COJOY REVGEN

REVENUE FRAMEWORK

THE HIDDEN COST OF A BROKEN FUNNEL

WHY STRONG DEMAND CAN STILL FAIL TO BECOME REVENUE

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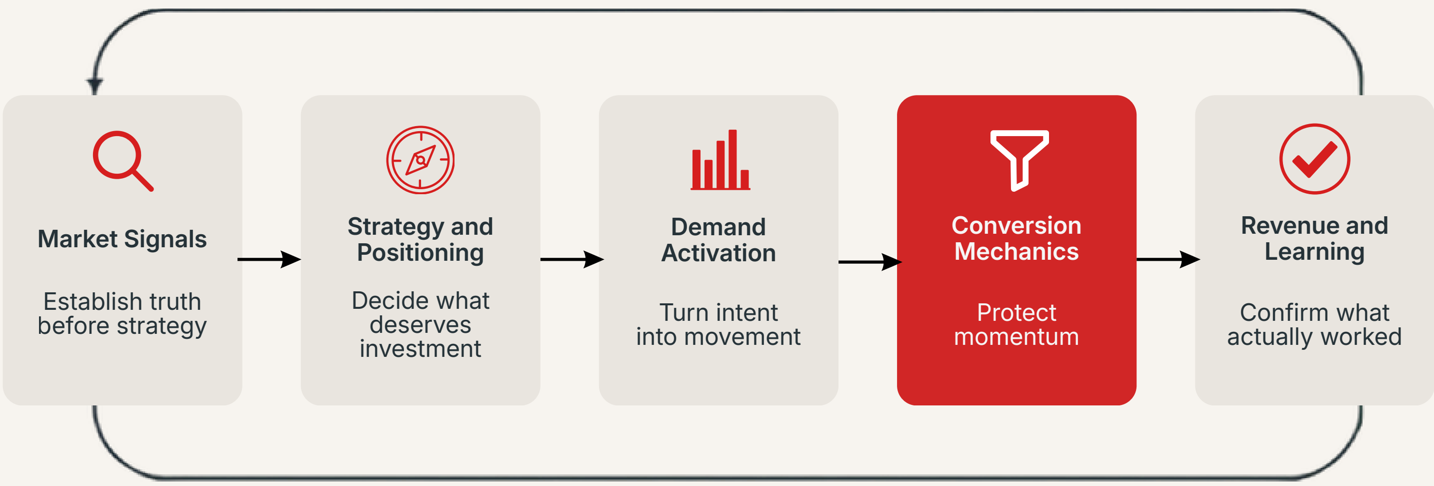
Revenue Lifecycle



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Executive Summary

Many B2B organizations believe their funnel is healthy because lead volume is high and activity metrics look strong. Yet revenue growth stalls, pipeline feels unpredictable, and teams grow frustrated. This disconnect is rarely caused by a lack of effort. It is caused by misalignment.

This paper outlines a real world example of a broken funnel that appeared healthy on the surface. It examines the underlying causes, the corrective actions taken, and the results that followed. The goal is to provide a practical framework leaders can use to diagnose and repair funnel leakage before it becomes a revenue problem.

THE ILLUSION OF A HEALTHY FUNNEL

At first glance, the demand engine appeared healthy. Leads were coming in from multiple channels. Campaigns launched on time. Dashboards showed steady activity.

Despite this, very little demand progressed through the buying journey. Opportunities stalled. Pipeline growth lagged expectations. Confidence in forecasting declined.

This is a common pattern in growing organizations. Activity masks dysfunction. Volume creates comfort. The funnel looks full, but it is not flowing.

DIAGNOSIS BEGINS WITH DATA

When results do not match effort, intuition is not enough. The first step was a deep analysis of data, systems, and operating assumptions. What emerged was not a single failure point, but a pattern of structural misalignment. Three root causes surfaced quickly.

EARLY WARNING SIGNALS

- Lead volume increased across channels while opportunity creation lagged.
- Funnel velocity slowed despite steady campaign performance.
- Forecast variance widened quarter over quarter.
- Sales engagement dropped after initial handoff.
- Pipeline reviews focused on volume, not movement

WHAT THE DATA REVEALED

During reporting normalization, approximately 20000 leads were identified as inactive due to inconsistent tracking and broken handoffs. These leads had accumulated over multiple quarters and were not visible in standard pipeline reporting.

Once surfaced, a targeted reactivation effort converted roughly 10 percent of those dormant leads into active pipeline.

10%

REACTIVATION OF DORMANT DEMAND

During reporting normalization, approximately 20000 leads were identified as inactive due to inconsistent tracking and broken handoffs. A targeted reactivation effort converted roughly 10% of those dormant leads into active pipeline, some after nearly two years of inactivity.

Root Causes

Q1 Root Cause One: No Shared Reporting Standard

There was no company wide agreement on what success meant.
Key performance indicators lacked clear definitions. Baselines did not exist. Different teams measured the same metrics in different ways. Leadership discussions focused on numbers without shared context.

Reporting had become performance theater instead of decision support.

Intervention

A full reporting overhaul was required. This work was done in close partnership with Revenue Operations and expanded beyond marketing.

A cross functional working group was formed, including marketing, sales, customer success, and product. Together, the group aligned on:

- Company wide KPIs
- Standard definitions for each metric
- Consistent calculation methods
- True baseline metrics for goal setting

During this process, a significant data integrity issue was uncovered. Approximately twenty thousand leads had gone cold due to inconsistent tracking and broken handoffs.

A targeted reactivation campaign was launched. Roughly ten percent of those dormant leads converted into active pipeline, some after nearly two years of inactivity.

Q2 Root Cause Two: Weak Sales Enablement

Marketing activity was not the issue. Readiness was.

Sales teams often learned about campaigns after they launched. Messaging context was limited.

Enablement materials were inconsistent. Feedback loops were informal or nonexistent. As a result, strong demand programs underperformed once they reached human interaction.

Intervention

Sales enablement became a formal responsibility with clear ownership.

Standard operating procedures were established for pre launch communication. Marketing activity was shared with sales in advance, including goals, messaging, targeting, and expected outcomes.

Equally important, a structured two way feedback loop was introduced. Sales insights informed campaign refinement. Marketing adjusted based on real buyer conversations.

Enablement became continuous instead of reactive.

Q3 Root Cause Three: Internal Fragmentation

Even within marketing, communication gaps existed.

Work was happening across teams, but visibility was limited. Context was missing. Trust was low. People hesitated to share openly, which reinforced silos and slowed execution.

Intervention

The solution was cultural as much as operational.

Intentional space was created for transparency and psychological safety. Weekly team conversations shifted from status updates to shared understanding. One on one conversations reinforced clarity and ownership.

A simple opening question changed the tone of collaboration: How is your heart?

As trust increased, information flowed more freely. Subject matter experts became clearer. Decision making accelerated.

Results

MEASURED OUTCOMES

- Approximately 20000 dormant leads were identified through reporting normalization and data hygiene efforts
- Roughly 10 % of those leads reactivated into active pipeline after extended inactivity
- Lead to opportunity conversion improved within the first full quarter following enablement changes
- Sales readiness increased through weekly pre launch communication and structured feedback loops
- Pipeline velocity improved as friction surfaced earlier in the buying journey
- Forecast confidence increased due to standardized KPIs and shared baselines

KEY TAKEAWAYS

Broken funnels are rarely caused by insufficient activity. They are caused by:

- Misaligned definitions of success
- Poor handoffs between teams
- Lack of shared context and trust

When marketing, sales, and revenue operations move together under shared truth, funnels stop leaking and start compounding.

About the Author

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Andreea Cojocariu is a revenue marketing and go to market leader with deep experience building integrated demand engines for B2B SaaS and technology companies.

She specializes in diagnosing revenue friction across marketing, sales, and operations and building systems that restore clarity, alignment, and predictable growth.

Through Cojoy RevGen, Andreea partners with leadership teams to turn scattered activity into cohesive revenue systems that scale.

Andreea has led global demand and revenue initiatives across high growth B2B SaaS organizations, partnering closely with sales, product, and revenue operations.