Market Analysis

Customer research and feedback in the B2B technology sector

As artificial intelligence rapidly advances, businesses everywhere are rethinking how they gather, analyse, and act on customer feedback. Manual processes, once the backbone of understanding the customer experience, are no longer fast or scalable enough to keep up with today's dynamic markets.

The critical question facing leaders now isn't if AI can amplify their efforts, but how it can be harnessed to deliver real-time, accurate insights at scale, eliminating wasted manual hours and empowering teams to make smarter, better decisions, faster.

But before embarking on this transformation, organizations must first understand their true motivations: What needs to change, and why? Where are we today and what results are we really after?

In a landscape defined by relentless speed and ever-shifting customer expectations, maintaining a deep, continuous understanding of both market trends and customer needs has become mission-critical. Achieving continuous product-market fit and uncovering the unmet needs that signal tomorrow's opportunities requires a fundamentally new approach.

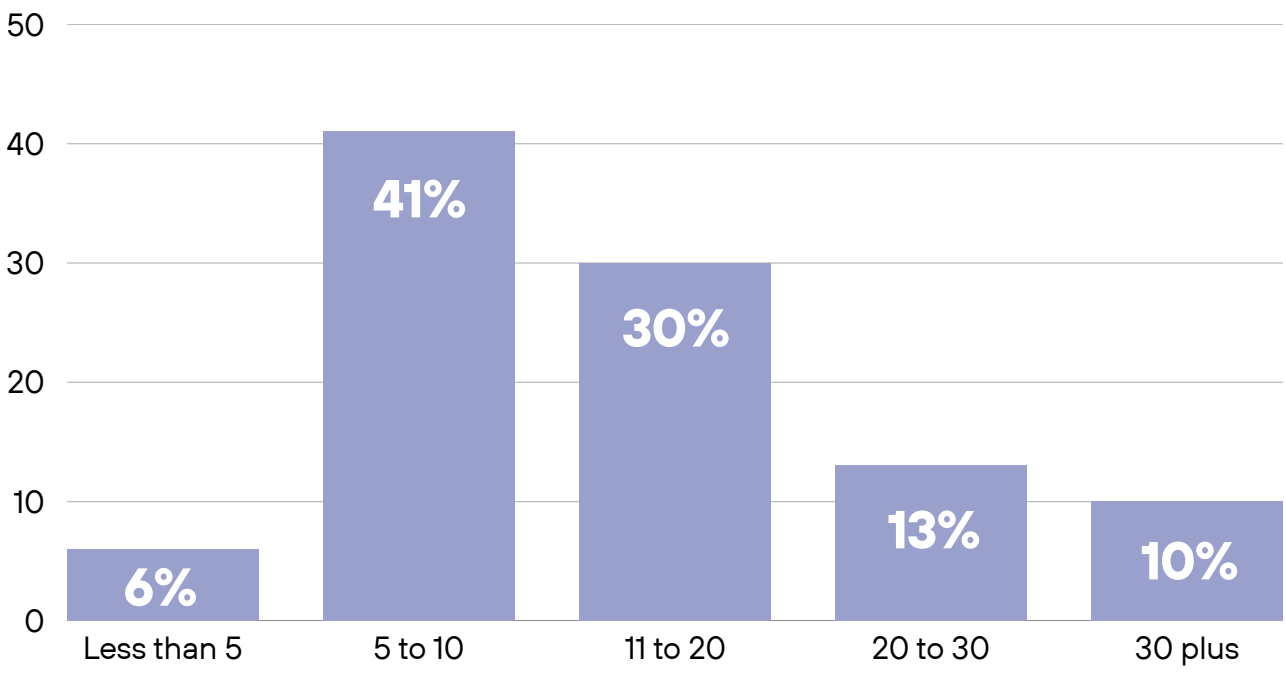
From April 2024 to May 2025, we engaged with over 250 senior leaders and practitioners: Chief Product Officers, Heads of UX, Product Managers, Designers, Researchers, Marketers, Customer Success Managers, and more, to understand their challenges, ambitions, and the role AI is starting to play in driving competitive advantage.

Here's what we learned and why it will shape the future of customer-centric innovation.

We've engaged with over 250 B2B leaders from these companies:

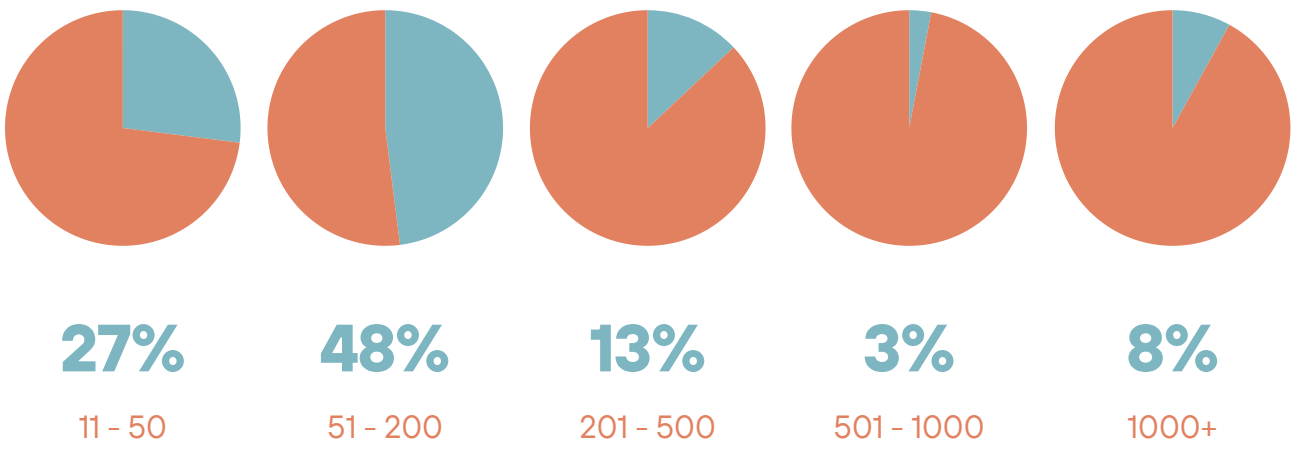
Company age in years

Age could correlate to the growth stage and maturity of the business and therefore the relative importance of deep customer feedback.

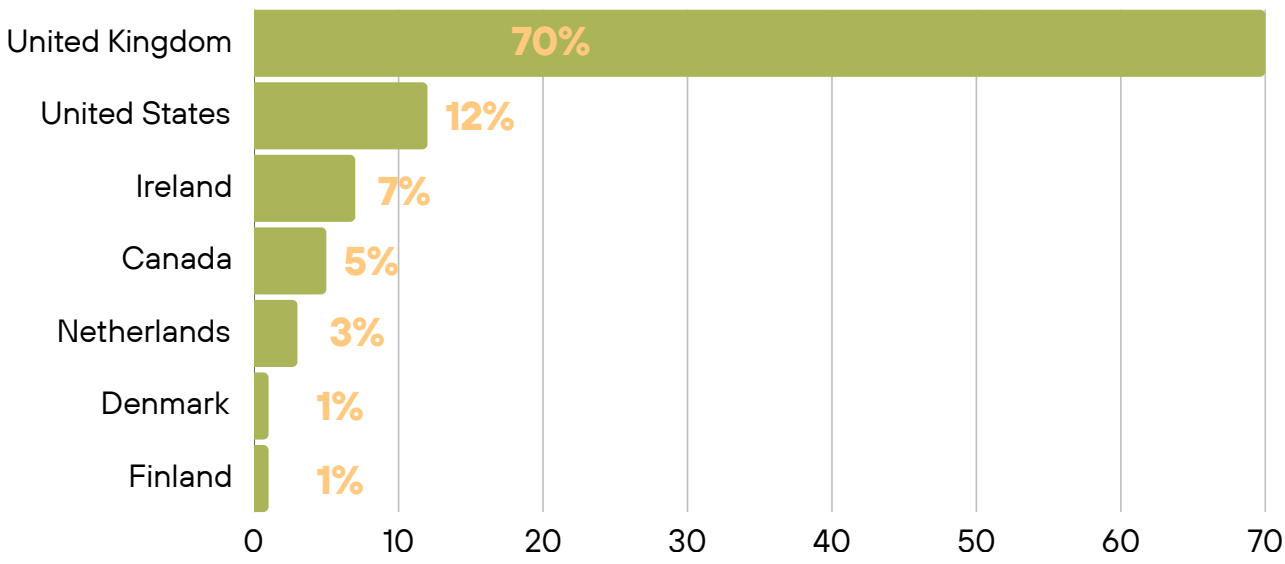


Employee headcount (%)

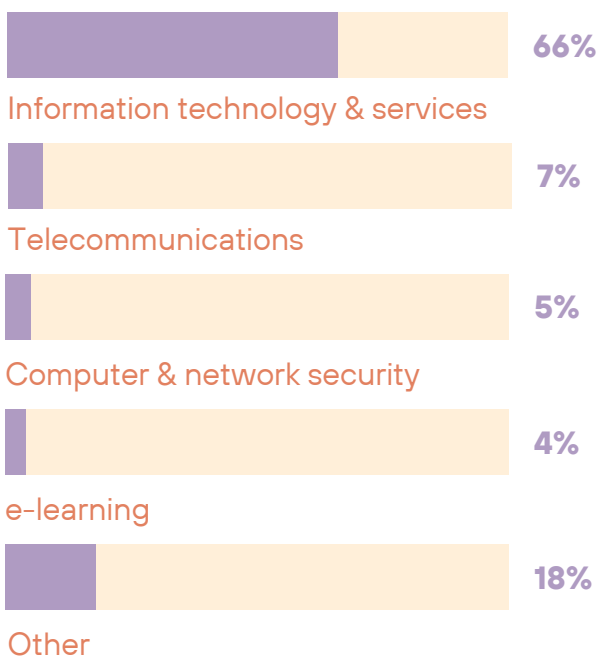
Does the number of employees impact whether or not this task is conducted, how often and by whom?



Company Location (HQ)



Industry (%)



UK-Based B2B software businesses

The main focus has been on UK B2B software businesses due to our initial target market. However as a result of these businesses expanding, employing people from new markets and individual's backgrounds, the span of input represented is actually far more diverse.

Customer research is a real pain!

Let's take a closer look at the everyday reality for teams striving to stay close to the customer, capture actionable insights, and be truly customer-driven.

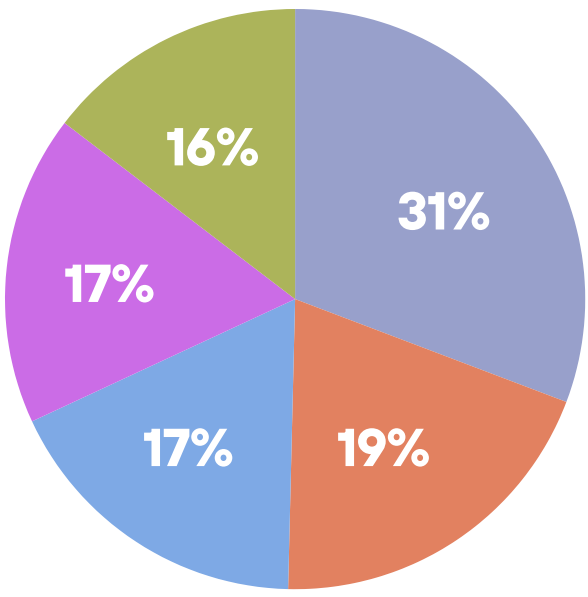
Imagine this: every week, each frontline staff member (sales reps, account execs, customer success managers) spends an average of 7 hours in customer meetings. Across a team of 20, that's 140 hours per week with direct, unfiltered customer insight right at your fingertips.

But here's the catch, who on your team is actually going to sift through those 140 hours of conversations?

In most organisations, this goldmine of customer intel sits fragmented. Conversations happen across Zoom, email threads, chat logs, and support tickets, with feedback scattered in a hundred different places. Gathering it all is daunting enough. But once you finally pull it together, you face an even greater challenge: making sense of it all.

Top pain themes from our research

Pain relates to how the prospect describes the difficulties they are having and problems they want to overcome. Pain can be described Emotionally or Rationally. These are displayed as percentages of the aggregate top five values.



Extracting crucial insights from overwhelming volumes of customer data

Customer feedback is difficult to align with product strategy and roadmaps

Misalignment between siloed team feedback impedes strategic growth and customer retention

Disconnected customer understanding between sales and product creates tension

Synthesising customer insights for strategic decision-making is too difficult

Reviewing, categorizing, and prioritizing that feedback takes valuable time. It's a time-intensive, manual slog. The constant flow of new meetings and interactions means the hopper is always filling up faster than you can empty it. Insights get lost in the noise. Urgent feedback never rises to the surface. Patterns and trends remain hidden beneath the surface, missed in the daily scramble.

As a result, teams default to ad hoc methods. Instead of deep, structured analysis, decisions get made based on anecdotal evidence, the feature request that came from the loudest customer, or the biggest account, or the team member who shouts the most.

The real pain is realising that despite all this effort, teams are forced to compromise: either spend enormous amounts of time manually analysing the data (and risk burning out), or fly blind on gut instinct because there just isn't capacity for proper analysis.

"We experience difficulty in managing an increasing volume and diversity of customer feedback as the business scales, leading to challenges in handling more stakeholder voices efficiently."

The jobs-to-be-done.

The jobs-to-be-done in this space today can generally be divided into three main phases:

Gathering: This initial phase involves conducting interviews, engaging with internal business teams, and implementing manual feedback collection processes.

Synthesis: At this stage, the collected data is validated, contextualised, categorised, and quantified to uncover meaningful insights.

Action: Finally, these insights are put into action by sharing them with relevant teams, guiding decisions, and driving value through concrete business actions.

The core activities include gathering and analysing customer interactions and feedback to help the business understand customer needs, strengthen communication between sales and product teams, prioritise high-impact product features, and refine go-to-market strategies.

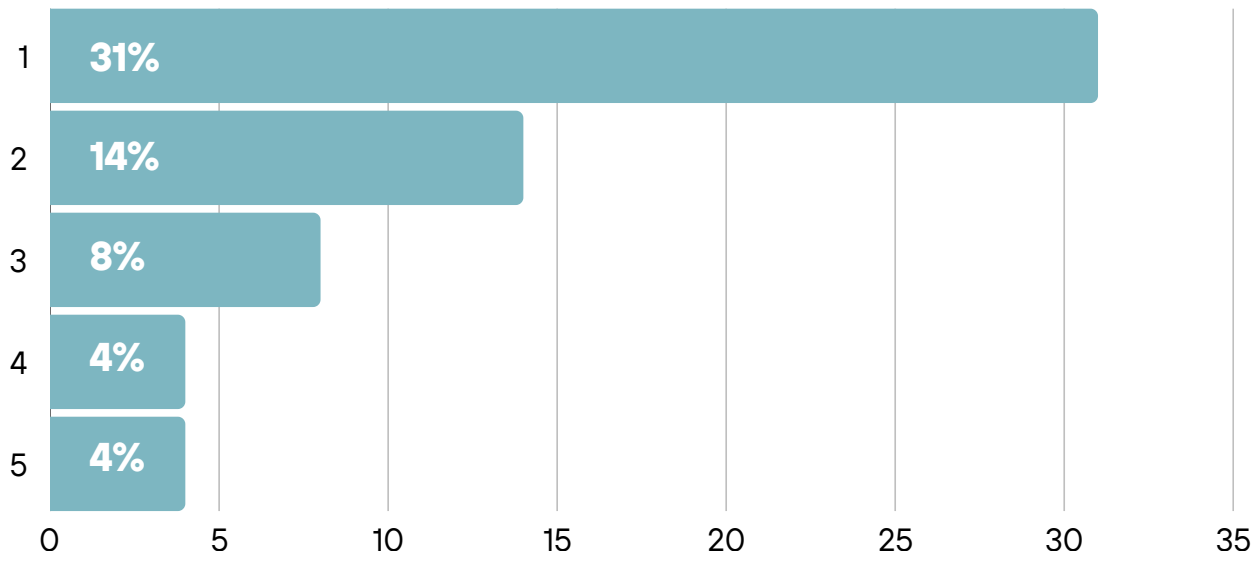
A key objective is to centralise all feedback and pain points in one accessible location. This provides a valuable historical record, enabling businesses to improve their products and make better, data-driven decisions.

Having easy access to, and the ability to analyse, information on custom topics also allows users to identify important themes, monitor emerging trends, and make well-informed decisions focused on areas of specific interest.

I want to be able to create topic sets that analyse every customer insight to surface unexpected or frequently mentioned topics I may not have thought to investigate"

Top functional JTBD themes from our research

Derived from the Jobs To Be Done methodology, a "job" is a task the speaker has specifically mentioned as something they are trying to achieve. Jobs are written in the form "I want to do X so I can achieve Y"



1. I want to analyse customer interactions and feedback to improve product development and better understand unmet market needs
2. I want to capture and analyse customer conversations to centralise feedback and inform data-driven product decisions
3. I want to create, search, and analyse custom topic sets to efficiently organise and access targeted insights for better decision-making
4. I want to automatically record, analyse, and summarise customer and sales meetings to capture insights and eliminate manual note-taking effort
5. I want to receive timely notifications and prompts for updates, features, and emerging trends to better track and act on key emerging topics

Deep impact.

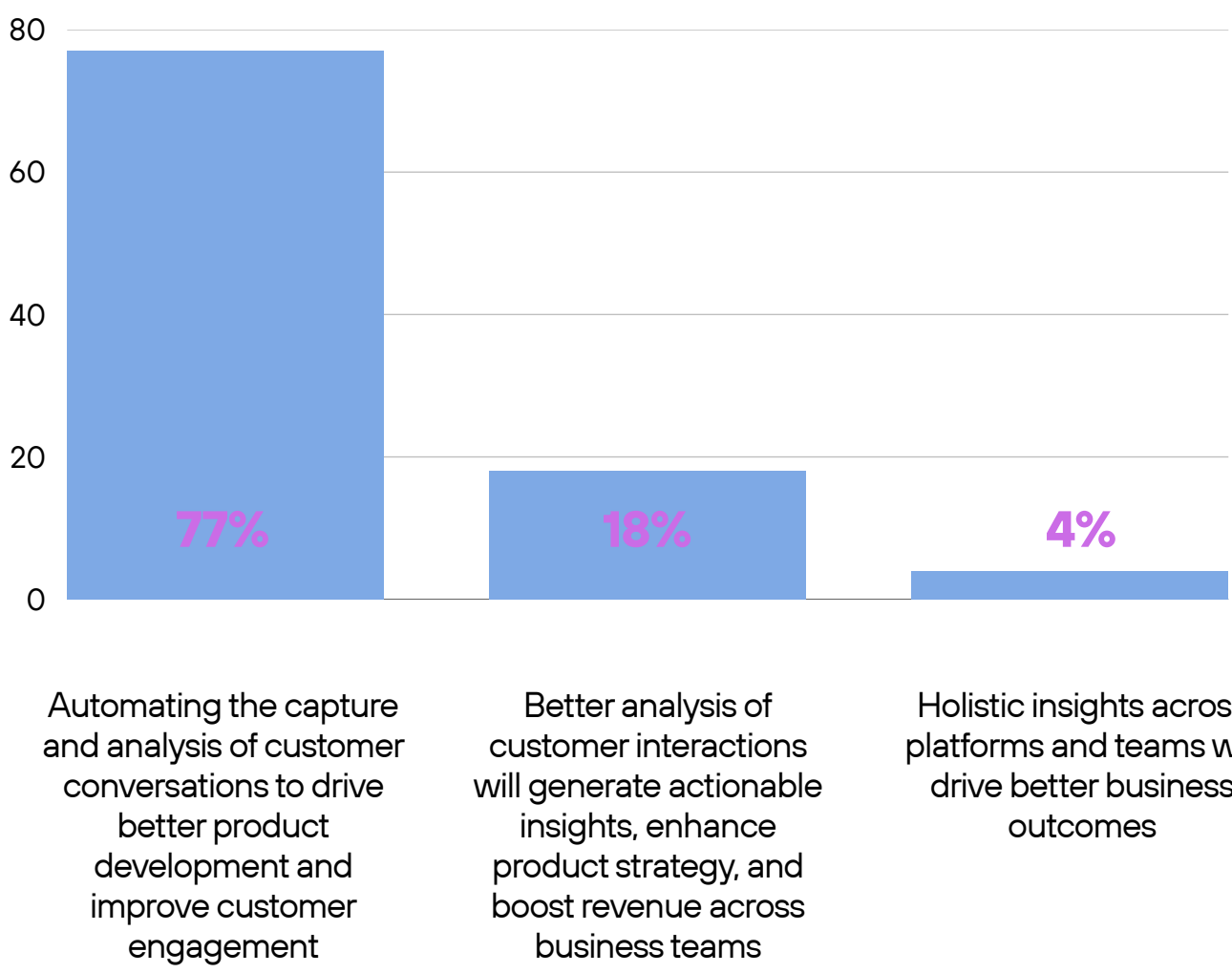
"There is significant value in bridging the gap between sales and product teams, as clear and organised feedback workflows can address the challenges of misalignment typically found between these departments within B2B environments"

So what's motivating people to do something about it. Well, increasing customer engagement, boosting revenue and driving product development are the big three.

It's quite easy to relate these to the two main economic drivers of sustainable businesses

Top line growth: driving a deeper understanding of both the customer and the market to ensure needs are met. This drives better customer satisfaction, net retention and higher pipeline conversion.

Bottom line growth: a reduction in the manual effort to gather and synthesise feedback. With better internal alignment around both tactical and strategic opportunities, massive internal efficiencies will be created.



If you liked what you just read, then perhaps you'd be interested in the next guide in our series: **How to Structure Unstructured Feedback**, which you can download using the button below:

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