



STATE OF COMPETITIVE INTELLIGENCE 2025

The Industry's Largest & Longest-Running Benchmark Report

8th
Edition!

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How Can you Increase Sales Effectiveness?

Throughout this report we'll identify the concrete ways companies can increase their sales rep readiness — based on data from the survey responses.

INTRODUCTION

This year's data confirms what many of us have been feeling: markets are more competitive than ever. 55% of companies say they have more competitive deals than they did a year ago, and sellers are facing competitors in nearly 7 out of every 10 deals.

And yet the typical company rates their effectiveness in competitive selling just a 3.8 out of 10 — a painful reminder that most teams are losing head-to-head competitive deals they should be winning. In fact, the typical enterprise in this year's report is losing \$2 to \$10 million a year in competitive deals they could have won!

So how can you change the game? The biggest opportunity is AI. The adoption and impact of AI on compete has been exponential and transformative. We saw an incredible 76% increase in adoption of AI in the compete process in 2024, and those AI-powered teams saw a whopping 82% lift in sales effectiveness.

Beyond AI, there are winners emerging in every industry who are out-competing their peers, and this year's report shows you that blueprint so you can replicate their success.

For example:

- Compete teams that enable sales on a daily frequency had an 84% higher sales effectiveness in winning competitive deals
- Those who had a sales exec sponsor for the compete program had 76% higher effectiveness
- Those who use conversational intelligence for CI had an 82% higher effectiveness, and
- Teams with dedicated compete platforms reported a 79% increase in sales effectiveness

At Crayon, we've always believed that compete is one of the biggest revenue opportunities in the enterprise, and this year's report strengthens that belief. Whether you're starting your first compete program or scaling a mature one, I hope this year's insights inspire you to think bigger, move faster, and provide an actionable blueprint that helps you compete smarter.

Let's go compete & win more deals!

JONAH LOPIN

Co-founder and CEO, Crayon



OUR FAVORITE FINDINGS

The Competitive Gap Is Costing Millions

The average enterprise loses \$2–\$10 million per year in competitive deals they could have won largely because their sales teams are underprepared. Companies rate their ability to sell competitively just 3.8 out of 10.

Competition Is Rising But Programs Aren't Keeping Up

68% of deals are competitive, and 55% of companies say they faced more competitive pressure in 2025 than the year prior.

- Yet only 48% have a sales exec sponsor for their compete program.
- Fewer than one-third engage with sales teams on a daily or weekly basis.
- 44% lack CRM visibility into which competitors show up in deals.

AI Is Gaining Ground

AI adoption in CI jumped 76% year-over-year, with AI-powered teams seeing an 82% boost in effectiveness.

The Playbook For Winning Is Clear

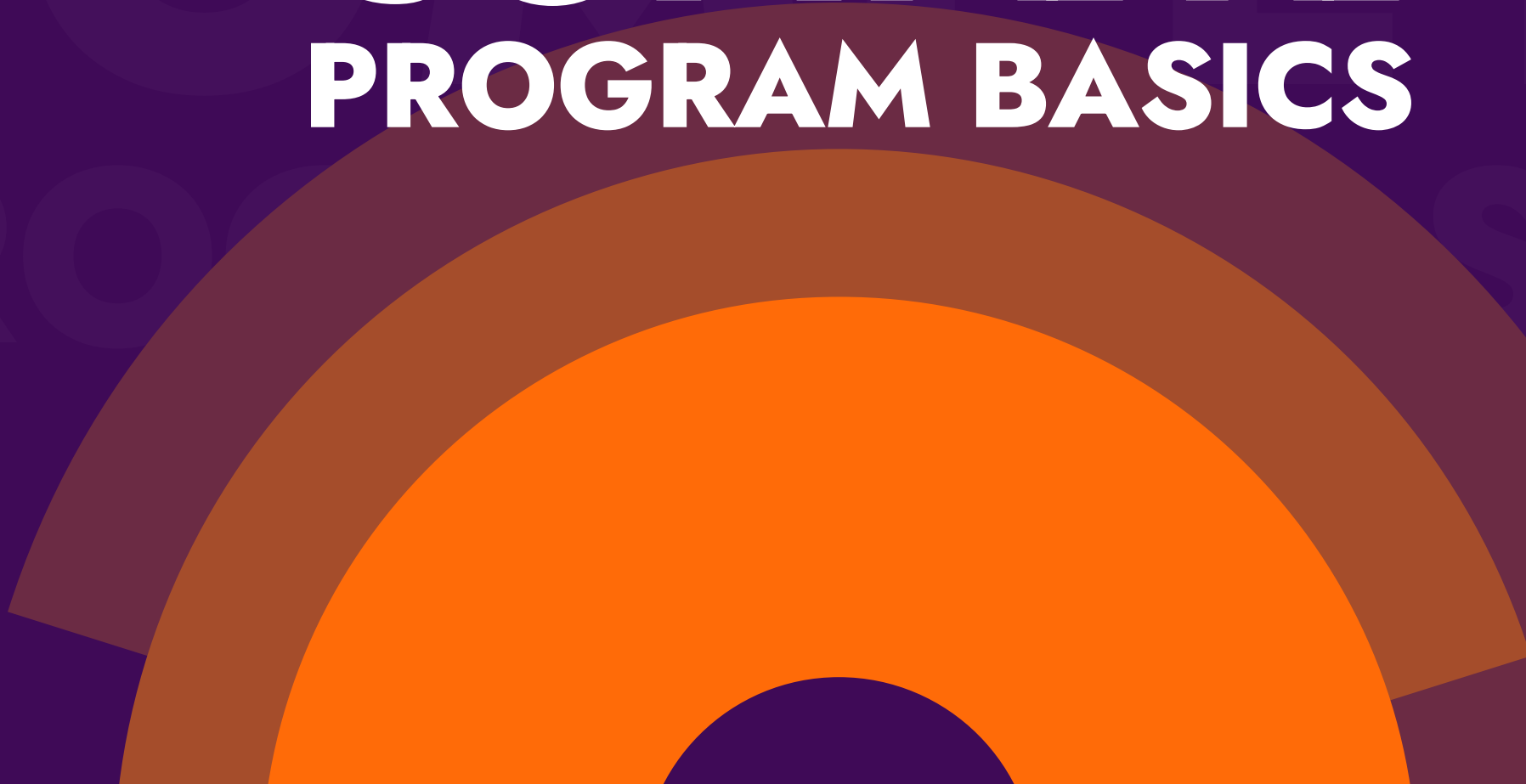
Teams that adopt best practices — using conversational intelligence tools, sharing intel daily, and using a dedicated compete platform — are improving sales effectiveness.



• CHAPTER 1 •

COMPETE

PROGRAM BASICS



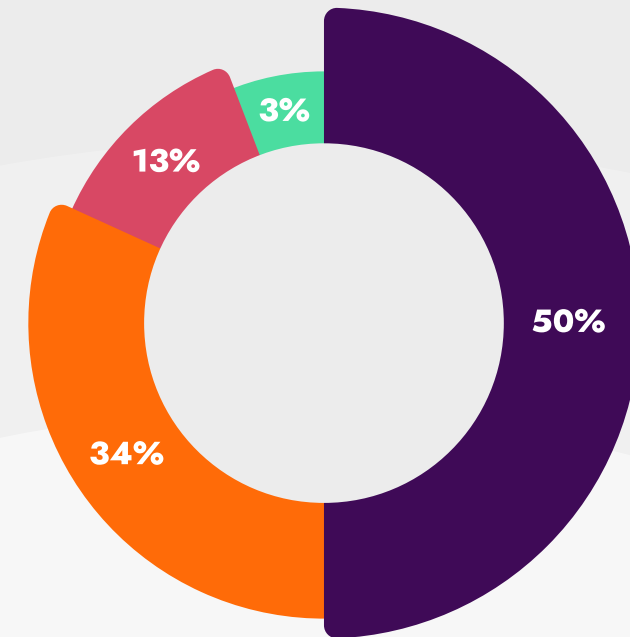
Most B2B Companies Focus on a Core Set of 10 Competitors or Fewer

Half of respondents (50%) are tracking up to 10 competitors — a clear signal that B2B companies are prioritizing depth over breadth when it comes to their competitive landscape.

TIP FOR SUCCESS

// Don't peanut butter spread your efforts across too many competitors as you may not be able to effectively cover all your competitors — at least in the early iterations of your compete program. It's far better to focus on a few key competitors and move the needle on win rate against those competitors than it is to try and cover every player in the space. //

How many competitors do you track on a daily basis?



1 - 10

12 - 30

31 - 60

61+

Compete Teams Want Insights from Buyers, Sellers, and Deals — Combined with Updates From Across the Web

When asked about their top sources of competitive intelligence, respondents pointed to a blend of digital signals and human insights — with intel from buyers, sellers, and deals, and win/loss data topping the list. The most successful compete teams combine what's happening across the web with intel gathered from the field, ensuring they have the right intel at the right time.

TIP FOR SUCCESS

// Don't over-index on public sources. Your best intel is probably living inside your organization. //

What are your top sources of competitive intelligence?



Internal Intelligence
(from buyers, sellers, and deals)



Competitor Websites



Win/Loss Insights

4. Analyst research/reports

5. Competitor social media

6. Competitor collateral

7. Competitor support sites

8. Review sites (G2)

9. Tradeshows/events

10. Call recordings

11. Competitor content accounts

12. Forums/Quora

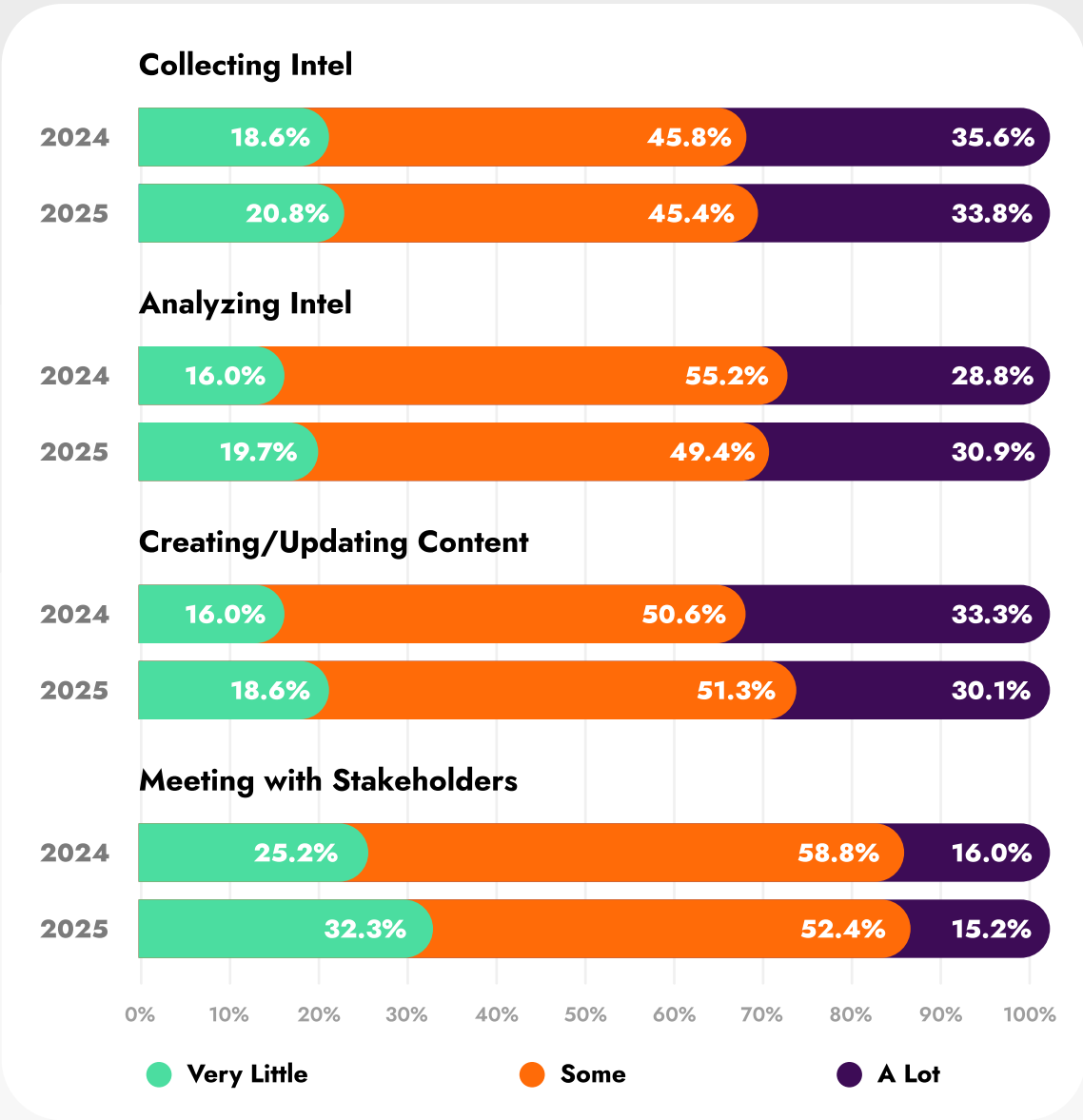
AI is Starting to Change How CI Pros Spend Their Time

Between 2024 and 2025, we saw a modest drop in the number of CI professionals who say collecting intel takes up “a lot” of their time while those who said analyzing intel consumes “a lot” of their time increased slightly. AI could be stepping in here.

With smarter tools automating the collection of data (more on that in the AI + CI chapter), compete teams are shifting their focus to higher-leverage work: interpreting insights, influencing strategy, and enabling revenue teams.

That said, content creation still remains a time sink, with nearly one-third of respondents spending a significant amount of time updating battlecards and other competitive deliverables.

How much of your time do these activities consume?



Nearly Half of Compete Teams Don't Have Visibility into Which Sales Deals are Competitive

The earlier teams capture competitive context in their CRMs, the earlier they can enable reps to win. Unfortunately 44% of respondents are either entering competitor data in their CRM too late, not at all, or aren't even aware if competitors are being added. These teams don't have visibility into which sales deals are competitive.

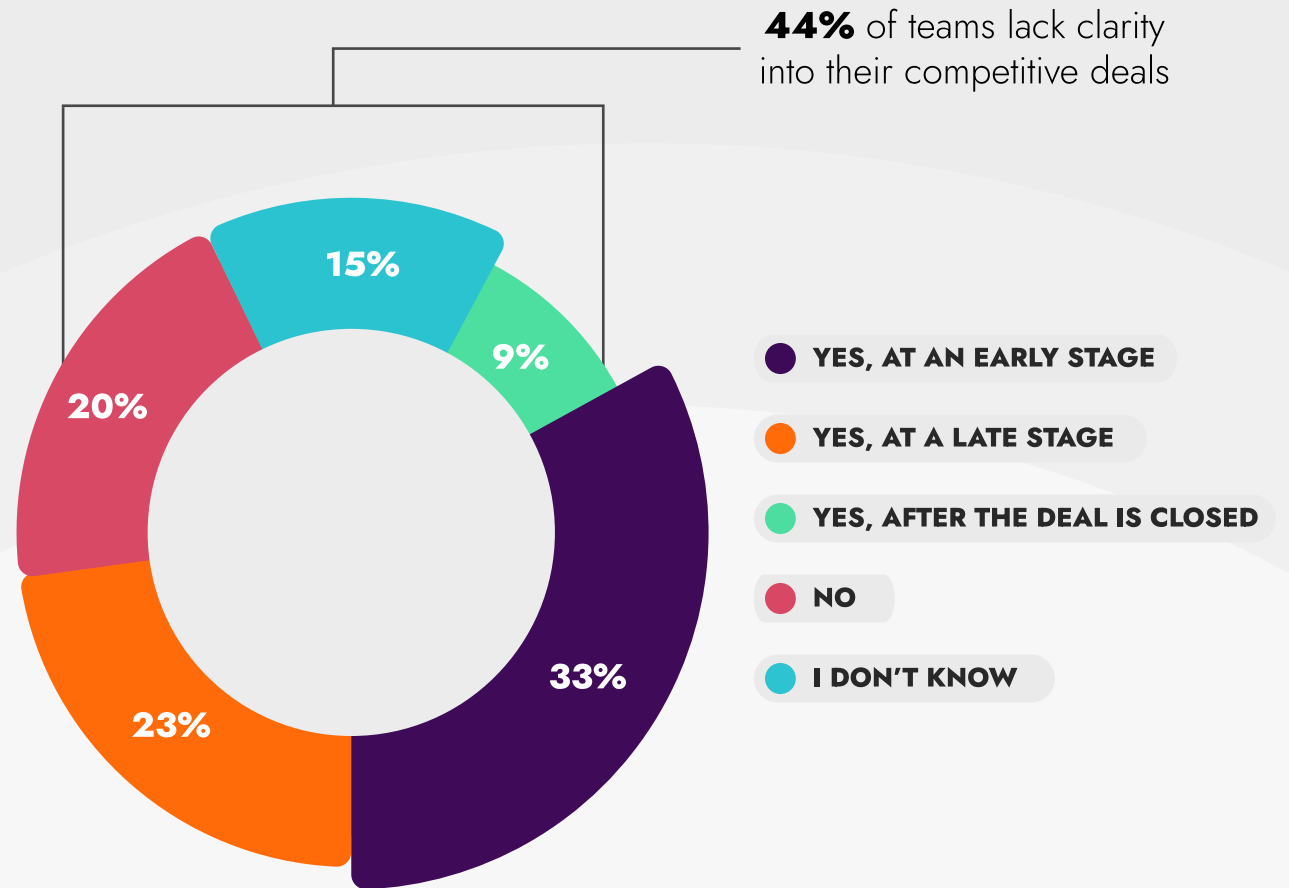


Requiring a competitor to be logged in the CRM provides directional data to proactively create competitive strategy and enablement for competitors who actually threaten your organization.

MICHAEL LOUWAERT

Competitive Strategy Manager, Procore

Do you require that competitors get added to deals in your CRM, and if so, at which stage?



• CHAPTER 2 •

INVESTMENTS IN COMPETITIVE INTELLIGENCE



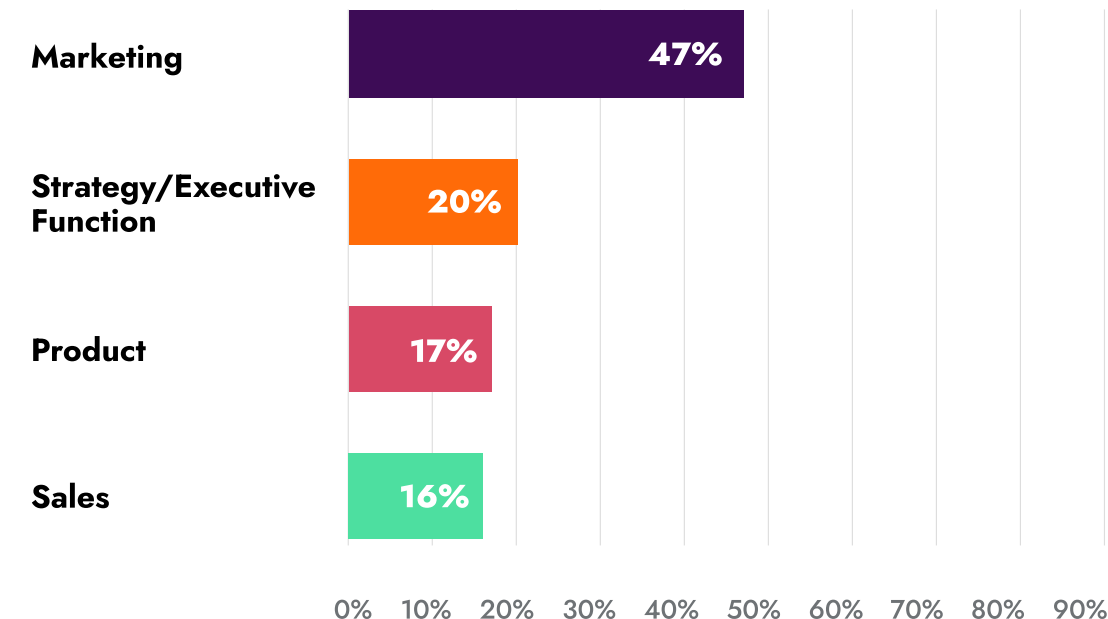
CI is Primarily Owned by Marketing (But Needs Sales Alignment)

In the 2025 State of CI survey, 47% of respondents said that marketing owns the compete function at their organization.

It's clear from responses that having a designated compete owner matters. Respondents without this level of ownership expressed frustration, calling CI a “piecemeal operation” or noting that “nobody really owns CI and it’s super frustrating.”

Another takeaway — for compete to succeed, sales team involvement is critical (we’ll dive into these findings later).

Where does CI live within your organization?



TIP FOR SUCCESS

“ An executive sponsor from Sales is a must; especially since 85% of survey respondents told us they’re enabling sales teams. ”

Budgets are Bouncing Back

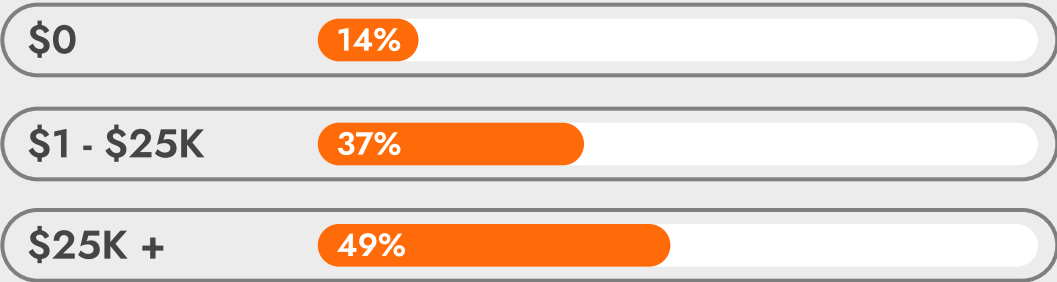
After a tough year in 2024 where budgets were seemingly being slashed left and right, survey respondents told us they saw budgets back to at least 2023 levels for competitive programs. There was a 22 percent increase in budgets over \$25K from last year to this year.

TIP FOR SUCCESS

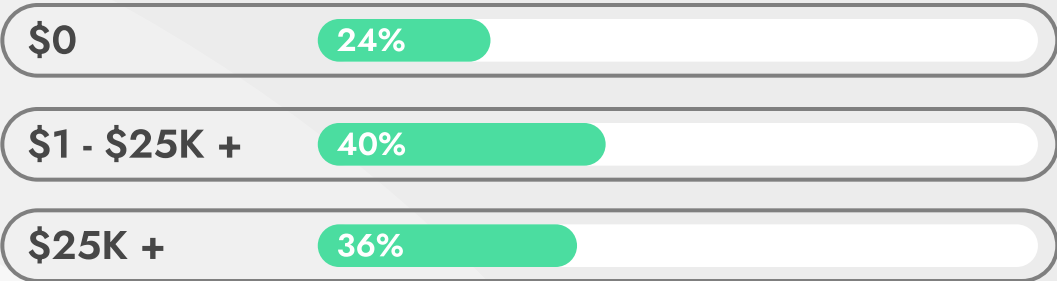
“Safeguard your growing CI budget by tying it directly to revenue impact. Track and report on metrics like competitive win rates, influenced revenue, and stakeholder adoption. The fastest way to protect and grow your budget is to show how every dollar invested in competitive intelligence helps your team win more deals.”

What is your annual CI budget?

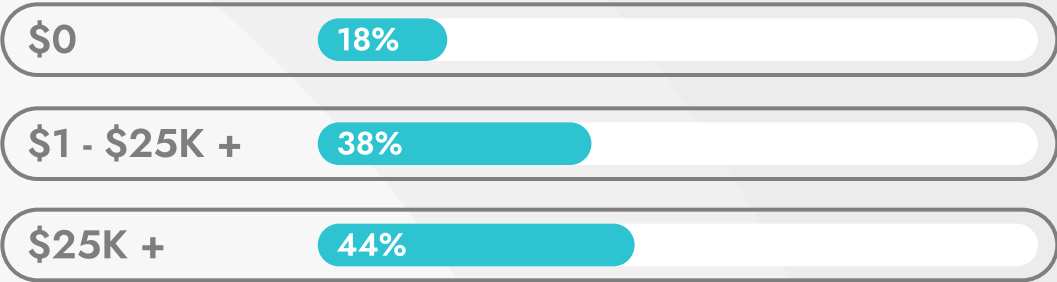
2025



2024



2023

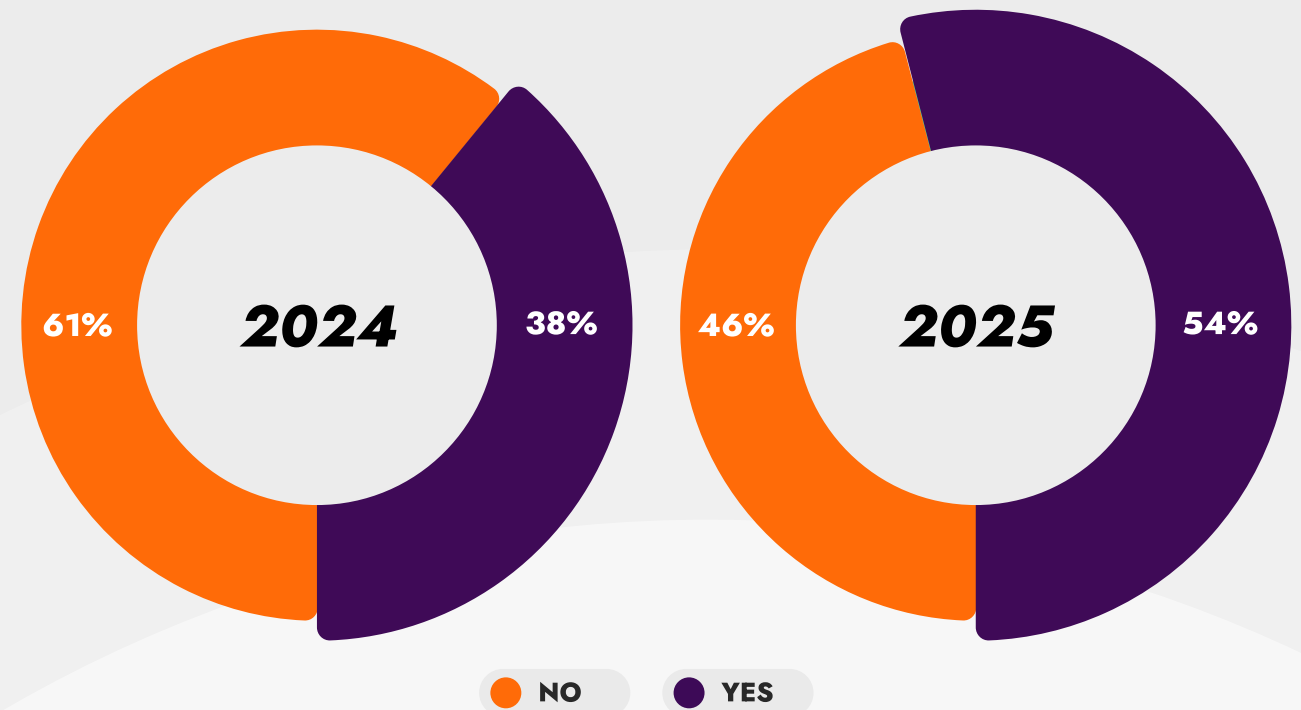


More Teams Have a Dedicated CI Platform

Compared to last year, more companies revealed they have a dedicated CI software platform — 42% more — which is a sign that teams are moving beyond manual methods and embracing automation to scale their impact.

And the benefits are measurable! CI professionals with a platform in place were substantially more likely to report that their programs are driving positive revenue impact. Investing in CI technology isn't a nice-to-have, it's a competitive advantage.

Do you have a dedicated software platform?



Companies with dedicated compete platforms reported a 79% increase in sales team effectiveness in winning competitive deals.

• CHAPTER 3 •

MARKETS ARE *REALLY* COMPETITIVE



Competitive Pressure is Rising

More than half of the survey respondents (55%) told us MORE of their sales opportunities are competitive compared to last year. This is a clear sign that differentiation is becoming harder and market noise is intensifying.

TIP FOR SUCCESS

“ At the very least you should be tracking how often you’re going head-to-head with competitors. It’s tough to build a CI program that moves the needle without this critical knowledge. ”

**Compared to last year,
has the proportion of your
opportunities considered
competitive increased?**

55%

**of companies reported their
competitive opportunities increased**

In Competitive Markets, 68% of Deals are Head-to-Head

For respondents who told us their competitive opportunities increased compared to last year, the average percentage of sales opportunities they consider competitive is 68%.

For companies experiencing rising competition, the majority of deals are now a head-to-head battle. This underscores the importance of having effective competitive enablement strategies in place.

What percentage of your sales opportunities (on average) are competitive?

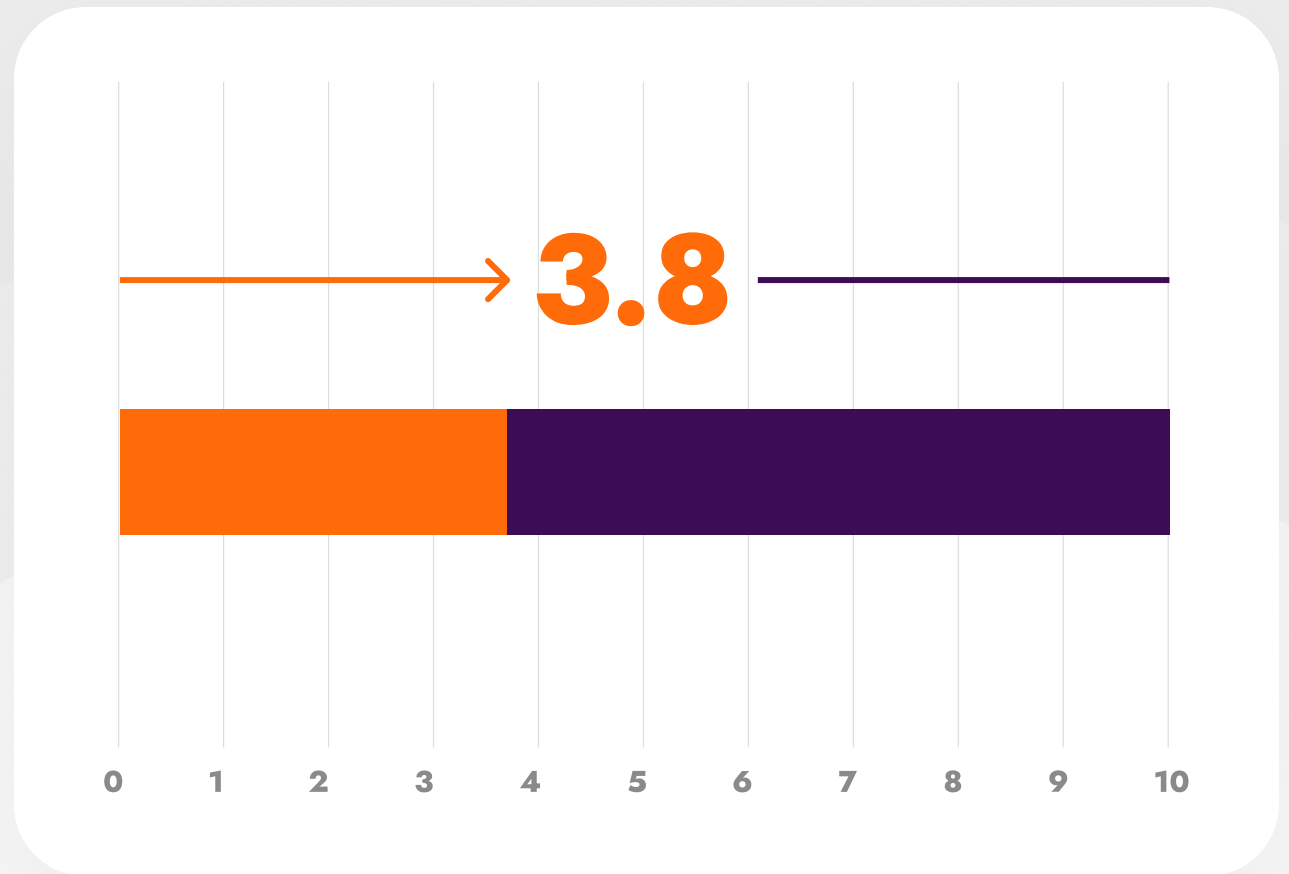
68%

Sales Reps aren't Prepared for Competitive Deals

Based on survey respondents, teams rate their sales reps readiness a 3.8 out of 10. At 3.8, sellers likely feel ill-equipped to handle competitive objections or positioning. This puts you at risk for those 68% of deals that are competitive!

On a scale of 0-10 how prepared are your sales reps to tackle competitive opportunities?

(1 being not prepared at all, 10, being they are completely prepared)



Companies are Losing **MILLIONS** on Competitive Deals That They Could Have Won

Adopting CI best practices and technologies can increase sales effectiveness — well beyond a 3.8.

The result? More revenue from competitive deals.

“



The best product marketers today shouldn't just tell stories, but understand how to truly enable revenue generation. In the current economy, every deal is competitive, and that means the stakes are higher than ever. To win, we have to deliver the right intel, in the right format, at the exact moment sellers need it. This means measuring our impact not in content created, but in deals won.

YI LIN PEI

PMM Coach & Advisor, Courageous Careers

”

In your best estimate, how many deals did you lose to competitors in 2024 that you believe you could have won with better sales team enablement?

20-50

On average, companies told us they estimated losing between 20-50 deals (that they could have won!)

\$2-\$10 MILLION

Factoring in the Average Sales Price (for B2B software), that's roughly two to ten million in lost revenue a year.

• CHAPTER 4 •

ENABLING SALES TEAMS

Respondents are Overwhelmingly Enabling Sales, But Don't Have Buy-In from the Top

Enabling sales teams to beat the competition should be the north star of any CI program. But how can this be achieved without alignment from sales leadership? According to our survey, 85% of respondents are enabling sales teams, yet only 48% mentioned they have an executive sponsor in the sales org. This gap limits the strategic impact of CI.

Does your competitive intelligence program enable a sales team?



Do you have an executive sponsor in sales for the compete program?



For teams that have an executive sponsor in sales, sales effectiveness increased 76%

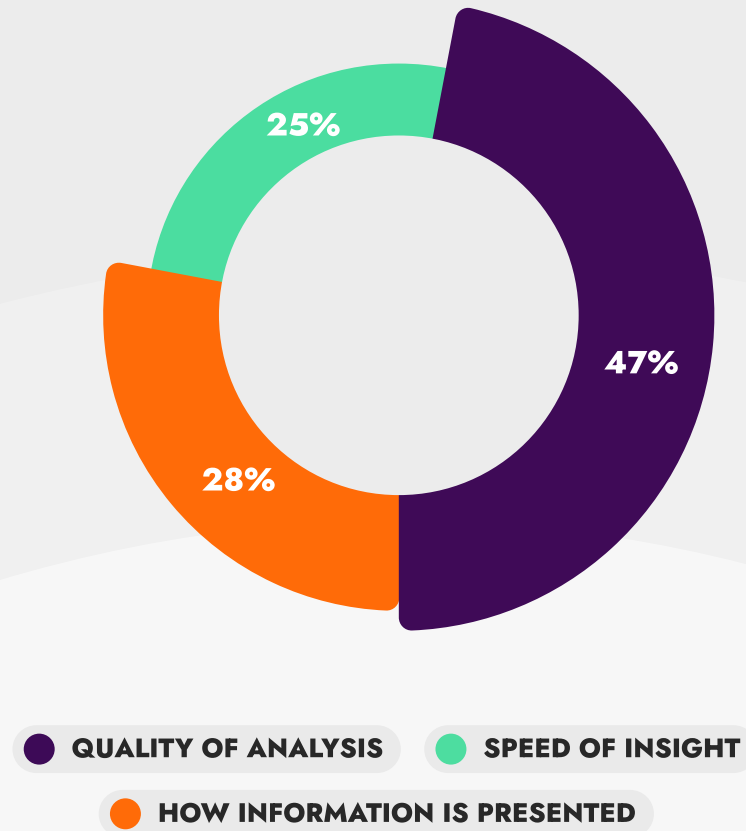
Accurate, High-Quality Analysis is the Foundation of Effective Enablement

According to survey respondents, the “quality of analysis” matters the most when they’re enabling their sales teams.

TIP FOR SUCCESS

// Providing raw competitive data isn’t enough — teams need clear, actionable takeaways that help sellers understand how to position against competitors in real-world deal cycles. //

What matters most in enabling sales?



THE ANSWER — ALL OF THEM!

Intel In, Intel Out: It's a Two-Way Street

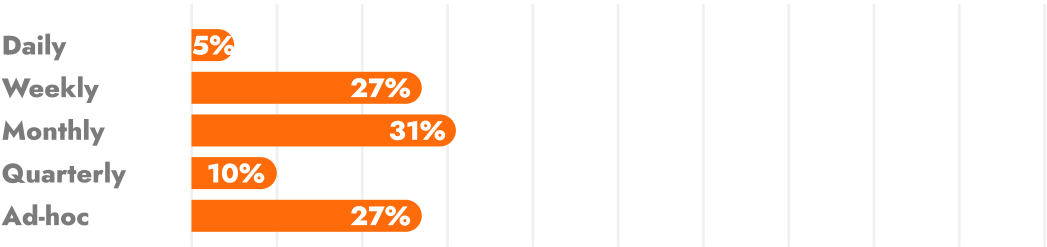
Ongoing engagement with sales drives a culture of intel-sharing. We saw a positive correlation in our data between frequent CI updates and sales rep engagement. Companies that share daily or weekly CI updates tend to receive more frequent competitive intel from sales teams, where when CI updates are shared monthly, quarterly, or ad hoc, sales reps “rarely” or “never” send intel back.

The feedback loop is critical. The more consistently you engage sales for input, the more likely they are to trust you and contribute back.

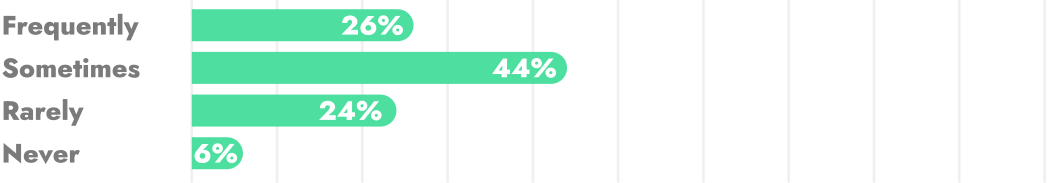


Sharing CI updates daily results in an 84% increase in sales effectiveness

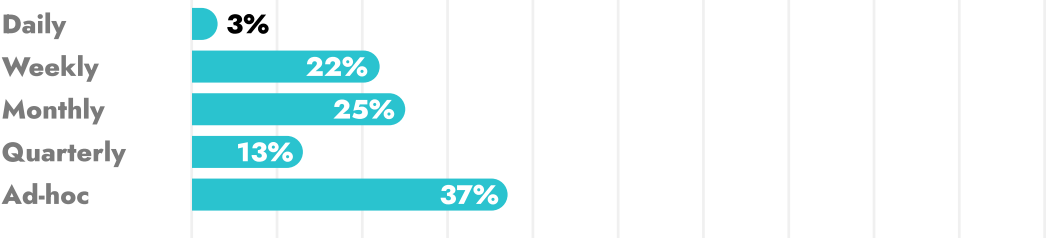
How often do you share CI updates with your sales team?



How often do sales reps send competitive intel to you?



How often are you soliciting feedback from sales leadership on your competitive enablement materials?



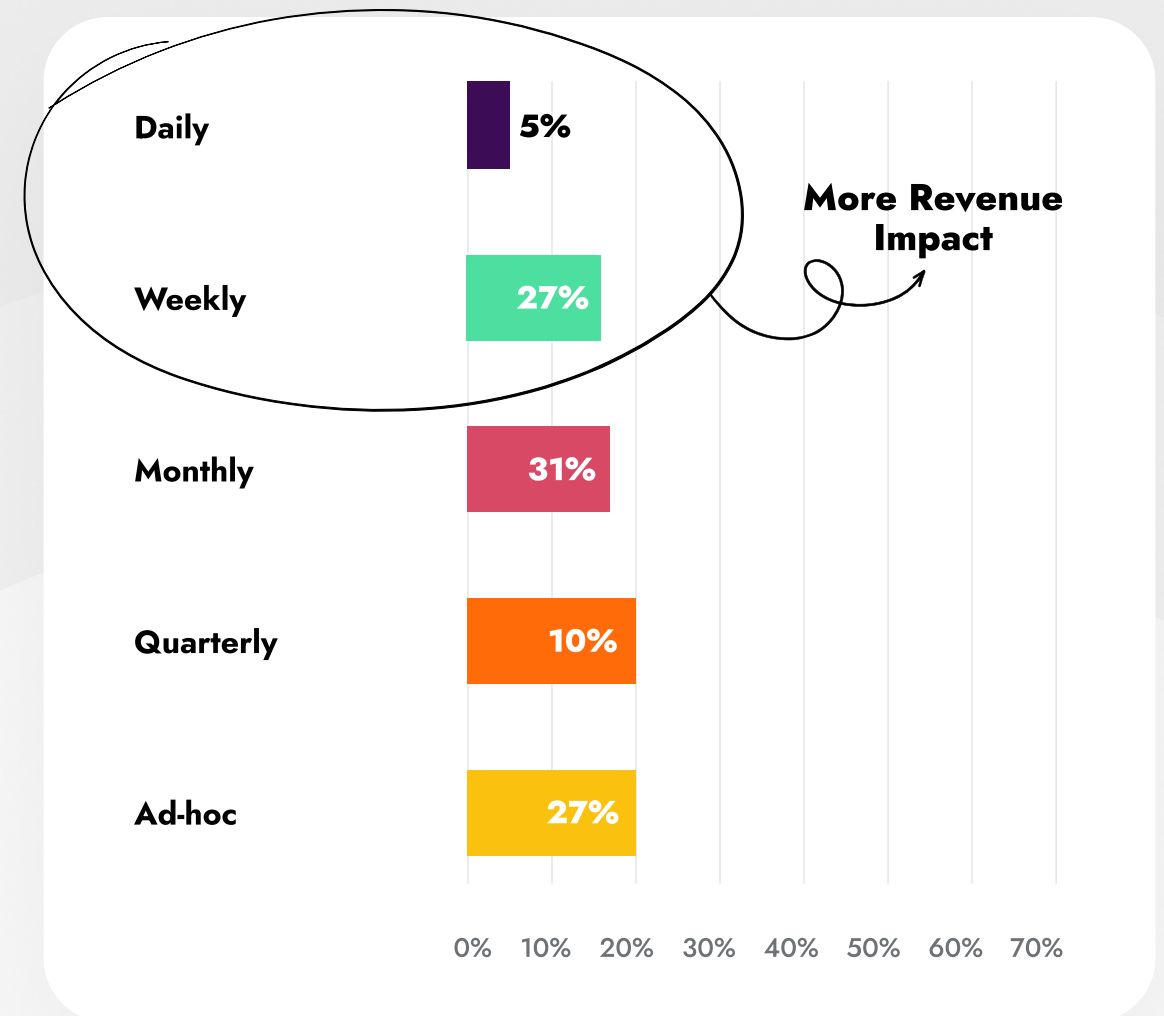
Sharing Intel Consistently with Sales is More Likely to Drive Measurable Revenue Impact

According to our data, the CI pros who share intel more frequently (daily or weekly) are 75% more likely to report revenue impact for their compete program.

TIP FOR SUCCESS

“ Make competitive intel part of the rhythm of sales — not an extra email or meeting. Tie your CI updates to key sales moments like pipeline reviews, deal strategy sessions, or forecast meetings. When intel shows up when and where it’s needed, reps are far more likely to use it. ”

How often do you share CI updates with your sales team?

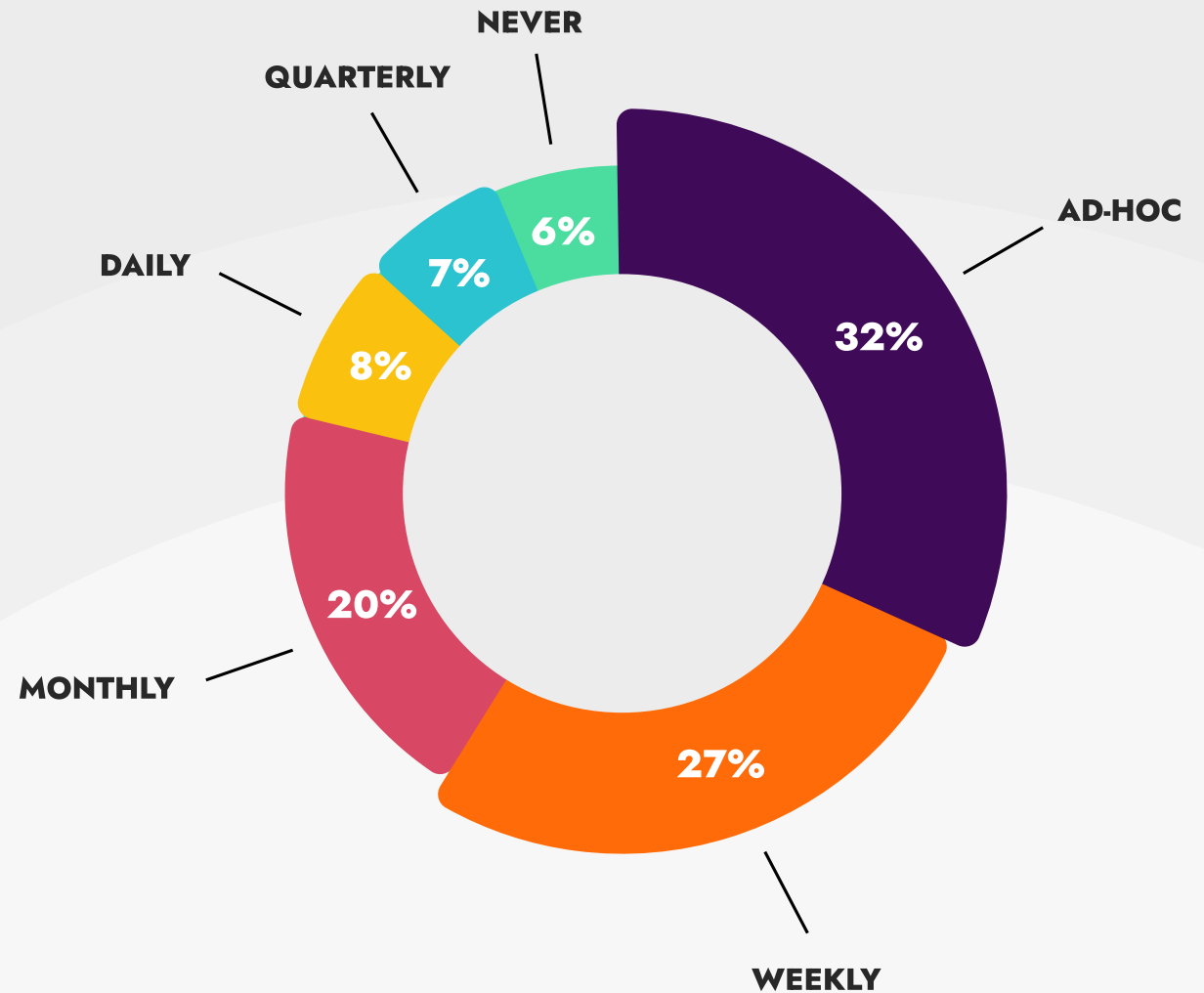


Embedding CI in Deal Strategy Also Drives Revenue Impact

Of the CI pros who report they're regularly consulted for deal-specific support (at least daily, weekly, or monthly), a substantial portion (45%) report a positive revenue impact from their CI programs.

When sales teams lean on CI for live deal support, CI becomes a revenue engine, not simply a reporting function.

How often does the sales team consult you on specific strategies for a competitive deal?



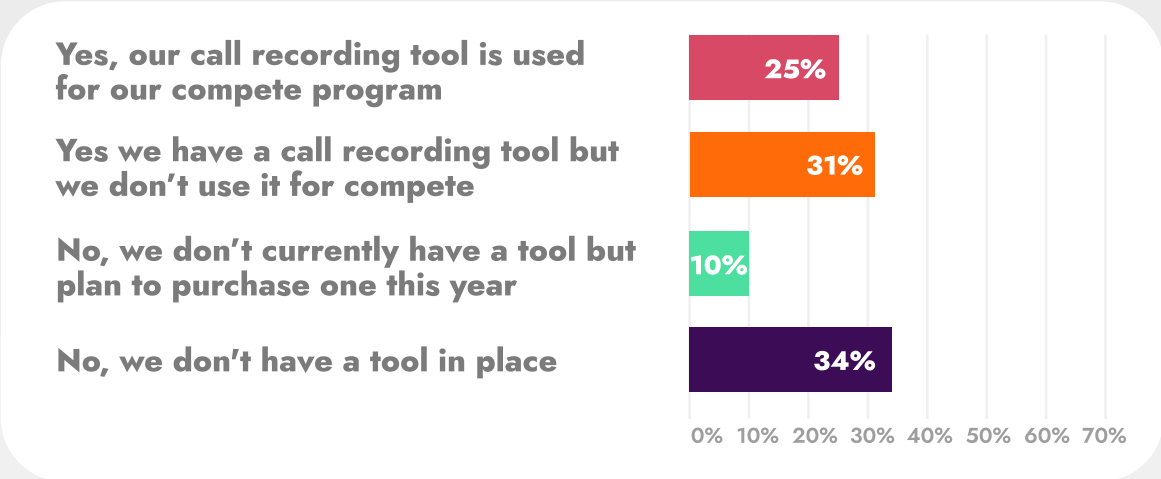
A Missed Opportunity Around Conversational Intelligence for CI Pros

Only 25% of our survey respondents are using call recordings for compete. And of those who have conversational intelligence in place, a mere 29% are using call recordings within their CRM to understand which competitors are in which deals. Based on our data, 7% of compete teams in our survey use conversational intelligence tools to populate the CRM with competitive deal information — a huge advantage not enough compete teams are taking advantage of.

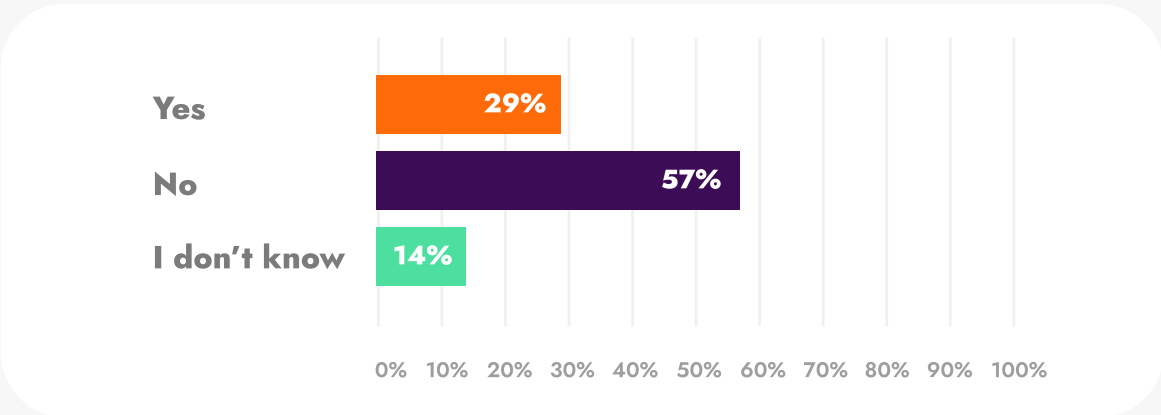


Teams using call recording tools for compete are increasing sales effectiveness by 82%

Does your company use a conversational intelligence tool for Compete (e.g. Gong, Clari, Chorus)



(For those who use conversational Intelligence) Do you use your conversational intelligence tool to update competitors in opportunities in your CRM?



• CHAPTER 5 •

CI DELIVERABLES AND STAKEHOLDERS

Are Battlecards in Decline or Simply Evolving?

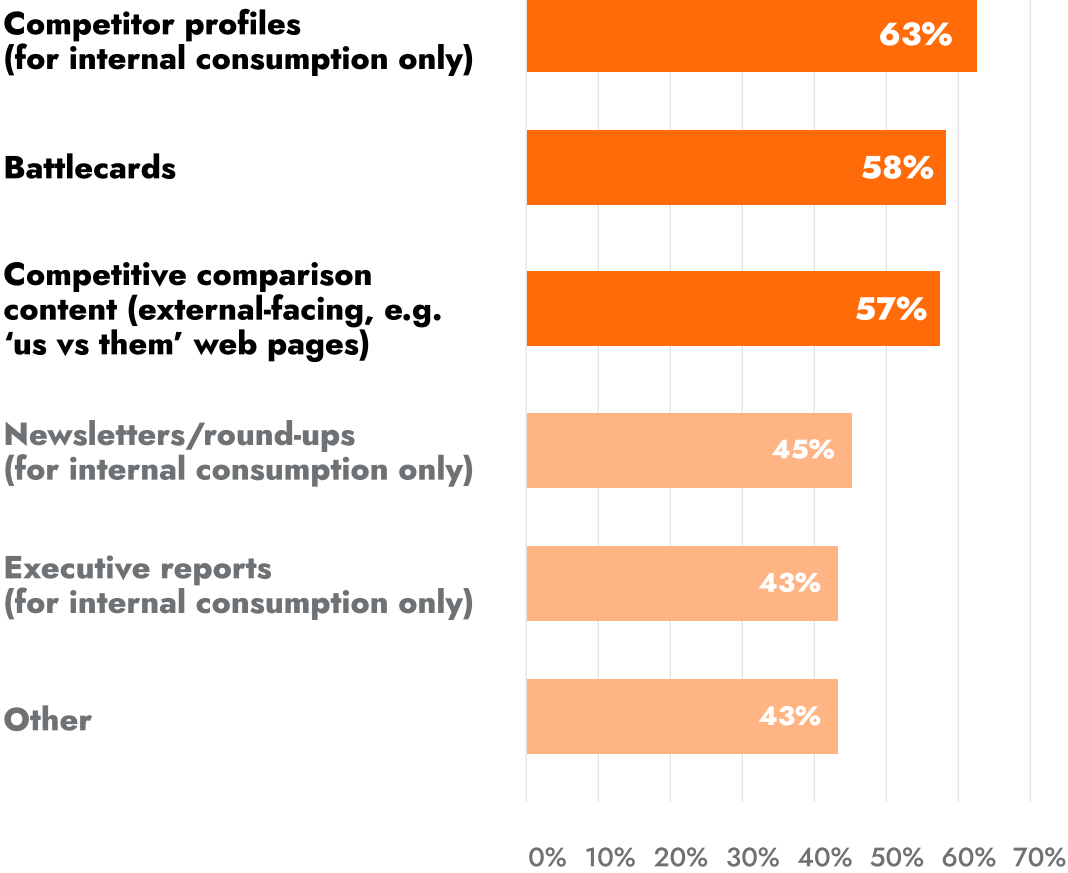
Competitor profiles (for internal use), battlecards, and competitive comparison content are the top CI deliverables produced by compete teams according to survey respondents.

Compared to two years ago, the prevalence of battlecards, however, is declining — from 76% reporting they create battlecards in 2023 to 58% in this year’s survey. A shift is taking place from static documents to dynamic, self-service CI delivery.

TIP FOR SUCCESS

“ Battlecards are still essential but they need to modernize. Focus on delivering intel where sellers already work: Slack, CRM, enablement tools. The future isn’t about building more docs but rather it’s about building smarter access. ”

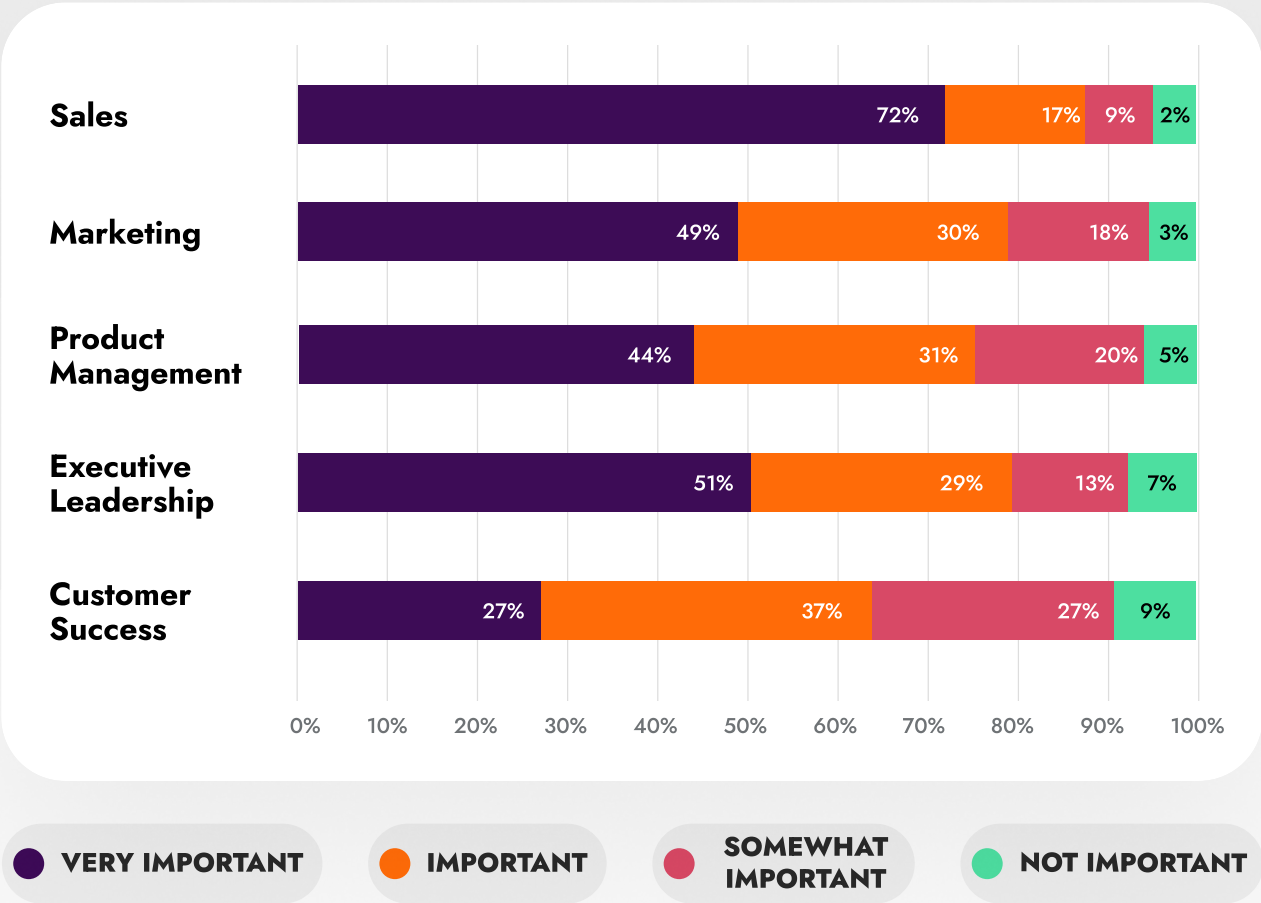
Which of the following CI deliverables do you produce? (Check all that apply)



Sales Remains the #1 Stakeholder for Competitive Intelligence and their Importance is Growing

In 2025, 72% of survey respondents rated Sales as “Very Important” to their CI efforts — up from 62% in 2022. This outpaces Executive Leadership (51%) and Marketing (49%), reinforcing what leading CI teams already know: Sales is the most critical audience for competitive insights.

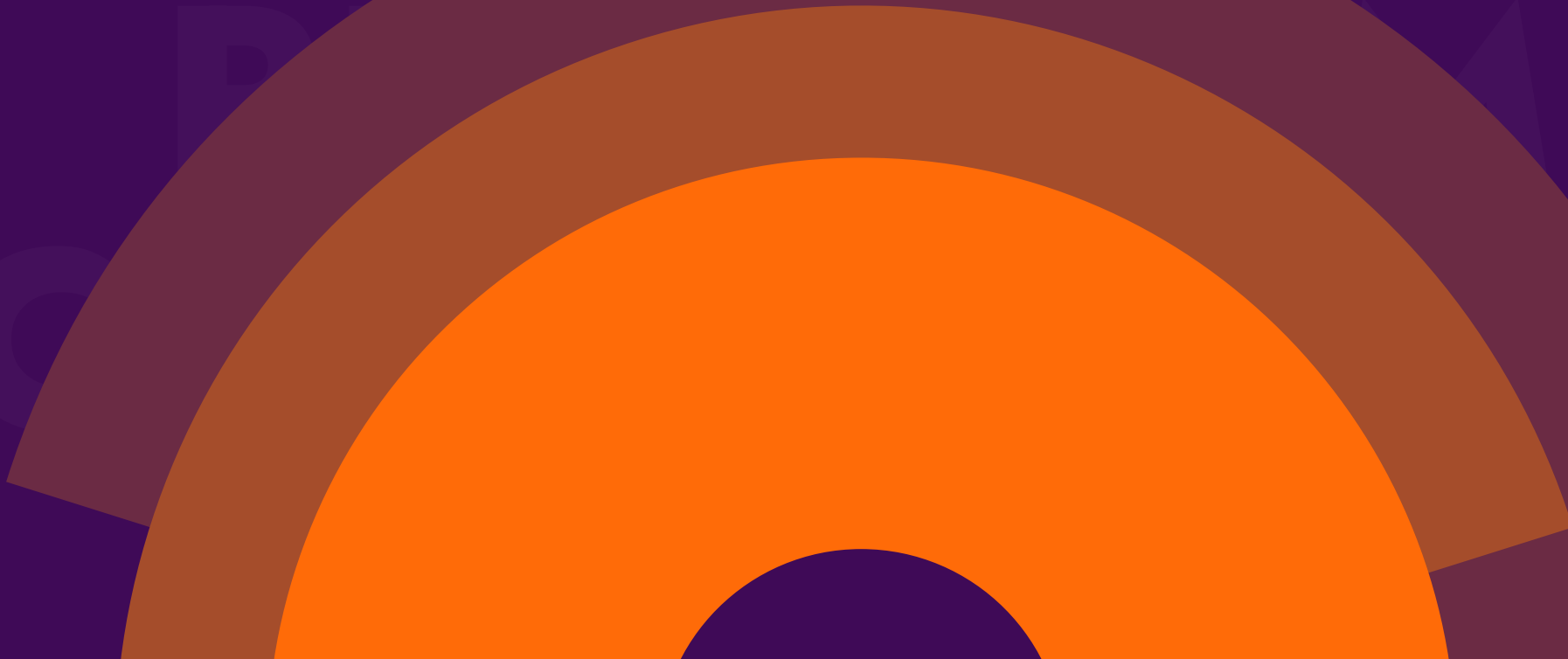
Rate the importance of these stakeholder audiences (i.e. those with whom you share competitive intelligence)



• CHAPTER 6 •

COMPETE

PROGRAM CHALLENGES



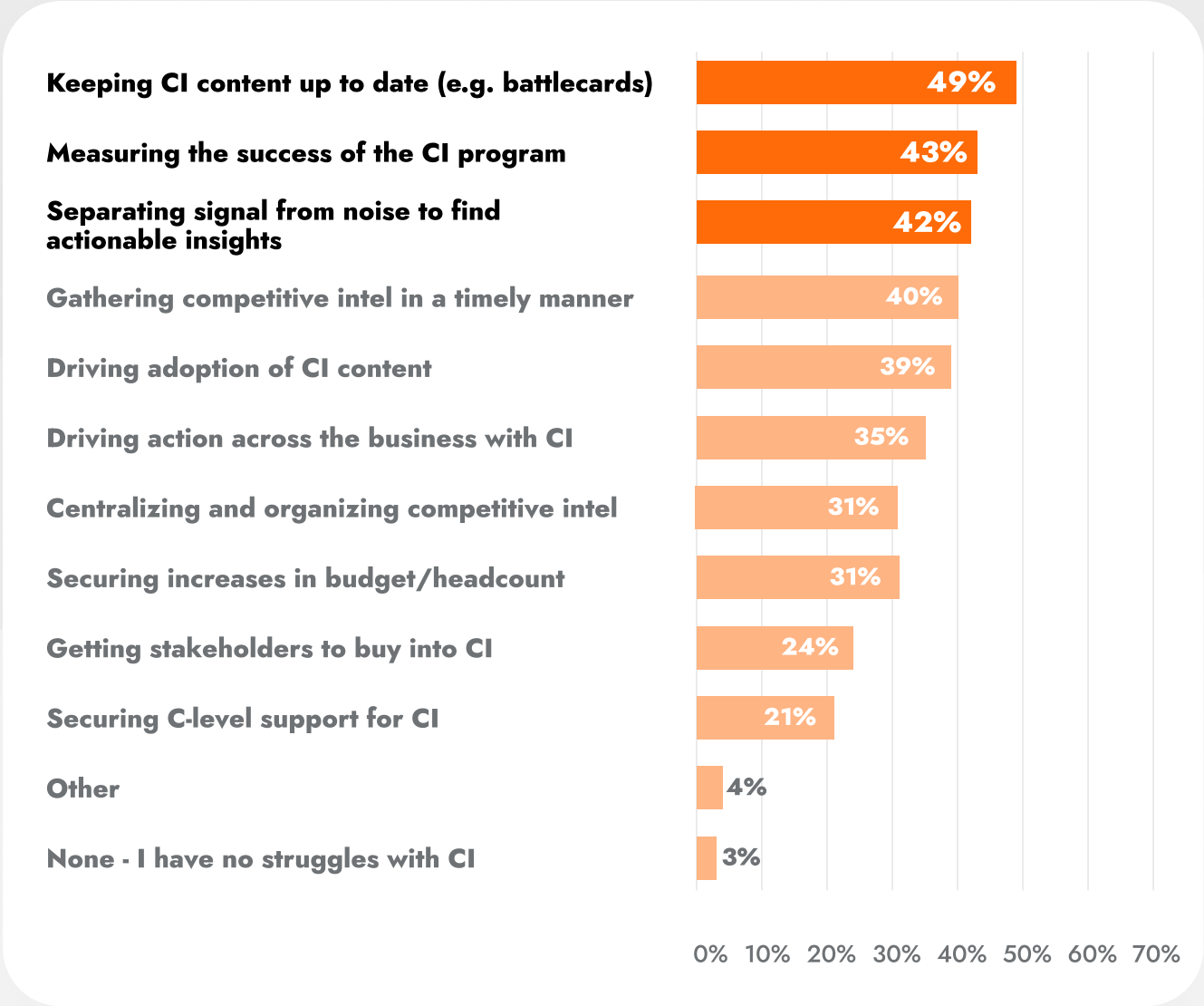
Keeping Content Fresh is a Top Challenge for CI Teams

Keeping competitive enablement content updated, such as battlecards, remains the #1 challenge from survey respondents.

Measuring program success (43%) and separating signal from noise (42%) also rank among the top difficulties. That said, there’s progress: only 40% now cite “gathering intel in a timely manner” as a challenge, down from 58% last year — a strong sign that collection workflows are improving.

The takeaway? As intel flows more efficiently, the next opportunity is clear: helping teams distill and deliver that information in ways that drive action.

Which of the following do you struggle? (Check all that apply)



• CHAPTER 7 •

CI + AI



Compete Teams are Rapidly Embracing AI

Just a year ago, many compete teams were exploring tools like ChatGPT. Today AI is becoming a core part of the competitive workflow. In fact, the number of CI professionals using AI to assist with their responsibilities grew by 76% year-over-year — a clear signal that teams are moving from experimentation to real operational impact.

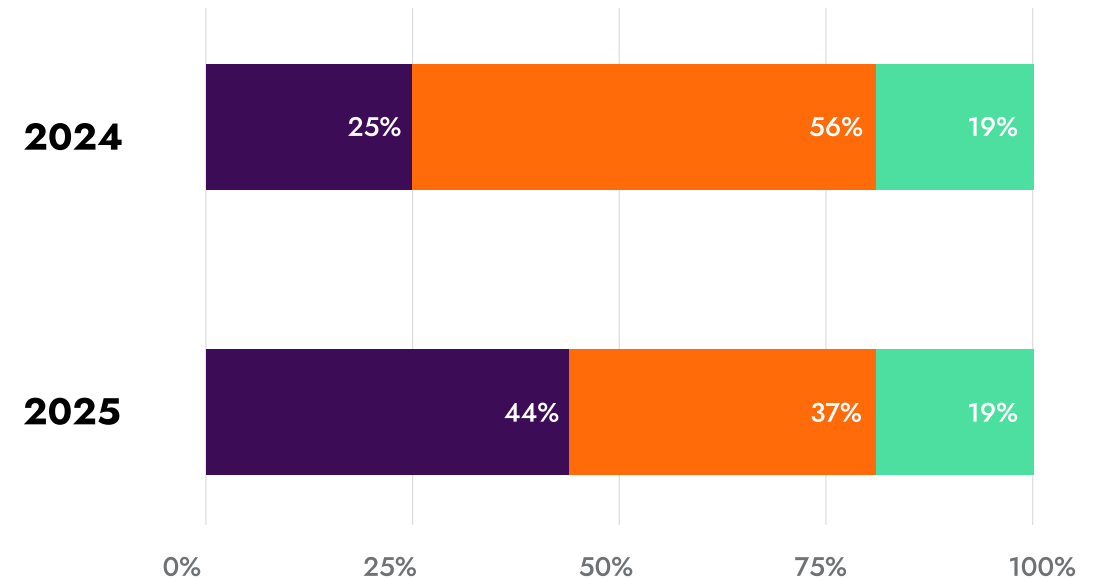


What I'm feeling incredibly empowered by is the use of AI. It's the combination of curating insights at a deep level and then the ability to run AI Sparks (from Crayon) against that intel. It puts us in a much stronger position.

EILEEN BAZIN

Senior Corporate Strategy Analyst, Paychex

Do you use AI to assist you with your CI responsibilities?



YES

NO BUT I PLAN TO IN THE NEAR FUTURE

NO AND I HAVE NO PLANS TO START USING AI

AI has Officially Become Part of the Day-to-Day for CI Teams

Last year, just 48% of respondents told us they used AI tools daily, with 8% using AI weekly. This year, those numbers jumped to 60% daily and 28% weekly — proving that AI has moved from novelty to necessity.

As tools continue to evolve, so does the confidence and consistency with which CI professionals are putting them to work.

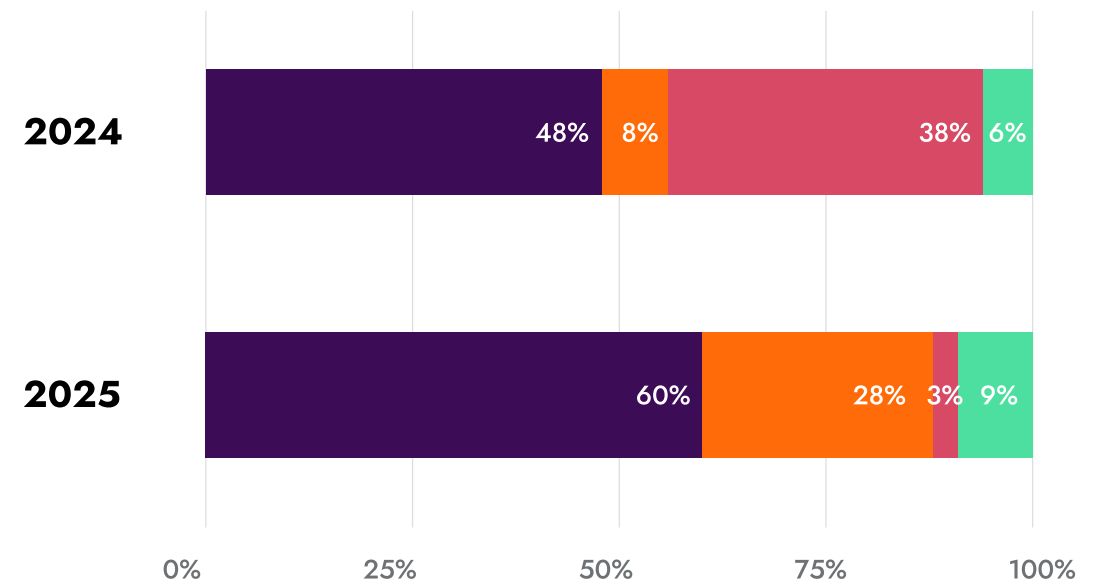
TIP FOR SUCCESS

// The most effective compete teams aren't simply experimenting with AI (which you should!) — they're baking it into daily workflows, using AI to:

- Summarize win/loss interviews or Gong calls
- Generate first drafts of battlecard content
- Automate internal newsletter roundups
- Spot patterns across field intel submissions



How often do you use AI tools?



DAILY

WEEKLY

MONTHLY

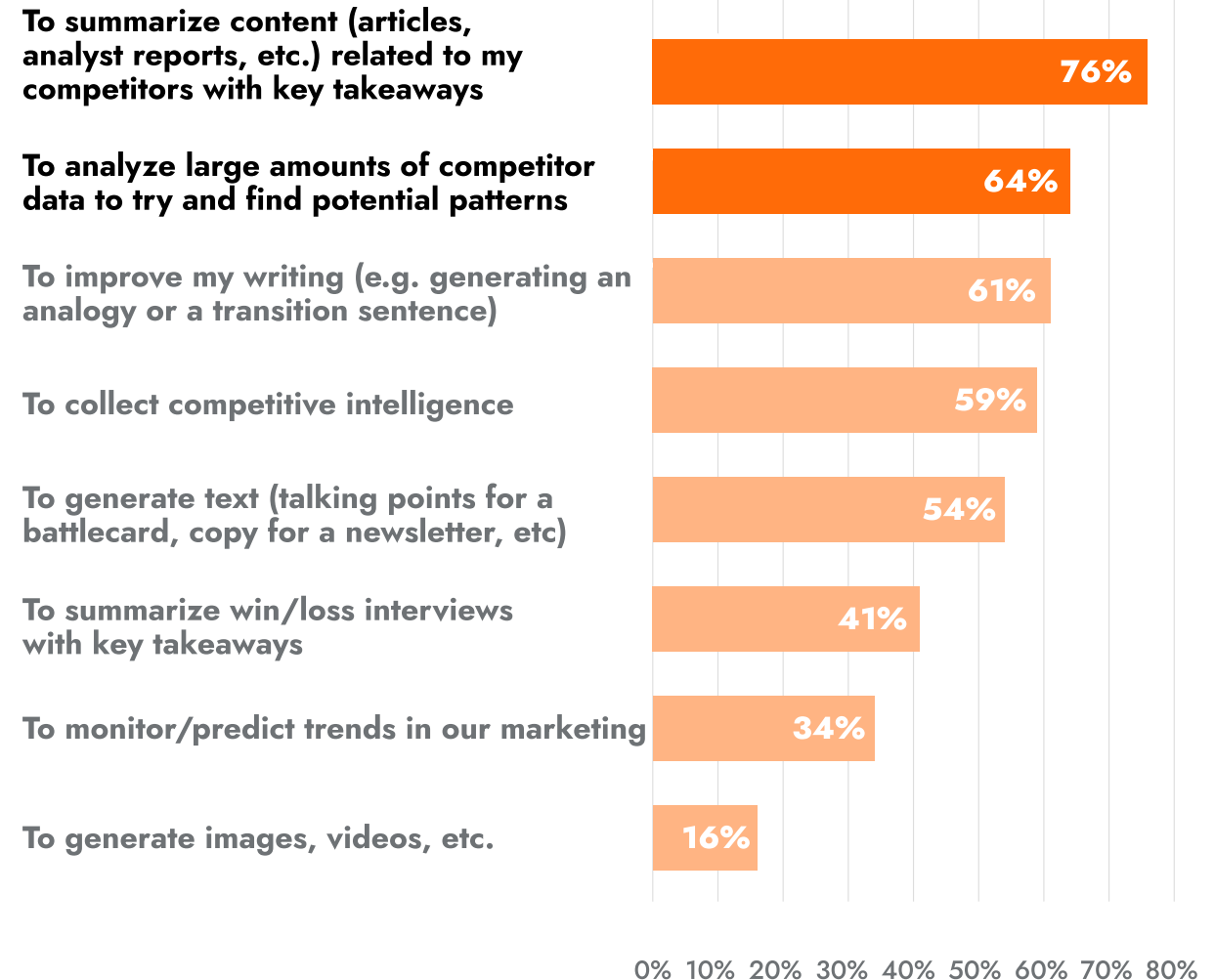
AD-HOC

Summarization Remains the Top AI Use Case for CI Teams — but Analysis is Quickly Catching Up

While summarizing content continues to lead the way (up from 67% last year), the real breakout story is in AI-powered analysis. In 2024, just 34% of CI pros used AI to analyze large volumes of competitor data. This year? That number has nearly doubled to 64%.

CI teams aren't just using AI to save time — they're using it to go deeper and surface insights that would've otherwise been missed.

How do you use AI? (Check All that apply)



As AI Matures, So Do the Expectations of CI Teams

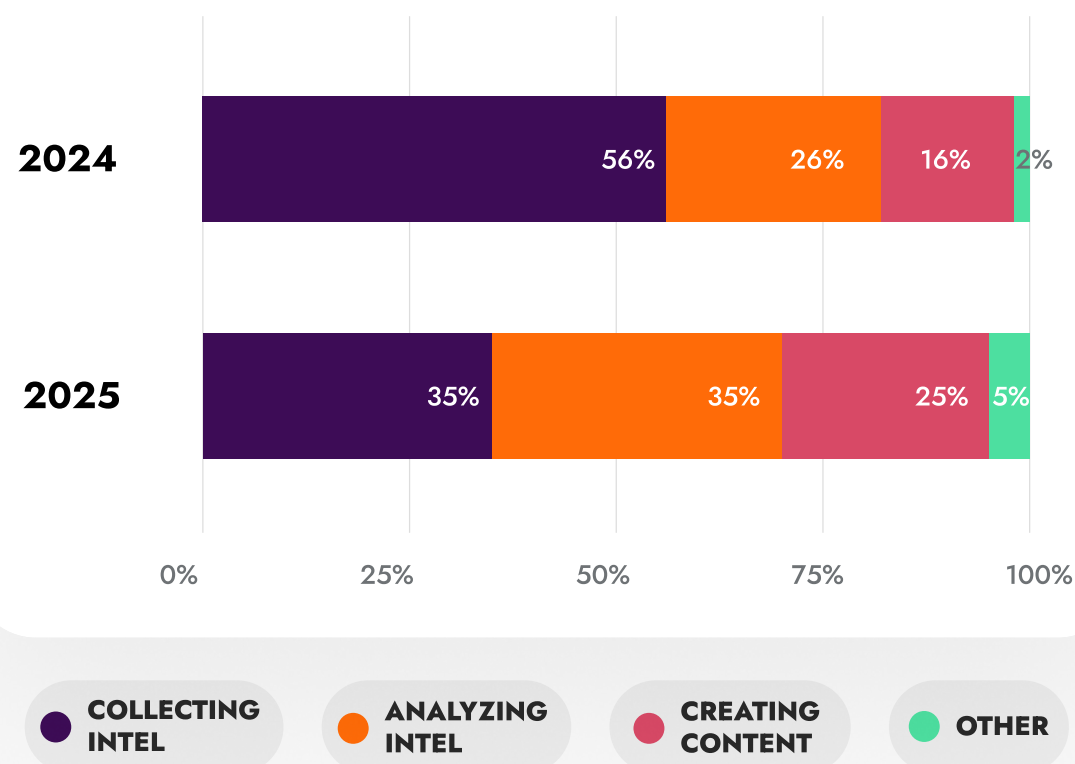
In 2024, teams thought of AI as a time-saver for grunt work — with 56% wanting AI to automate intel collection. That made sense: early AI tools were best at gathering information, not interpreting it.

Fast forward to 2025 and this mindset has evolved.

This year, “collecting intel” and “analyzing intel” are now equally prioritized (35% each) — a sign that teams are no longer satisfied with faster workflows alone. They want AI that can think, not just fetch. The growing desire to automate analysis reflects a shift toward higher-leverage use cases: identifying patterns, surfacing insights, and turning raw data into decisions.

Meanwhile, the number of teams who want help with content creation nearly doubled (from 16% to 25%). This shows that as AI capabilities improve, so does our confidence in using it to generate sales-ready deliverables — like battlecards.

If AI could automate ONE part of your job, which would you pick?



AI Adoption is on the Rise but Access isn't Universal

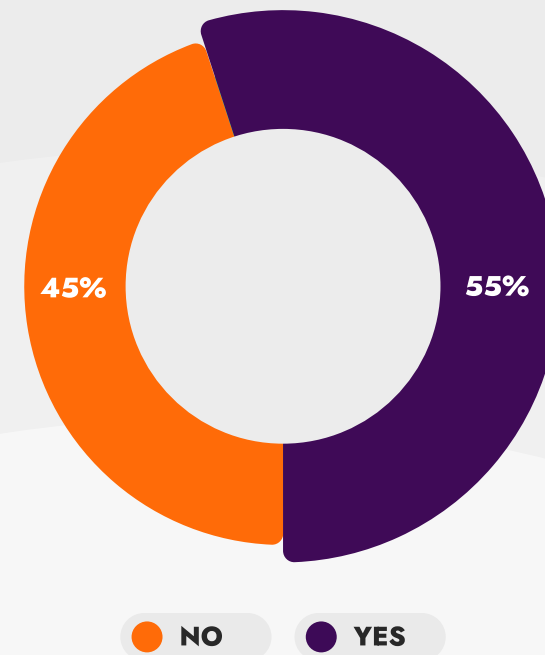
More than half of respondents (55%) say their sellers have access to an AI interface for asking questions and generating compete insights. That's a major milestone signaling a shift from static battlecards to real-time, seller-driven intel.

But the other 45% don't have this capability, which means nearly half of sellers are stuck sifting through piles of enablement content to find the right piece of intel, or worse, relying on gut instinct in competitive deals.

TIP FOR SUCCESS

// The future of enablement is self-serve, real-time, and AI-powered — and teams that adopt this model will move faster and win more. //

Do your sellers have an AI interface for asking questions and generating compete insights?



Teams that have an AI interface for sellers to ask questions and get responses on their competitors increased sales effectiveness a staggering 87%

• CHAPTER 8 •

CI MEASUREMENT



More Teams are Measure CI But There's Still a Long Way to Go

In 2022, just 30% of compete teams had KPIs in place. In 2025, that's up to 44% — a solid improvement, yet more than half (55%) of respondents are running programs without success metrics.

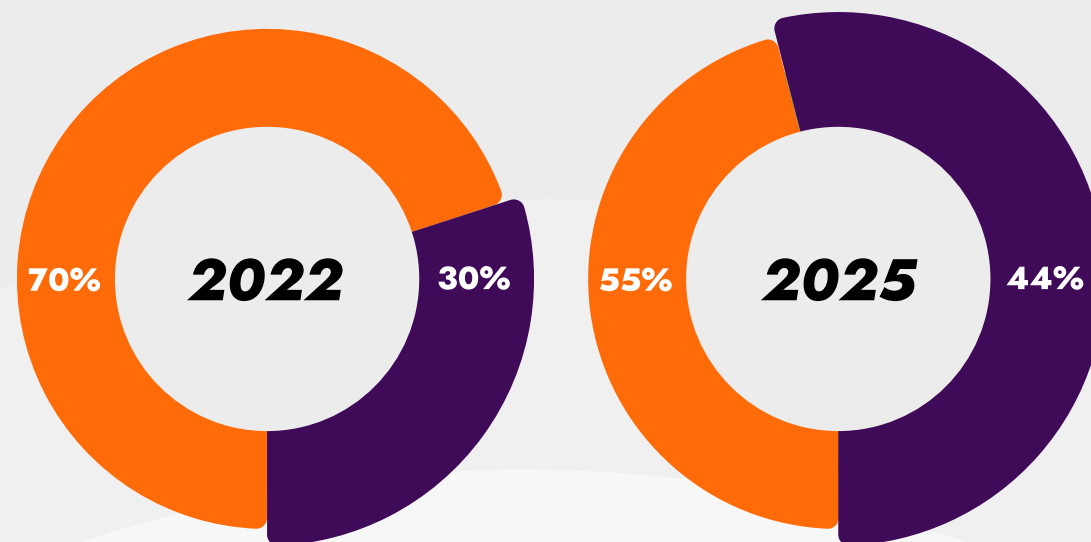
And that matters. Our data shows that teams who measure their compete programs are more likely to report direct revenue impact. Without KPIs, it's hard to prove value — and even harder to earn executive buy-in, secure budget, or scale.

TIP FOR SUCCESS

// If you're not measuring your compete program yet, take a crawl, walk, run approach.

Track simple adoption metrics like content usage or stakeholder engagement to build your baseline. Then layer in KPIs like competitive win rate or influenced revenue to connect CI efforts to real business outcomes. **//**

Do you have KPIs in place to measure the success of your compete program?



NO

YES



For survey respondents with KPIs in place, sales effectiveness increased by 74%

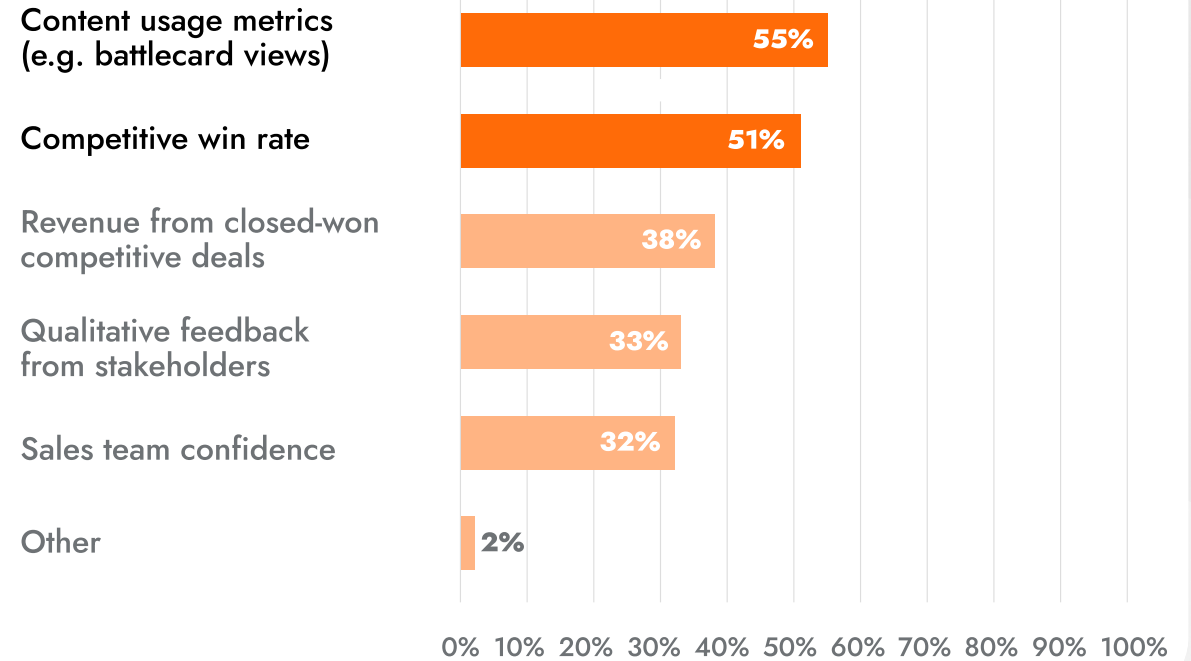
Compete Teams Are Shifting to More Impactful Metrics

Content usage metrics still lead (55%), but we're finally seeing movement toward revenue-connected KPIs.

Measuring revenue from closed-won competitive deals is up to 38% (from 33% last year). That's progress but it also means 62% of teams still aren't tying compete to revenue, missing the biggest ROI opportunity in GTM.

Competitive win rate tracking jumped to 51%, up significantly from just 35% last year. This is a strong signal that more teams are evolving from legacy CI to true competitive enablement, shifting focus to driving sales outcomes.

Which of the following KPIs do you use to measure the success of your CI program? (Check all that apply)



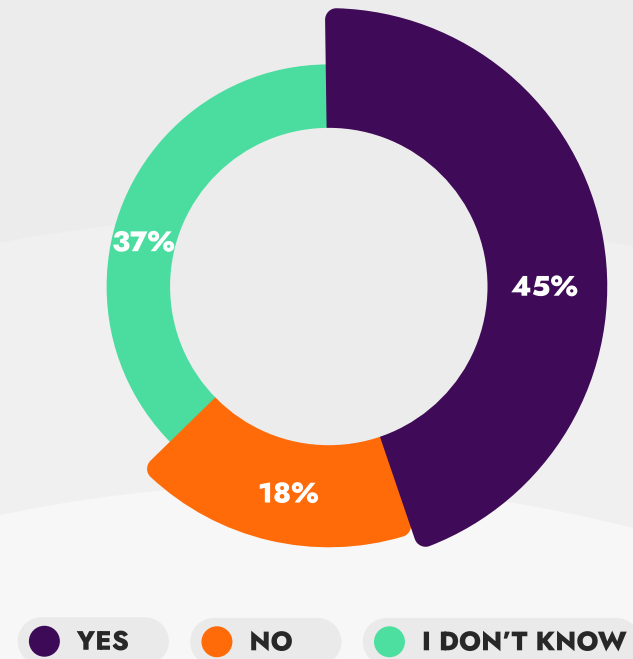
Nearly Half of CI Teams are Now Driving Clear Revenue Impact — but Many Still Can't Prove it

In 2025, 45% of respondents say their competitive intelligence program has made a positive impact on company revenue — a powerful sign that CI is no longer just strategic support, it's a revenue engine.

But there's a catch: 37% responded "I don't know." That uncertainty highlights a gap in measurement, attribution, or executive visibility.

CI teams that measure their impact with KPIs are more than twice as likely to report that their programs are driving positive revenue outcomes.

Has your CI program made a positive impact on your company's revenue?



TIP FOR SUCCESS

// Teams that connect CI to KPIs — and closed-won revenue are better positioned within their companies. Show the revenue connection and a seat at the strategy table awaits! //

CONCLUSION



Increasing Sales Team Effectiveness

To move the needle and increase sales rep impact, high performing teams:

- ✓ Have a sales exec sponsor in place
- ✓ Have a designated compete platform
- ✓ Have conversational intelligence aligned with compete

Tips for Improving Your Compete Program

1. Embed CI Where Sales Lives

Battlecards are evolving, not disappearing. Make sure your intel is accessible in the tools sales already uses like Slack, CRM, and enablement platforms. Smarter access beats static docs.

2. Adopt a Feedback Loop Mindset

The more you engage with sales (especially sales leadership), the more intel you'll get in return. Frequent updates and open lines of feedback fuel better content, deeper adoption, and in the end more revenue impact.

3. AI Isn't Optional — It's Operational

The shift from experimentation to execution is here. CI teams are now using AI daily for summarization, pattern detection, and content creation. Make space to explore and implement AI because the value compounds quickly.

4. Maximize Your Tech Stack

Too many teams have tools like Gong or Clari but aren't using them for compete. Don't let high-value data sit idle — operationalize your insights across platforms.

5. Show the Business Impact

Teams that set KPIs and track against them are twice as likely to report positive revenue impact. If you want to grow your program and secure executive buy-in, measurement is your best ally.



METHODOLOGY

This year's report is based on Crayon's State of Competitive Intelligence survey of B2B SaaS competitive intelligence professionals, which yielded more than 400+ responses between December 2024 and February 2025.

ABOUT CRAYON

Crayon's competitive enablement platform is built for B2B SaaS companies looking to win more competitive deals. Hundreds of companies including Gong, TriNet, and DocuSign use Crayon to get real-time insights — automatically — across the web as well as from buyers, sellers, and deals to better enable their revenue teams.

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