

THE STATE OF COMPETITIVE INTELLIGENCE.

What 101 product marketers told us about how
B2B SaaS companies actually do CI in 2026.

n=101 · B2B SaaS product marketers

Mid-market (200–999 employees) and enterprise (1,000+). · Survey ran April 27–28, 2026.



FIVE THINGS WE LEARNED ABOUT B2B COMPETITIVE INTELLIGENCE.

01

CI IS A SIDE JOB.

52% of B2B companies have product marketing owning CI as part of their role.
Only 21% have a dedicated person or team. Even at enterprise scale, it is just 29%.

02

BATTLECARDS EXPIRE FAST.

47% of PMMs say their competitive battlecards go stale within 3 months.
82% within 6 months. Only 2% say their battlecards last more than a year.

03

SALES MOSTLY FREESTYLES.

37% of PMMs say sales mostly ignores or freestyles around the CI content they produce.
Only 1 in 3 sales teams uses competitive content consistently.

04

AI IS THE #1 SOURCE OF SURPRISE.

22% say a competitor's AI move was the last thing that caught them off guard.
Almost double the next category (pricing changes at 13%).

05

LLMs OUTRANK DEDICATED CI TOOLS.

21% of PMMs use ChatGPT or Claude as a CI source. Only 14% rely on dedicated CI tools.

B2B CI IS BEING REBUILT FROM THE GROUND UP.

THE OLD MODEL

CI WAS A QUARTERLY EXERCISE.

PMM owned CI as a side job. Battlecards lived in Highspot, Seismic, Notion, or PDF decks. Updated every 90 days. Briefed to sales. Filed away.

It worked when competitors shipped twice a year.

WHAT BROKE IT

AI BROKE THE CADENCE.

Competitors now ship features, positioning shifts, and category expansions every two weeks.

22% of PMMs say their last surprise was a competitor's AI move. Almost double pricing.

A 90-day refresh on a 14-day market is malpractice.

THE NEW MODEL

LIVING DOCS, LLM ACCESS, DAILY RADAR.

PMM curates living docs in Notion or Google Drive. Connected to Claude or ChatGPT via MCP. Sales asks the AI in the moment.

21% of PMMs already use LLMs over dedicated CI tools.

WHO WE TALKED TO.

101 product marketers at B2B SaaS companies, surveyed April 27–28, 2026, via Wynter’s verified B2B audience panel.

COMPANY SIZE BREAKDOWN



REPRESENTATIVE TITLES

- Product Marketing Manager
- Senior Product Marketing Manager
- Director of Product Marketing
- Senior Director of Product Marketing
- Head of Product Marketing
- Principal Product Marketing Manager

SURVEY DESIGN

10 questions covering ownership, sources, freshness, sales adoption, surprises, failures, copying responses, tools, and most-effective moves.

Mix of multiple choice (Q2, Q4) and open-ended responses (Q1, Q3, Q5–Q10).

CI IS A SIDE JOB AT MOST B2B COMPANIES.

Only 21% have a dedicated CI person or team. The other 79% run it on the side, distributed across teams, or only when something forces the issue.

WHAT PMMs TOLD US

"Officially, CI is supposed to live in product marketing. In reality, it's this weird distributed chaos where sales is building their own battle cards."

· Director of Product Marketing, Mid-Market

"PMM is the owner of competitive intelligence but it doesn't often get prioritized the way it should. We've hired dedicated CI people. They never worked out."

· Senior Product Marketing Manager, Enterprise

HOW IS CI MANAGED?



BY COMPANY SIZE

Mid-market: 15% have dedicated CI. Enterprise: 29%.
Even at enterprise, 71% don't have a dedicated CI function.

LLMs ARE THE NEW CI TOOL.

ChatGPT and Claude (21%) now outrank dedicated CI tools (14%) as a source. Sales calls are the #1 source overall. Reddit beats analyst reports.

VERBATIMS

"I haven't seen any CI tools worth the investment. I can replicate most of what Crayon and Klue do with an agent in Claude."

• Senior PMM, Enterprise

"Their SDRs' cold outreach to your own team. Let them pitch you, take notes, profit."

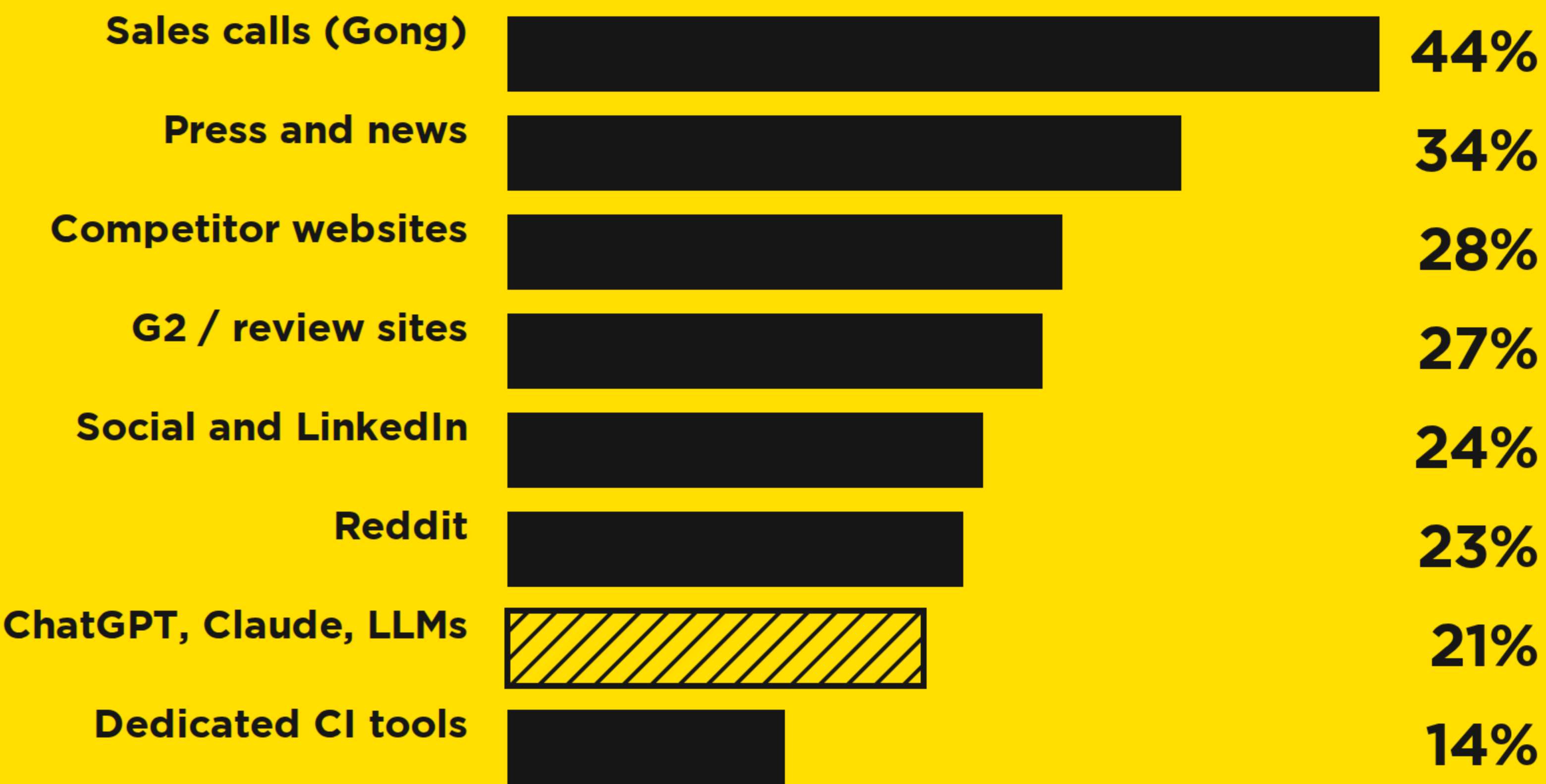
• Director of PMM, Mid-Market

"Glassdoor. Tells you about internal chaos and leadership issues before it hits the news."

• PMM, Mid-Market

"Your churned customers. The most underused source by far. They tell you exactly why they left."

WHERE PMMs GET COMPETITIVE INTEL



BATTLECARDS EXPIRE FAST.

47% of PMMs say their competitive battlecards go stale within 3 months.
82% within 6 months. Only 2% say they last more than a year.

WHAT THIS MEANS

A 90-day refresh cycle made sense when competitors shipped twice a year.

In 2026, competitors ship features, repositioning, and pricing changes every two weeks.

That gap is why almost half of all CI content in B2B SaaS is wrong by the time it ships.

HOW LONG UNTIL BATTLECARDS GO STALE?



CONTRARIAN FINDING

Dedicated CI teams report MORE staleness, not less.
See the cross-tab analysis later in this report.

SALES MOSTLY FREESTYLES.

Only 1 in 3 sales teams consistently uses the competitive content PMM produces. 37% mostly ignore or freestyle. The rest are inconsistent or use it situationally.

VERBATIMS

"They mostly freestyle. I see very little traffic to my content and we check Gong recordings."

• Director of PMM, Mid-Market

"All our battlecards are buried in Seismic, which is NEVER on-screen when a seller most needs them."

• Senior PMM, Enterprise

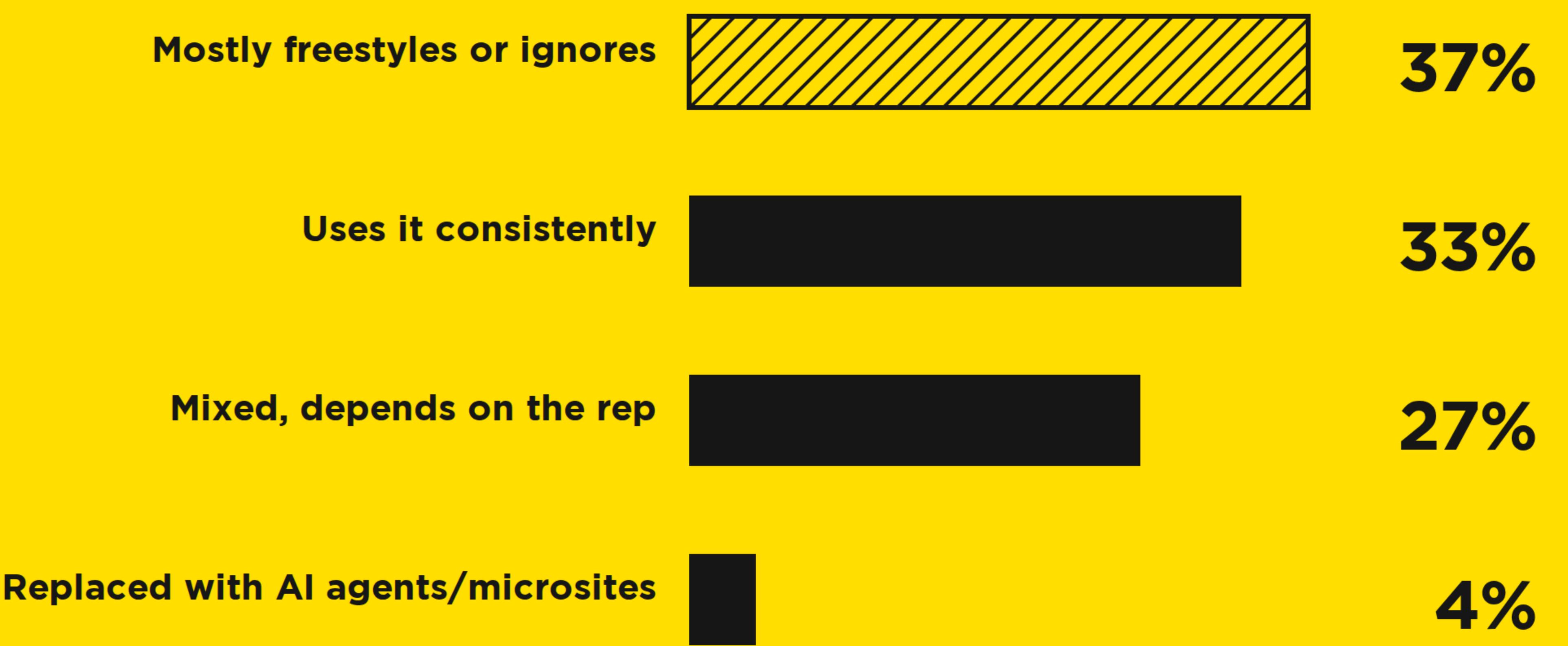
"They use a lot of Claude or Gemini when competitors come up on a call."

• PMM, Mid-Market

"We don't keep traditional static battlecards. We keep micro-sites that are updated constantly."

• Director of PMM, Enterprise

SALES ADOPTION OF CI CONTENT



AI IS THE #1 SOURCE OF SURPRISE.

22% of PMMs say a competitor's AI move was the last thing that caught them off guard. Almost double the next category. The real surprise isn't what. It's how fast.

VERBATIMS

"People are releasing things much faster than they used to due to AI. The market is less predictable."

• Senior PMM, Enterprise

"Roadmaps are changing nearly instantly. We can't get those details without a source like a new hire from a competitor."

• Director of PMM, Enterprise

"AI is everywhere. It's not a differentiator anymore. It's expected."

• Director of PMM, Mid-Market

"In the past, incumbents were our biggest challenger. Now we have startups beating us to market with technical tools."

CATEGORIES OF LAST SURPRISE

AI feature, agent, repositioning



22%

Pricing change



13%

Repositioning or new messaging



11%

Acquisition or M&A



10%

CI ISN'T WRONG. IT'S IN THE WRONG PLACE.

Most CI fails because it doesn't live where sales lives. It sits in decks, slide repositories, and Slack threads, not in the workflow where competitive deals actually happen.

THE DISTRIBUTION PROBLEM

"CI creates the most value when it is embedded directly into workflows. Right now it sits in decks and Slack instead of clear talk tracks."

• Director of PMM, Enterprise

"Making the content more accessible in the flow of work, such as MCP, might be helpful."

• Senior PMM, Enterprise

"It would be great if our team could ask a question in Slack and get a quick answer when on a call."

• Senior PMM, Mid-Market

"The intelligence isn't living within the environments that our sales and account teams actually use."

REASONS PMMs CITE



DO NOTHING. (USUALLY.)

23% of PMMs explicitly do nothing when a competitor copies their messaging.
19% reframe it as flattery. 50% double down on differentiation rather than reacting.

VERBATIMS

"There's nothing you can do except continue to innovate and align with customer needs."

• Director of PMM, Enterprise

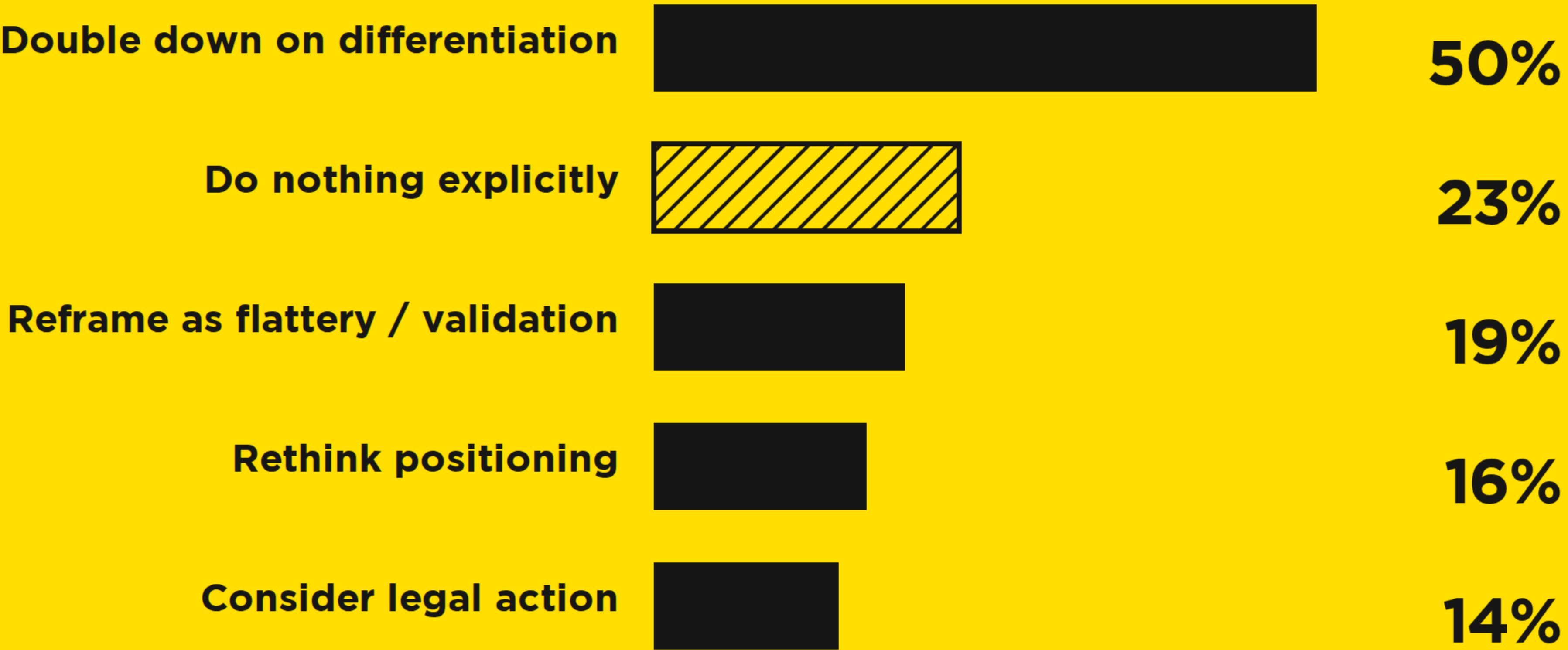
"It's a sign that you are likely the first mover leading the market. Continue to lead based on client needs."

• Director of PMM, Mid-Market

WHEN TO ACTUALLY PIVOT

If a category leader or top 3 player adopts your positioning, you have a real problem. They have the brand, budget, and air cover to outshout you on your own message. Pivot.
If a smaller player copies you, ignore it. Most buyers don't know they exist.

PMM RESPONSE TO BEING COPIED



Themes overlap; total exceeds 100% as PMMs cited multiple responses.

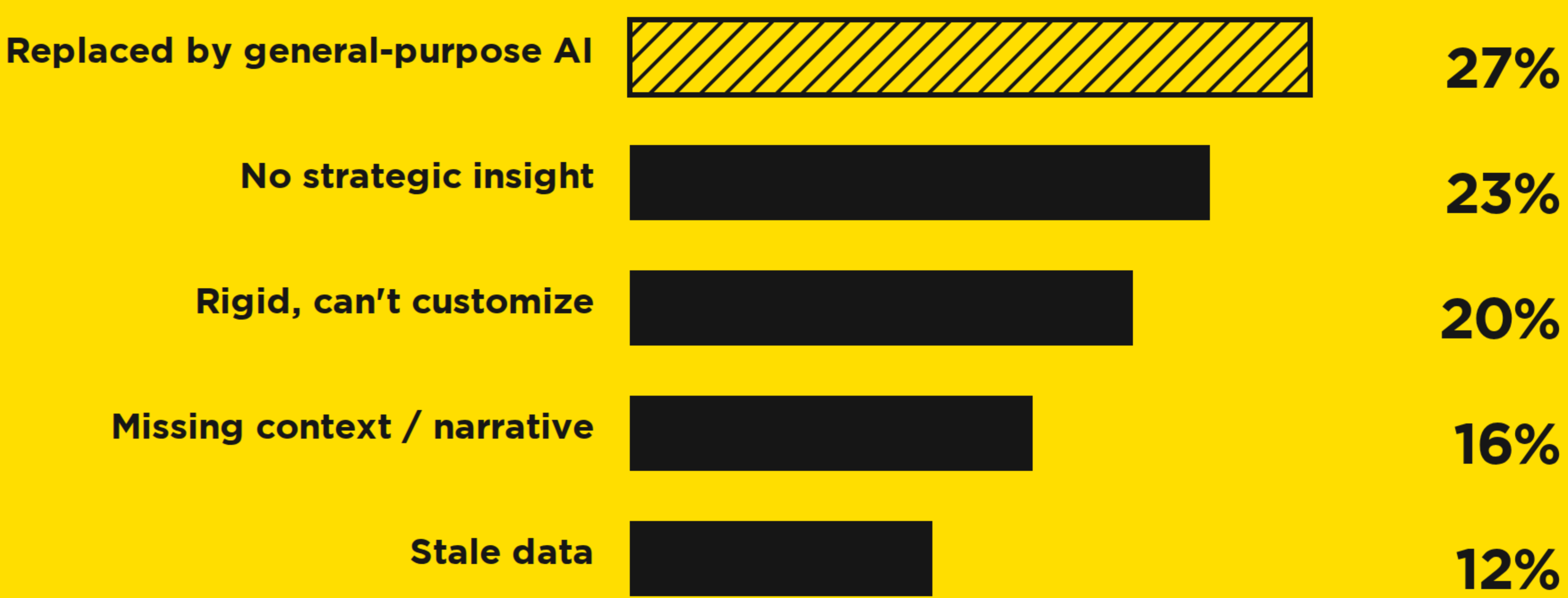
CI TOOLS DO SURVEILLANCE WELL. STRATEGY POORLY.

Tools succeed at aggregation and monitoring (47%). They fail at strategic insight (23%), customization (20%), and being replaced by general-purpose AI (27%).

WHERE TOOLS HELP



WHERE TOOLS FAIL



VERBATIM:

"I think CI specific tools are in real trouble of disruption. AI is super effective at this now." · Senior Director of PMM

THE BEST COMPETITIVE MOVE IS A SENTENCE.

Big repositioning and takeout campaigns get mentioned. The highest-impact stories are the opposite: small, sales-deployed, narrow to one situation.

WAR STORIES

"By giving reps a single line they could use against a key competitor, we shifted the conversation. Wins came in, captured by Gong."

• Senior PMM, Mid-Market

"Same competitor objection kept coming up at stage 4. Built a one-pager. Win rates moved meaningfully within a quarter."

• PMM, Mid-Market

"Win rates against our largest competitor doubled. The move was a training built around how top reps were already winning against them."

• Director of PMM, Mid-Market

DOMINANT THEMES

Arming sales with one specific thing
single line, one-pager, trap question



Strategic repositioning
value-led, customer-outcome focused



Direct displacement campaigns
targeted ads, takeout campaigns



Pricing or packaging change
bundling, contract structure



PATTERN:
Highest-impact moves are tactical, sales-deployed, and narrow.

DEDICATED CI TEAMS HAVE STALER BATTLECARDS.

Cross-tabbing how CI is managed against how fast battlecards go stale uncovered three findings that contradict the conventional wisdom.

FINDING 01

DEDICATED CI TEAMS REPORT MORE STALENESS, NOT LESS.

52% of dedicated-team shops report battlecards going stale within 3 months.

Only 33% of "no formal approach" shops report the same.

More structure surfaces more awareness, not faster updates.

FINDING 02

ENTERPRISE COMPANIES DON'T HAVE BIGGER CI FUNCTIONS BY MUCH.

Mid-market: 15% have dedicated CI.
Enterprise: 29%.

Even at 1,000+ employees, 71% of companies don't have a dedicated CI function.

CI is undersourced everywhere.

FINDING 03

LLMs OUTRANK DEDICATED CI TOOLS AS A SOURCE.

21% of PMMs cite ChatGPT, Claude, or Gemini as a source for CI.

14% cite dedicated CI tools.
Reddit (23%) also outranks CI tools.

The category is being disrupted.

FIVE CHANGES THAT ACTUALLY MOVE THE NEEDLE.

01 STOP TRYING TO PERFECT YOUR BATTLECARDS.

If 47% of battlecards go stale within 90 days, the document was always the wrong unit. Treat them as snapshots, not scripture. A page-per-competitor in Notion that's edited as new intel comes in, not a quarterly refresh project.

02 PUT CI WHERE THE WORK HAPPENS.

18% of PMMs explicitly cite distribution as the failure mode. Sales doesn't open Highspot during a call. Connect your living docs to Claude or ChatGPT via MCP. Reps ask the AI in the moment. The doc never needs to be opened.

03 BUILD YOUR OWN MONITORING AGENT.

A daily news-and-website scan in n8n with a Slack digest takes a few hours to build. It will catch positioning, pricing, and feature changes faster than any quarterly review and at a fraction of the cost of dedicated tools.

04 REACT TO COPYING ONLY IF SCALE CHANGES.

A category leader copying you is an emergency. A small competitor copying you is irrelevant. Buyers shortlist the biggest brand, not the closest feature match. Most "competitor copying" panic is about the wrong competitor.

05 WIN COMPETITIVE DEALS ONE SENTENCE AT A TIME.

The highest-impact competitive moves in our data weren't campaigns. They were one-pagers, single lines, and trap questions deployed by sales in single conversations.

WE BUILT THE EVIDENCE LAYER FOR B2B MARKETING.

Wynter helps B2B marketing teams make better decisions about messaging, positioning, and category strategy by tapping into a verified panel of B2B professionals.

MESSAGE TESTING

Test website copy, ad creative, and positioning against your actual ICP.

Get qualitative feedback in 24 hours.

ICP SURVEYS

Run quantitative and qualitative research with 30+ filters across role, seniority, industry, and company size.

This research uses that panel.

BRAND TRACKING

Continuously measure aided and unaided awareness, perception, and category leadership in your target market.