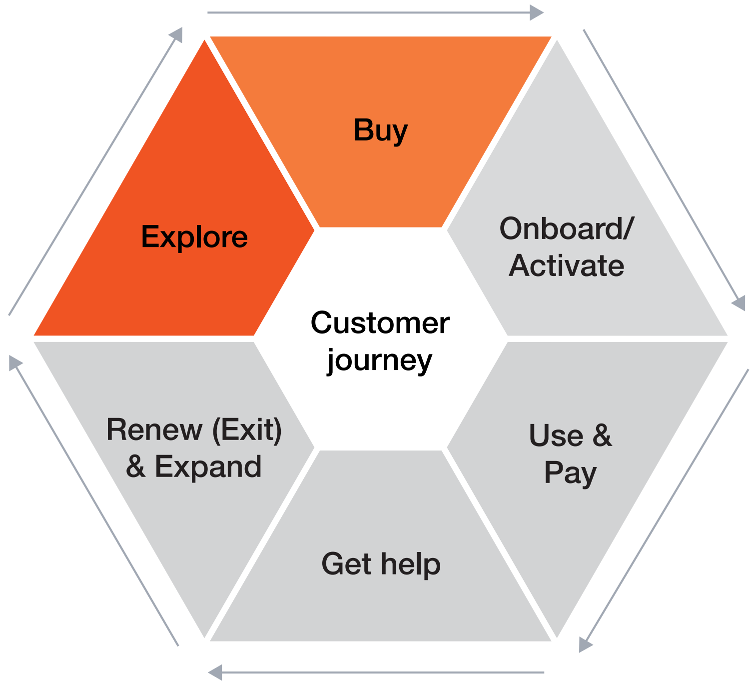


The average conversion rate for leads in B2B organisations is typically in the low single digits[1].

Expanding rift between Marketing and Sales. Demand generation efforts are not aligned with sales needs and target buyers. Without shared, stringent qualification criteria, campaigns may produce large volumes of low-quality leads that are unlikely to convert.

What sales leaders can do

Five growth opportunities across the B2B customer journey highlighted by stage.



Generating higher-quality demand

Capability priorities

Align Marketing and Sales around lead quality. Take the lead in strengthening alignment between Marketing and Sales by establishing joint cadences and regular communication, with shared metrics focused on quality rather than volume. Use insight from your sales teams to help shape more relevant content, and agree explicit lead scoring and qualification standards that reflect true sales readiness. Structured feedback from the field can then help drive continuous improvement.

Target businesses that are most likely to convert. Define and share your ideal customer profiles with Marketing – the type of company that would benefit most from your product or service and provide the greatest value to your business. Provide buyer personas with clear pain points, decision criteria, and buying triggers that marketing campaigns should address.

Technology enablers

A customer data platform, for a unified customer view. A customer data platform provides the critical foundation for aggregating data across marketing and sales systems – including marketing platforms, CRM, web, mobile, and offline sources – to support more effective targeting and engagement.

An advanced segmentation engine, to improve targeting. Go beyond traditional segmentation attributes with an engine that supports a more multi-dimensional view of the customer. Consider demographics, behaviours, needs, challenges, buying power, customer value, growth potential, intent, and engagement history to improve targeting and lift the quality of leads passed to sales teams.

Marketing automation. Advocate for automated cross-channel customer journeys that deliver a consistent brand experience regardless of channel. Collaborate on lead nurturing and scoring models that truly reflect sales priorities. Regularly review analytics and attribution reporting together, shifting the focus from vanity metrics to real business impact.

AI opportunities

Personalisation at scale. AI enables dynamic tailoring of content, messaging, and campaigns based on lead profiles, behaviours, and buyer journey stages. By delivering relevant, timely communications across multiple channels, interactions can better reflect the individual context of each buyer.

High-quality prospect prioritisation. AI-driven predictive lead scoring assesses which prospects are most likely to convert, making it easier for sales teams to prioritise outreach on the highest-quality leads.

Account prospecting agent. AI can monitor signals across an account and act or hand over to a human when needed – helping move beyond lead identification towards a more qualified opportunity.

Intelligent agents. Conversational AI can support buyers across channels in natural, context-sensitive conversations to answer questions and provide resources as they explore options.

Social agents. AI can monitor social media and digital communities to identify trends, customer pain points and competitor insights, and sustain an active and responsive presence across these platforms to keep engagement relevant and continuous.

To apply these capabilities effectively at scale, organisations need appropriate data quality, controls and oversight to support consistent, reliable and responsible engagement.

Delivering more connected customer experiences

More connected customer experiences help you meet rising buyer expectations, reduce friction across the journey, and make it easier for customers to engage in the ways that suit them best.

What's limiting progress

Next wave of buyer behaviours. B2C experiences are shaping B2B buyer expectations. Buyers now expect the same convenience, personalisation, transparency, and responsiveness they experience as consumers. Digital tools are also removing physical and virtual sales boundaries, with more buyers wanting to complete tasks on their own terms – challenging more traditional sales constructs.

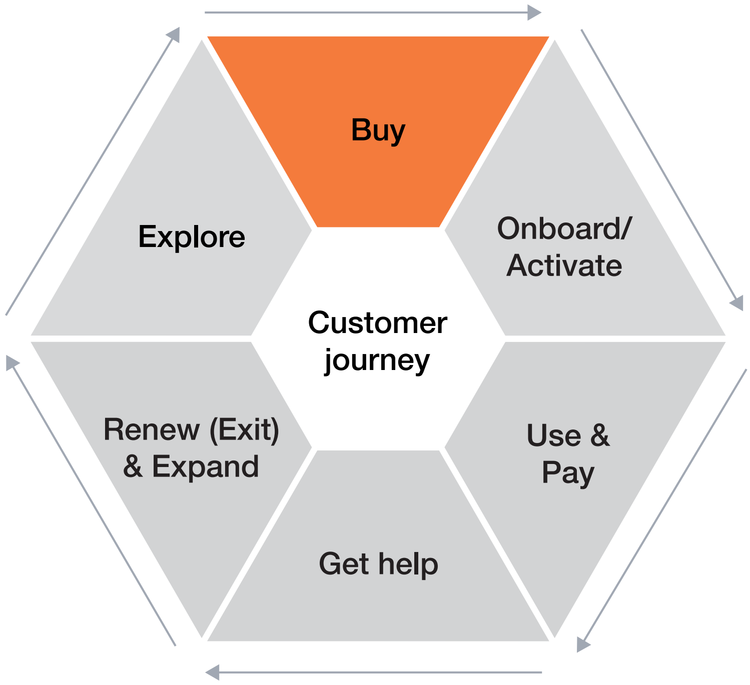
69% of B2B buyers report inconsistencies between information on the sales organisations website and that provided by sellers[5].

Outdated channel strategy. Many organisations have yet to develop or invest sufficiently in the omnichannel approaches, tools and training needed to support seamless engagement. This can leave channel experiences siloed. Managing conflicts between direct and indirect sales, together with limited investment in indirect sales enablement, can further complicate the buyer experience.

84% of B2B buyers want suppliers to offer several different sales channels[6].

Poorly leveraged or integrated technology infrastructure. Sales, marketing, service, and partner data often sits across separate CRM, marketing, ERP, and other systems, making it difficult to create a unified customer view. An underused or poorly integrated technology stack can limit your ability to deliver consistent experiences across channels. Complex products and pricing structures can also be difficult to replicate, with integration challenges slowing adoption of self-service and e-commerce capabilities.

What sales leaders can do



Delivering more connected customer experiences

Capability priorities

Enable your channels to truly co-exist: create connected channels: Customers want connected experiences and channel choice across both digital and physical sales channels, with the immediacy of B2C experiences. Align channel strategies with current and future buying motions to unlock value from a connected sales model. Leverage digital channels to take on more of the load, define the right role for partners and enable them to be successful.

Ensure your market is serviced, 100% of the time. Get the right mix of inside and outside sales roles, teaming in defined ways to cover each market segment. Determining the optimum mix of eCommerce, partners, and sales roles requires several new ingredients, including distinguishing buyer need from seller role requirements, redefining engagement cadence, and resetting compensation based on behaviours and partially or fully teamed roles.

Technology enablers

A System integration. By investing in system connectivity, data consistency, and unified platforms, you can build a stronger foundation for more seamless, efficient and satisfying experiences across customer touchpoints.

Master data management (MDM) processes and tools. These help you to maintain data accuracy, consistency, and governance across all systems and channels. This can prevent errors like inconsistent pricing or outdated customer information which can erode trust and cause friction.

Journey mapping platforms and multi-channel analytics. These visualise customer interactions and identify pain points, providing actionable insights to optimise touchpoints.

E-commerce platforms. These are designed to support multiple sales channels with consolidated backend processes and centralised order management, regardless of entry point.

AI opportunities

Unified customer profile. AI can aggregate customer interactions across multiple channels into a single dynamic profile, enabling personalised engagement regardless of channel.

Interaction attribution model. AI can track and analyse complex multi-touch, multi-channel buyer journeys to identify which interactions most influence purchasing decisions, helping optimise channel investments and messaging.

Dynamic journey orchestration. AI can coordinate and personalise customer interactions across multiple channels and touchpoints in real-time. It continuously analyses customer behaviour, preferences, and context, to deliver seamless and relevant experiences.

Intelligent assistants. AI assistants can handle complex queries autonomously, hand off to human agents when necessary, and maintain conversational context. They can perform continuous real-time sentiment and behavioural analysis, and dynamically adjust to improve customer engagement.

Data orchestrator. AI can act as a ‘data glue’ that provides the benefits of integration without heavy investment. It can power smart file transfers by mapping and translating export/import formats, matching and cleaning data from multiple systems to create a single, trusted view of customers, and serving as a copilot to data mapping teams.

Clear data management, quality controls and oversight are important to ensure outputs remain consistent and reliable across channels.

Accelerating the sales cycle

A faster sales cycle helps your teams respond more effectively to buyer momentum, improve productivity, and bring revenue forward.

What's limiting progress

Buyers are informed and expect more. Today's buyers have a wealth of information at their fingertips and use data such as detailed ROI analysis, case studies, and even pilot projects to guide their decisions. They look to AI for research and support throughout the buying journey. They move back and forth across journey stages, making it more difficult to influence them at the right moment. They also expect sales teams to speak their language, understand their unique challenges, and consistently demonstrate value to their business.

Consensus buying and increased formality. Significant purchase decisions are rarely made by a single manager. Consensus from a committee of stakeholders is typical, which slows down and adds unpredictability to the sales cycle. In addition, medium-to-large organisations often have lengthy, formal procurement processes that require substantial sales resources over extended periods, without guaranteed outcomes.

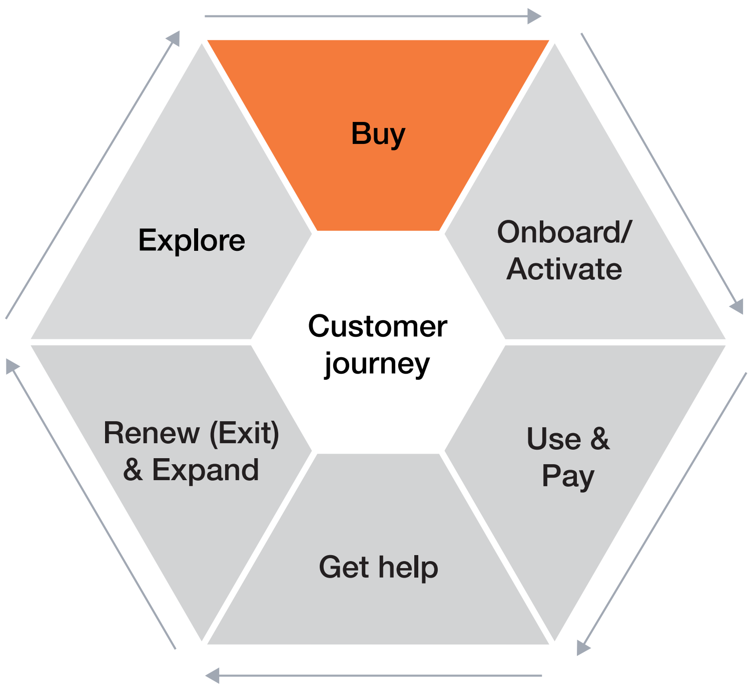
The average B2B purchase involves **13** stakeholders, and nearly

89% of these decisions cross multiple departments[2].

Time-consuming tasks lengthen the sales cycle. Many B2B products and services involve complex configurations, integrations, and custom terms that require detailed evaluations, demos, proofs of concept, and tailored proposals. Efforts by sellers to be customer outcome-oriented can add further complexity. Sales reps also often spend excessive time on manual activities, administrative tasks, and RFP customisation, all of which extend the sales cycle. Disconnected systems and tools for CRM, CPQ, and contract management, along with manual workflows, can create further delay.

70% of sales time is spent on non-selling tasks.

What sales leaders can do



Accelerating the sales cycle

Capability priorities

Reduce complexity and customisation in B2B solutions. Enable sales reps to quickly assemble solutions from pre-approved options that meet customer needs, without starting from scratch each time. Break down complex solutions into modular, standardised components or configurable building blocks, rather than custom designs. Simplify pricing structures with clear guidelines around discounts, bundles, and contract terms, supported by automated exception approval.

Understand and educate your buyers. Support buyers with case studies, demos, and proof points that demonstrate the value and ROI of standardised solutions, rather than defaulting to costly customisation. Meanwhile, a clearer understanding of buyer processes allows sales reps to help buyers navigate their own journey and stakeholders, accelerating the sales cycle.

Make sales operations a revenue driver. Sales operations can be a differentiator when you shift from cost control and administration to sales enablement. Enablement should focus on removing friction from the sales process, driving scalable industry solutions, creating a source of truth for performance, and supporting relationship management through utilisation reports and customer analytics that inform next-best-action activities. Sales Operations is even more powerful when operating within an integrated Revenue Operations model that supports the entire revenue lifecycle across Marketing, Sales and Customer Success, creating a more connected view of the customer and enabling teams to identify and capture revenue opportunities more effectively.

Technology enablers

Sales workflow automation. This can accelerate deal flow by segmenting deals into no-, low-, and high-touch guided workflows, creating more capacity to manage volume. By focusing on fewer critical control points linked to quality outcomes, valuable resources can be aligned to prioritised opportunities, with automated approvals helping to prevent delays. A one-step quote and contract process, with standardised T&Cs and digital signatures, can also reduce the risk of customer drop-out.

CPQ tools. Configure, Price, Quote automation (CPQ) tools can manage the complexity for you, by ensuring solution configuration and pricing are valid and compliant with pre-defined business rules. This eliminates rework and reduces costly errors that can erode margin.

AI opportunities

79%

of sellers use AI to make the sales cycle more productive[7].

AI-powered sales assistant. The AI assistant can automate routine tasks such as CRM updates and meeting scheduling and manage personalised follow-ups and pipeline actions. It can also offer conversation insights and coaching by analysing calls to improve sales effectiveness.

Deal execution agent. The AI agent can work alongside the sales rep to support deal execution, including mapping decision-makers, identifying missing stakeholders, drafting proposals and RFP responses, managing legal and procurement redlines, and coordinating SMEs and executive sponsors.

Dynamic pricing. AI can determine the best possible price for a product or service in real time. Unlike static pricing, this approach continuously adjusts pricing based on multiple internal and external factors to maximise win rates and profit margins.

Intelligent proposal generation. AI can automatically create proposals and customised RFP responses by assembling relevant content (e.g. product descriptions, pricing details, terms and conditions) from a centralised knowledge base. It can also flex language to best fit the customer, adapt templates for brand compliance, detect risky clauses and compliance issues, and prepare proposals for human review, significantly reducing manual effort.

Given the commercial and contractual impact of these capabilities, appropriate governance, risk controls and human review remain critical to support accuracy, compliance and responsible use.

04

Strengthening retention and expansion

Stronger retention and expansion help you protect revenue, grow customer value, and build more durable relationships over time. Increasing value from existing customers can be one of the most effective ways to improve performance.

What's limiting progress

Focus on acquisition over retention. Even though attracting new customers often costs significantly more than retaining existing ones, many organisations still prioritise investment in acquisition. Limited investment in existing customers can make it harder to identify churn risk early and act before value is lost.

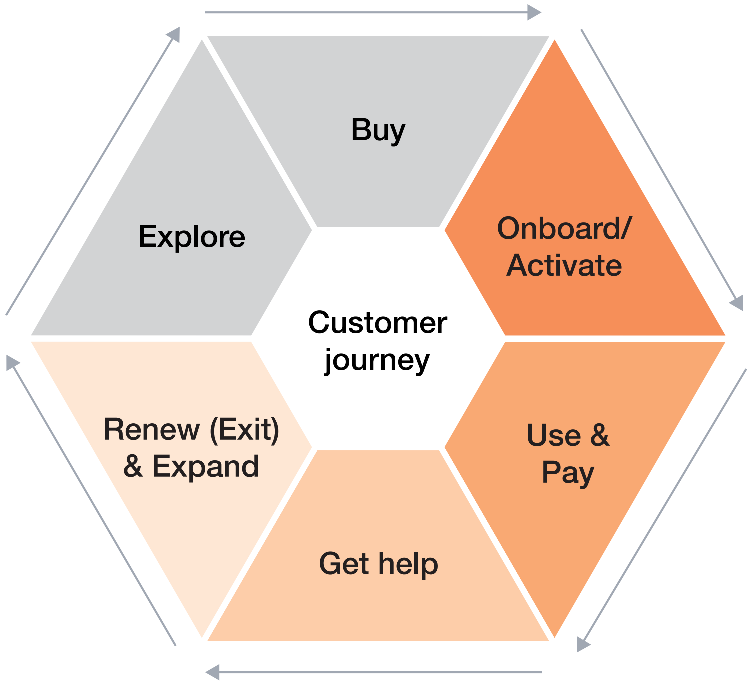
Post-sales engagement not meeting expectations. Customers may have unrealistic expectations for post-sales engagement based on the sales and fulfilment experience. A lack of regular, value-driven touchpoints can lead to customers feeling neglected, and failure to deliver on sales promises and ROI can damage trust and increase churn risk. Underinvestment in customer success teams and limited coordination with sales and support can also reduce your ability to identify and pursue expansion opportunities.

81% of B2B buyers express dissatisfaction with the provider they ultimately choose[3].

69% of customers say they would switch brands after a bad experience[8].

Challenges with expansion offers. Limited monitoring of customer milestones or usage patterns, together with a poor understanding of evolving customer needs, can lead to missed outreach opportunities. Poor timing of expansion offers (premature or delayed) can reduce their relevance. Expanding products and services can often trigger lengthy procurement and legal reviews. Pricing structures may not be aligned with customer usage or business outcomes, and difficulties in bundling and tiering reduce the attractiveness of upsell offers. This complexity can slow down the expansion process or discourage customers from progressing.

What sales leaders can do



Strengthening retention and expansion

Capability priorities

Focus on recognition not perks. Since loyalty in B2B is earned by helping customers achieve their goals, rather than through perks or discounts, you can turn ‘customer recognition’ into a true differentiator. Give top customers privileged access to expertise, executives, and roadmap influence, and share performance scorecards that become shared relationship assets. Pair this with self-serve knowledge, consistent local responsiveness, and operational support for sustainability and compliance, and recognition becomes a structural driver of retention, expansion, and advocacy.

Build a customer success ecosystem. This drives value across the customer lifecycle by aligning sales, customer success and support teams, around shared, up-to-date data and combined insights. Working more closely together can help these teams better understand and anticipate customer needs, avoid overlapping activity, and deliver more consistent communication and a more seamless customer experience.

Invest in customer success services. These focus on critical moments in the customer journey to deliver value and drive revenue growth. These include onboarding and implementation, proactive relationship management, tracking customer usage and engagement, creating customer advocates, and managing renewals and expansion. Building specific services and targeted interventions around these moments can help you address needs and warning signs earlier, maximise ROI, reduce churn, and uncover growth opportunities.

Technology enablers

Customer success platforms. These are designed to proactively manage customer relationships, drive adoption, and grow account value. They aggregate data from multiple systems to track engagement and generate a customer health score. Workflow automation can streamline customer success activity through automated alerts, task assignments, and milestone reminders, enabling more proactive intervention to reduce churn and identify accounts ready for expansion.

Customer education platforms. These help customers gain maximum value from your products and services. They can accelerate customer onboarding and boost adoption through training portals, learning management systems, personalised learning paths, and integrated community and support experiences.

Contract lifecycle management systems. These track key renewal deadlines and notice periods, send automated reminders and notifications to sales, legal, and customer success teams to initiate renewal conversations earlier. Automated renewal workflows can also help prevent leakage, with quotes and contract amendments generated automatically, linked to the original agreement, and updated to reflect revised pricing, terms, or scope.

AI opportunities

Account success agent. AI agents can monitor usage across the entire account – not just one user, detect adoption gaps by team/department, trigger personalised enablement/training offers, and prepare multi-year renewals. By analysing usage patterns and buying signals, they can also identify candidates for up-sell/cross-sell offers based on customer readiness and need, and recommend the optimal next step for sales or success teams.

Predictive health scoring. AI can analyse customer data such as product usage, support tickets, engagement, and payment history to predict dissatisfaction, likelihood of churn, or readiness for expansion. Combined with sentiment analysis across communication channels, this can help identify at-risk customers earlier so teams can intervene more proactively.

Churn drivers. AI can detect patterns across customer feedback, support interactions, and sentiment to uncover friction points in the customer lifecycle and better understand why customers may be leaving. This can help your teams identify and address the underlying issues that drive churn.

Building and retaining high-performing sales talent

High-performing sales talent is critical to growth, customer relationships, and sales productivity. Your ability to attract, develop, and retain the right talent can become a significant source of competitive advantage.

What's limiting progress

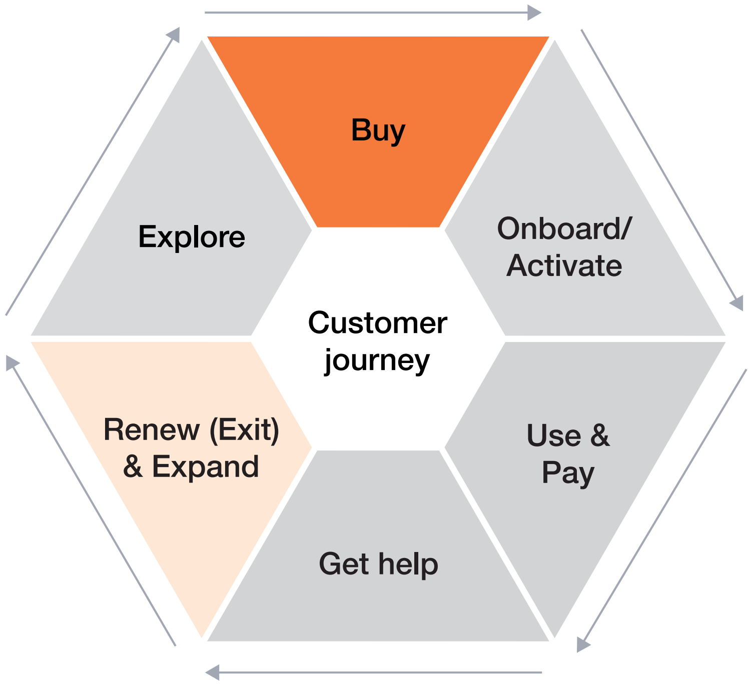
Sales burnout and dissatisfaction. Sales reps are facing rising targets with shrinking support teams. Many reps feel they must do it all – hunt for leads, close deals, analyse data, and administer CRM tools. This high-pressure environment can stretch teams too thin and contribute to burnout. Inconsistent management, lack of recognition, and unhealthy team cultures can also reduce job satisfaction and affect retention.

57% of Australian sales professionals who changed jobs left the sales industry entirely – not just switching companies but exiting the profession[9,10].

Limited career progression and misaligned compensation models. The path beyond Account Executive or Business Development Manager is often unclear, with ambitious sellers seeing few growth opportunities. Many sales reps also feel their pay does not reflect their contribution. This stagnation and perceived misalignment can push talent to look elsewhere for advancement.

Skills mismatch. While traditional relationship-building skills remain crucial, technical proficiency is becoming increasingly important, including the ability to use analytics and AI tools effectively in selling. Finding talent with the right mix of these skills is becoming more difficult.

What sales leaders can do



Building and retaining high-performing sales talent

Capability priorities

Master onboarding and growth. Structured onboarding programs accelerate new hire productivity by covering essential knowledge (e.g., products, customers, sales process, tools) and company culture. Ongoing learning and coaching, clear career pathways, and leadership development programs support continuous skill growth and help retain ambitious sales talent.

Re-invent your sales culture. Changing sales culture is a sustained effort that starts from the top. Work with your team to define the core values and behaviours that reflect your desired culture and communicate these visibly and consistently. Ensure sales leaders model those behaviours and proactively address sales execs who negatively affect team culture – including high performers.

Design compensation that motivates. Benchmark sales roles against industry standards to ensure your packages remain competitive. Design simple, balanced packages with fixed and variable components that reflect role responsibilities and expertise, motivate desired behaviours, and provide financial stability. Consider tiers, accelerators, and non-financial incentives (e.g. recognition, career development, and exclusive experiences) to recognise effort and results – and review them regularly as your market changes.

Technology enablers

Sales enablement platforms. These combine content management, contextual content delivery, training and skills development, coaching and collaboration into one platform, arming sales reps with the right content and tools exactly when they need them.

Sales performance management tools. These can motivate sales execs through goal setting and recognition, while providing transparent performance tracking and automating incentive compensation to eliminate ambiguity and build trust.

Digital adoption programs. These can uplift sales rep capability and improve system and tool usage. Bite-sized learning, aligned to different learning preferences, can support stronger adoption and productivity.

Sales workflow automation. As outlined in Section 3, this can give sales reps valuable time back, reduce administrative burden and support better work-life balance.

AI opportunities

Coaching assistants. These AI assistants can analyse sales reps' activities, communication patterns, and outcomes to identify strengths, weaknesses, and coaching opportunities. Virtual coaching assistants offer real-time feedback and suggest best practices during calls or meetings.

Personalised growth plans: AI can analyse skills, performance and aspirations to recommend tailored career development paths and learning opportunities, provided recommendations are supported by appropriate oversight, transparent decision-making and responsible use of employee data. Aligning roles with individual goals and growth expectations can help retain sales talent.

Intelligent sourcing and hiring. AI-driven tools can identify and assess candidates more efficiently by analysing resumes, social profiles, and historical data. Automated screening can reduce time spent on unqualified applicants and minimise unconscious bias, while predictive analytics can select candidates most likely to succeed in the organisation.

Where to start

Identify your growth opportunities

Sales leaders are under pressure to act – but with so much changing across capability, technology, and AI, it is not always clear where to start. Many organisations invest in isolated improvements when, as we've demonstrated, the biggest gains come from taking a more connected view across the full sales engine.

That is why we take a broader perspective. Rather than focusing on one issue in isolation, our Sales Excellence Framework helps you assess the full picture.

Using a combination of qualitative and quantitative assessment, we help you understand your current level of maturity, pinpoint capability gaps, and target your technology and AI investments where they can create the most value.

PwC's Sales excellence framework

Strategy
What you do

Clearly defined strategy enabled by specific decision criteria across sales, channels, technology, customer and operating model. This requires a strong alignment with the corporate strategy.

Structure
How you organise

Optimised sourcing and operating structure to meet your strategic requirements, including sales team design, customer segmentation, account coverage and route to market management.

Execution
How well you execute

Demand generation
Systematically generate interest in your products by targeting high-potential audiences and aligning with sales to convert demand into revenue.

Lead management
Seamlessly capture and nurture leads with personalised engagement to align marketing and sales, maximising conversion and maintaining a strong pipeline.

Sales cycle
A clear, repeatable process that guides prospects from contact to close. Strategic account targeting, tailored value propositions, consistent pipeline management and obstacle navigation to accelerate sales and boost wins.

Customer management
Foster long-term customer loyalty and lifetime value through ongoing engagement, satisfaction monitoring, proactive support, and expansion.

Partner management
Build and nurture strategic partner relationships through recruitment, enablement, joint marketing, and performance tracking to drive shared growth and market expansion.

Enablement
How you enable your teams to excel

Drive process excellence with lean design and automation, reduce effort through integrated tools and real-time visibility, while aligning and engaging teams via the right recruitment, training and leadership, monitored via relevant KPIs.

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Talk to us about where to focus first

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