



KEN RESEARCH · METHODOLOGY

How fast does a B2B CRM go stale?

The data, the methods, every number and every limitation behind the study.

Cristian Frunze

Founder of Ken

ABOUT THE DATA

This study uses Ken internal data: the company, people and web records Ken uses for sales and outreach, reused by Cristian Frunze for this study.

Aggregates only. Any group smaller than 50 people is suppressed, and no individual is named.

Figures 1 to 4 are the study page's charts, drawn from the same numbers. The methodology after them keeps the full tables.

SUMMARY

How fast does a B2B CRM go stale?

About 13% of decision makers change company or title within a year.
A 10,000-contact CRM loses about 117 accurate contacts a month.

13.2%

of 355,160 decision makers had a new company or a new title a year later (95% interval 10.8% to 15.6%).

117

accurate contacts lost every month from a 10,000-contact list of managers, directors, VPs, C-level leaders and founders.

16.8%

of VPs changed in a year, against 3.5% of founders and owners. The middle of the org chart goes stale fastest.

About 75%

of a list is still accurate after two years at that pace. Every rate here is a floor, because profiles are updated late.

Data and method

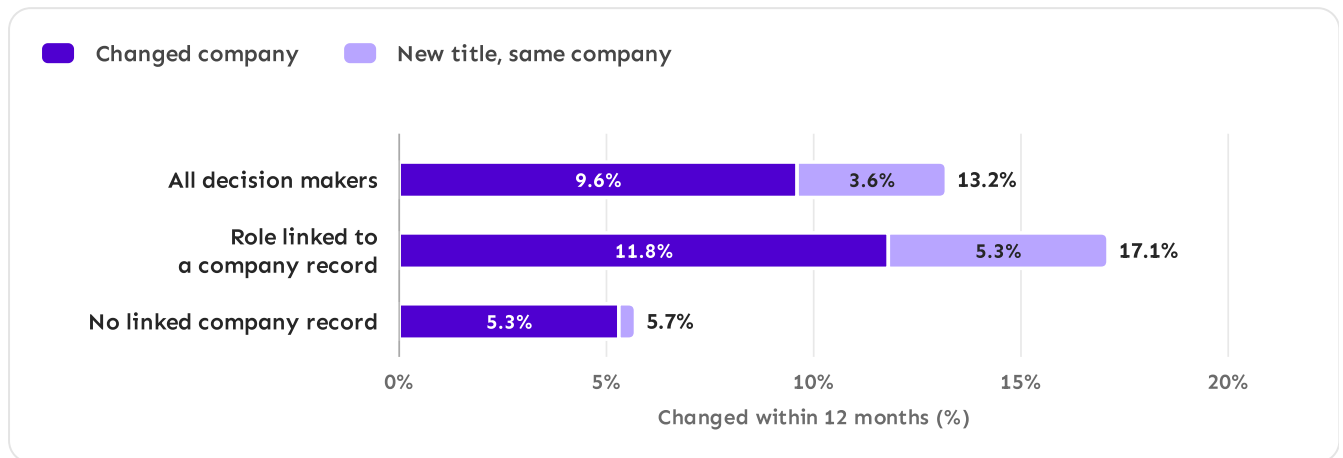
Data	Ken internal data: the public professional profiles, work histories and company records Ken uses for sales and outreach, reused by Cristian Frunze for this study. Six countries: the US, the UK, Canada, Australia, Ireland and New Zealand.
Sample	355,160 decision makers (manager level and above) in a 1% sample of 2,679,597 profiles.
Date range	Role on 1 October 2023, checked again on 1 October 2024. Start dates from April 2023 to October 2024 as checks.
Method	Descriptive cohort study. 95% intervals from a delete-one-slice jackknife over 20 sample slices. Headline counts recomputed by a second, independent analysis.
Excluded	• People below manager level • 57 role records that end before they start • Deleted profiles, which are not in the data
Privacy	Aggregates only. Any group smaller than 50 people is suppressed, and no individual is named.

FIGURES

The study's charts

FIGURE 1

13.2% of decision makers changed company or title within a year

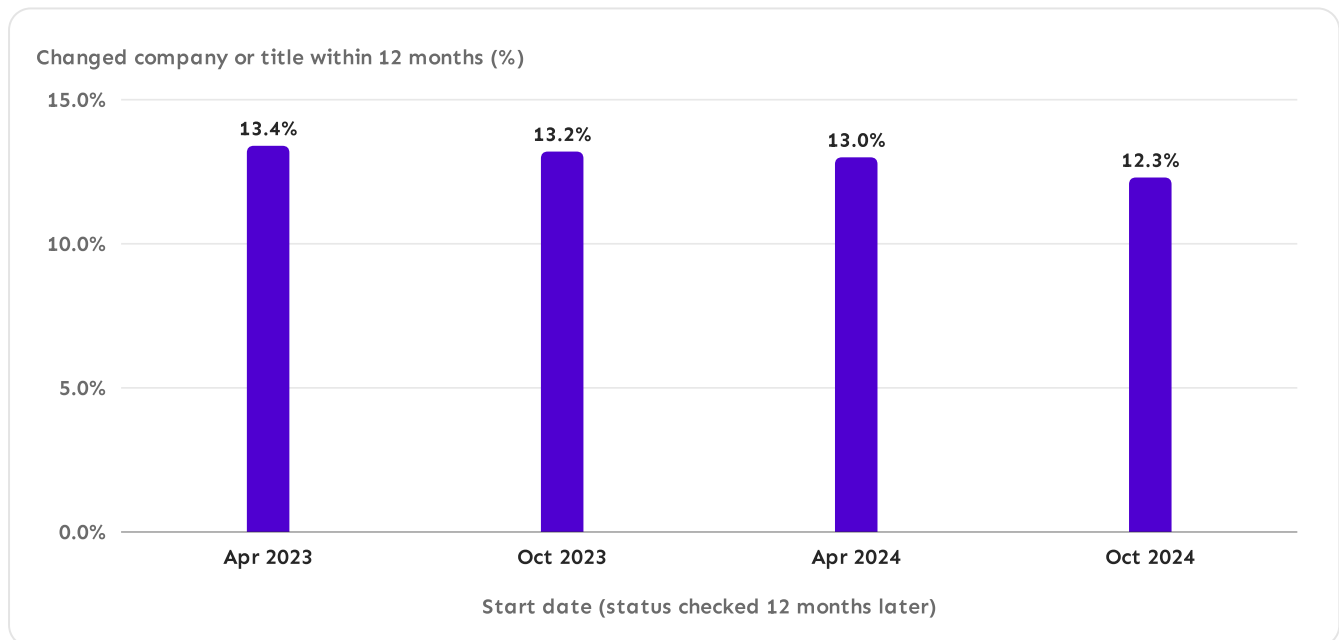


Share of decision makers in a role on 1 October 2023 who had changed company, or stayed with a new title, by 1 October 2024. Roles linked to a company record are closer to what a B2B CRM holds. Title changes are a lower bound, because internal promotions often go unrecorded.

Source: Ken internal data (company and career records Ken uses for sales and outreach), analysed by Cristian Frunze.

FIGURE 2

Later start dates show fewer changes, because profiles catch up late

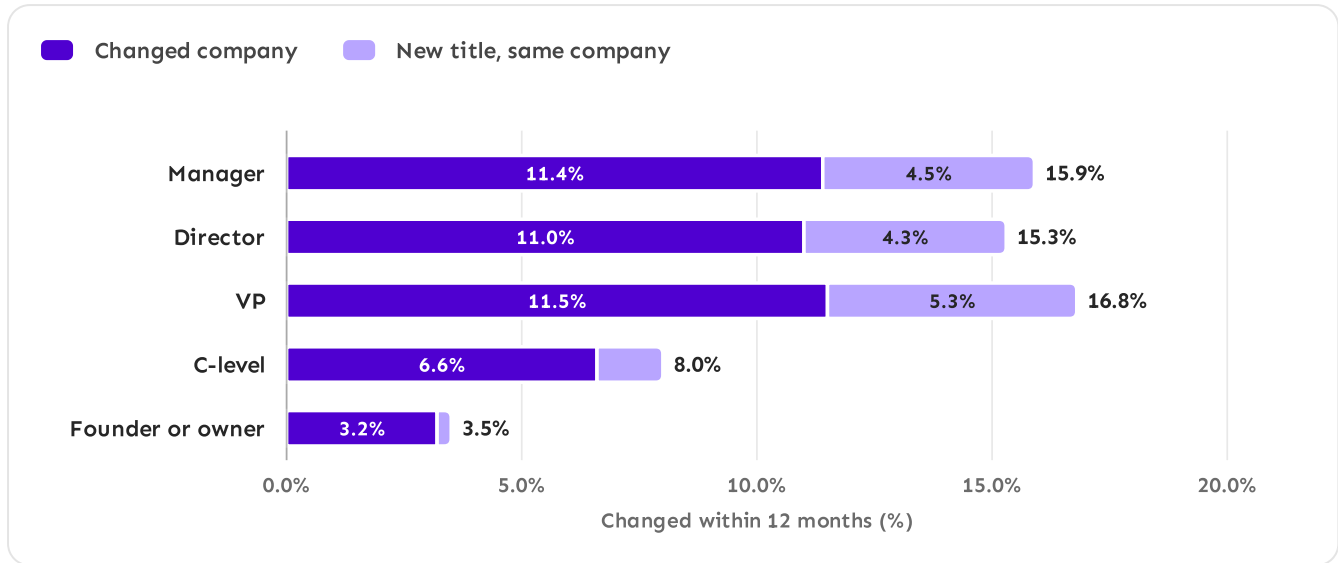


Share of decision makers with a new company or title 12 months after each start date. The drop for the latest start date is a reporting lag, not calmer careers.

Source: Ken internal data (company and career records Ken uses for sales and outreach), analysed by Cristian Frunze.

FIGURE 3

Founders and C-level leaders change least

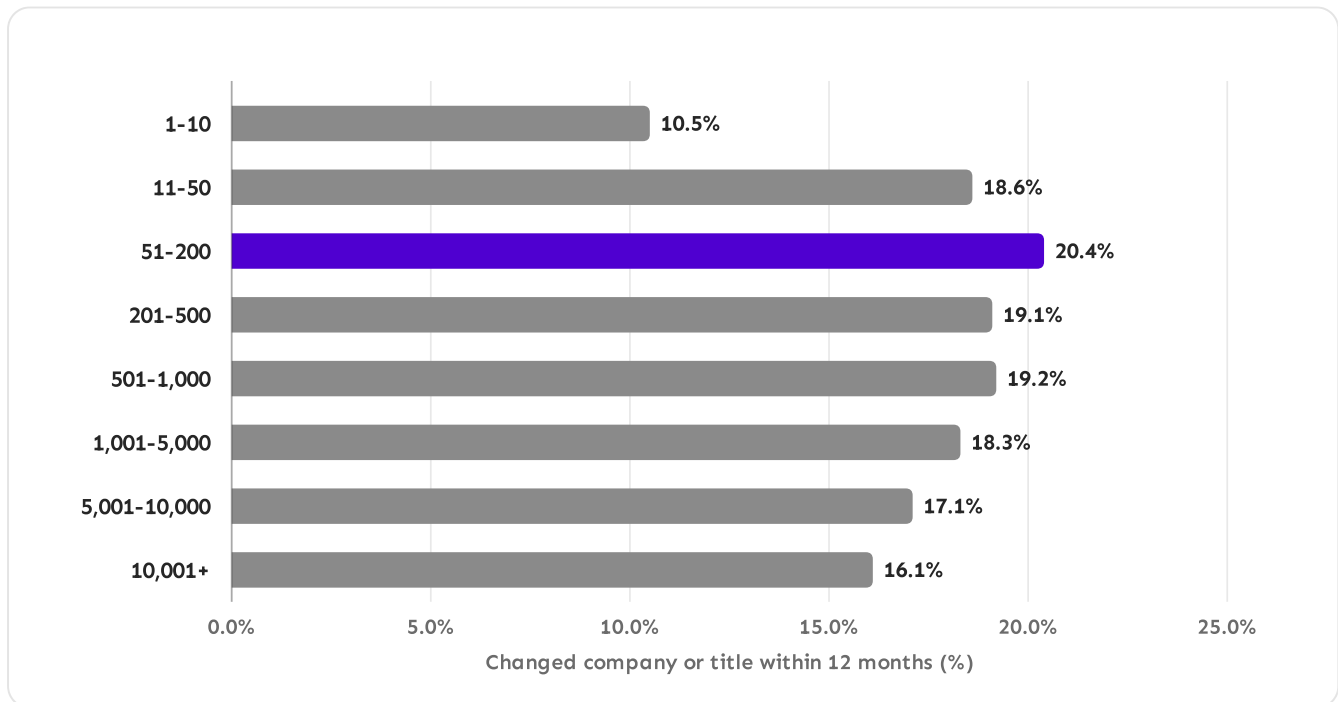


Share of each level that changed company, or stayed with a new title, within 12 months of 1 October 2023. Title changes are a lower bound, because internal promotions often go unrecorded.

Source: Ken internal data (company and career records Ken uses for sales and outreach), analysed by Cristian Frunze.

FIGURE 4

Mid-size companies churn decision makers fastest



Share of decision makers who changed company or title within 12 months, by the current employee count of their company. People with no company record or no size band (156,283) are left out of this chart.

Source: Ken internal data (company and career records Ken uses for sales and outreach), analysed by Cristian Frunze.

The data, the methods and every number

Pre-registered on 2026-10-16, before any data was pulled.

1. Question and headline

What share of B2B decision makers change company, title or both within 12 months, and what monthly loss does that imply for a CRM?

Of 355,160 decision makers in a role on 2023-10-01, **13.2%** had a different company or a different title at the same company on 2024-10-01 (95% CI 10.8% to 15.6%, delete-one-range jackknife). 9.6% changed company and 3.6% changed title at the same company (a lower bound). Assuming a constant monthly rate, that is a monthly decay of 1.17% (95% CI 0.95% to 1.40%), or **117 contacts a month in a 10,000-contact CRM** (95% CI 95 to 140).

2. Data

All people and company data is **Ken internal data**: Ken's dataset of public professional profiles, work histories and company records. It covers profiles in six countries (United States, United Kingdom, Canada, Australia, Ireland, New Zealand). For each person it holds a list of role spells with title, company, company link (when the employer has a company record), start and end month. Company records hold a size band and employee count. Ken internal data also includes a job-change table built by comparing two snapshots of the profile data, used here only as a cross-check.

Properties that matter for this study:

- Profiles are self-reported. People add new roles late, leave short roles off and often edit a current role instead of adding a new one after a promotion.
- Only currently active profiles exist. People whose profiles were deleted are not in the data.
- Role dates are at month precision.
- Company size is the current band, not the band at the reference date.

3. Sample

We drew 20 evenly spaced slices of the profile index, each covering 0.05% of the profile id space (1% in total). Every non-deleted profile in a slice is in the sample: 2,679,597 profiles with 2,030,786 role spells that overlap 2022-10-01 to 2025-10-01. Spreading the slices over the id space avoids tying the sample to one period in which profiles were added. Slice sizes vary from 7,358 to 345,536 profiles, because older parts of the id space are sparse.

Data cleaning: 57 spells that end before they start were dropped. 478 spells with no end date that are not marked current were treated as open, like every other spell with no end date.

4. Definitions

- **A role covers a date** d when it started on or before d and has no end date or ends after d .
- **Decision maker**. Titles are normalized (lower case, punctuation to spaces) and given a level by the shared sales title taxonomy. Decision makers are levels manager, director, VP, C-level and founder or owner. In that taxonomy, titles where "manager" names an individual-contributor job (account manager, product manager, project manager and similar) are not managers.

- **Reference role.** Among a person's decision-maker roles covering the reference date, the one with the latest start; ties go to the higher level, then to the role listed first on the profile.
- **Same company.** Company links are equal, or, when either role has no company link, the normalized company names are equal.
- **Status 12 months later.** *Unchanged:* a role at the same company covering the follow-up date has the same normalized title. *New title, same company:* still at the company but under a different title. *Changed company:* no role at the same company covers the follow-up date. This includes people with another role (26,816 in the primary cohort) and people with no role covering that date (7,272). *Any change* is changed company plus new title.
- **Function** comes from the same taxonomy, collapsed into reporting groups, plus study rules for finance, legal, operations, healthcare, education, retail and hospitality, property and construction, creative and design, and level-only titles.
- **Frontline supervisory titles** (post hoc sensitivity, added after a pilot): store, shift, restaurant and similar managers, supervisors, team leads and assistant managers.

5. Estimation

- Yearly rate p for each outcome, one row per person.
- Wilson 95% intervals at the person level, reported for every split.
- Because the sample is 20 slices and rates differ a lot between slices, the headline intervals use a **delete-one-slice jackknife** over the 20 slices. That interval is about ten times wider than the Wilson interval and is the one we quote.
- Monthly decay $m = 1 - (1 - p)^{(1/12)}$, assuming people leave at a constant monthly rate, and contacts lost per month per 10,000 = 10,000 x m. Interval ends are converted the same way.
- Groups under 50 people are suppressed in every output.

6. Results

6.1 Primary cohort (2023-10-01 to 2024-10-01)

Outcome	Rate	95% CI (jackknife)	95% CI (Wilson)
Any change	13.2%	10.8% to 15.6%	13.1% to 13.3%
Changed company	9.6%	7.6% to 11.6%	9.5% to 9.7%
New title, same company (lower bound)	3.6%	3.1% to 4.1%	3.5% to 3.6%

Status counts: unchanged 308,349, new title 12,723, changed company with another role 26,816, changed company with no role on the follow-up date 7,272.

6.2 Reference dates and sensitivities

Reference date	Follow-up	People	Any change	95% CI (Wilson)	95% CI (jackknife)	Excluding frontline titles	Company in companies index
2023-04-01	2024-04-01	352,042	13.4%	13.3% to 13.5%	11.0% to 15.8%	13.0%	17.5%
2023-10-01	2024-10-01	355,160	13.2%	13.1% to 13.3%	10.8% to 15.6%	12.9%	17.3%

Reference date	Follow-up	People	Any change	95% CI (Wilson)	95% CI (jackknife)	Excluding frontline titles	Company in companies index
2024-04-01	2025-04-01	357,897	13.0%	12.9% to 13.1%	10.6% to 15.4%	12.8%	17.2%
2024-10-01	2025-10-01	359,031	12.3%	12.2% to 12.4%	9.8% to 14.7%	12.2%	16.5%

6.3 Company link

Group	People	Any change	95% CI (Wilson)	Changed company	New title, same company
Reference role has a company id	232,844	17.1%	17.0% to 17.3%	11.8%	5.3%
No company id	122,316	5.7%	5.6% to 5.8%	5.3%	0.4%

For people whose reference role has a company id, the jackknife interval is 14.2% to 20.0%, and the monthly loss is about 155 contacts per 10,000.

6.4 By seniority (2023-10-01)

Level	People	Any change	95% CI (Wilson)	Changed company	New title, same company
Manager	171,173	15.9%	15.7% to 16.1%	11.4%	4.5%
Director	79,322	15.3%	15.0% to 15.5%	11.0%	4.3%
VP	20,141	16.8%	16.3% to 17.3%	11.5%	5.3%
C-level	25,667	8.0%	7.6% to 8.3%	6.6%	1.4%
Founder or owner	58,857	3.5%	3.4% to 3.7%	3.2%	0.3%

Excluding frontline titles, the manager rate is 16.1% (130,998 people).

6.5 By function (2023-10-01)

Function	People	Any change	95% CI (Wilson)	Changed company	New title, same company
Data and analytics	1,439	24.3%	22.2% to 26.6%	14.0%	10.4%
Marketing	10,330	23.7%	22.9% to 24.5%	16.9%	6.8%
Product	5,915	20.1%	19.1% to 21.1%	13.1%	7.0%
HR and recruiting	7,395	18.5%	17.7% to 19.4%	12.8%	5.8%
Sales	21,714	18.1%	17.6% to 18.6%	13.2%	4.9%
Legal	1,959	17.9%	16.2% to 19.6%	11.8%	6.0%
Creative and design	4,561	17.7%	16.7% to 18.9%	14.1%	3.6%
Customer success and support	3,912	16.6%	15.5% to 17.8%	11.2%	5.4%
Finance	10,508	16.3%	15.6% to 17.0%	10.7%	5.6%
Other	83,282	16.2%	16.0% to 16.5%	11.5%	4.7%
Retail and hospitality	9,560	16.0%	15.3% to 16.7%	13.2%	2.8%
Engineering and IT	16,270	16.0%	15.4% to 16.6%	10.7%	5.3%
Operations	28,949	15.6%	15.2% to 16.0%	10.9%	4.7%
Education	2,623	15.3%	14.0% to 16.8%	11.5%	3.8%
Healthcare	7,539	14.7%	13.9% to 15.5%	10.4%	4.3%

Function	People	Any change	95% CI (Wilson)	Changed company	New title, same company
Property and construction	6,686	13.8%	13.0% to 14.7%	10.9%	2.9%
Consulting	2,764	13.5%	12.3% to 14.9%	9.8%	3.8%
General management	29,042	10.0%	9.7% to 10.4%	7.4%	2.6%
Level only (for example "director")	42,236	9.7%	9.4% to 10.0%	7.8%	1.9%
Founder or owner	58,476	3.4%	3.3% to 3.6%	3.2%	0.3%

"Other" holds 83,282 people (23.4% of the cohort) whose titles no rule assigns.

6.6 By company size (2023-10-01)

Employees	People	Any change	95% CI (Wilson)	Changed company	New title, same company
1-10	18,461	10.5%	10.0% to 10.9%	9.2%	1.2%
11-50	23,138	18.6%	18.1% to 19.2%	14.5%	4.1%
51-200	25,361	20.4%	19.9% to 20.9%	15.1%	5.4%
201-500	17,300	19.1%	18.6% to 19.7%	13.4%	5.7%
501-1,000	13,709	19.2%	18.6% to 19.9%	13.0%	6.2%
1,001-5,000	30,409	18.3%	17.9% to 18.8%	12.1%	6.2%
5,001-10,000	13,571	17.1%	16.4% to 17.7%	10.7%	6.4%
10,001+	56,928	16.1%	15.8% to 16.4%	9.4%	6.7%
Unknown (no company record or no band)	156,283	7.9%	7.8% to 8.1%	6.8%	1.1%

6.7 By country (2023-10-01)

Country	People	Any change	95% CI (Wilson)	Changed company	New title, same company
Australia	16,552	14.9%	14.4% to 15.5%	10.6%	4.3%
United Kingdom	41,142	14.7%	14.4% to 15.1%	10.3%	4.4%
Ireland	3,654	14.7%	13.6% to 15.9%	10.4%	4.3%
Canada	20,909	13.4%	12.9% to 13.8%	9.7%	3.7%
United States	269,979	12.8%	12.7% to 12.9%	9.4%	3.4%
New Zealand	2,924	12.4%	11.3% to 13.7%	8.8%	3.6%

6.8 By sample slice (2023-10-01)

Id range	People	Any change	No company id	Any change, with company id
0	479	9.4%	40.7%	13.7%
1	17,006	13.2%	32.7%	17.6%
2	27,221	11.2%	36.6%	15.4%
3	25,083	10.8%	37.5%	15.0%
4	25,027	10.7%	38.1%	15.2%
5	26,647	11.2%	37.4%	15.8%
6	26,928	11.3%	37.6%	15.9%

Id range	People	Any change	No company id	Any change, with company id
7	27,487	11.3%	37.3%	15.7%
8	39,768	11.0%	38.0%	15.5%
9	36,229	6.7%	27.3%	8.0%
10	17,833	17.2%	28.4%	20.7%
11	6,054	7.7%	49.7%	12.1%
12	2,442	14.0%	39.7%	19.6%
13	26,795	19.7%	29.4%	23.2%
14	22,871	21.5%	28.1%	24.8%
15	3,358	21.7%	33.4%	25.1%
16	5,628	28.0%	31.1%	32.6%
17	4,448	22.8%	36.1%	26.4%
18	11,015	19.2%	31.5%	22.0%
19	2,841	24.4%	36.0%	25.6%

7. Pre-registered hypothesis

We expected 18% to 28% any change. The hypothesis is rejected by its own test: the pre-registered Wilson interval (13.1% to 13.3%) lies entirely below 15%. With the wider jackknife interval (10.8% to 15.6%) the conclusion is the same for the 18% to 28% range, but the 15% falsification line falls just inside the interval.

1. C-level company change below manager: holds (6.6% against 11.4%). The full ordering we guessed does not: VPs (11.5%) change company about as often as managers.
2. Under 50 employees above 10,001+ on company change: holds (12.2% against 9.4%).
3. 2024-10-01 below 2023-10-01: holds (12.3% against 13.2%).

8. Cross-check with the job-change table

The job-change table in Ken internal data comes from one comparison of two snapshots (every event has detection month 2026-06). It flagged 1,125,921 company changes by people whose previous seniority was a decision-maker level, against 73,268,675 current decision-maker profiles: 1.54% in one comparison window. It counts only company changes, and only those caught between two snapshots a few months apart, so it is a lower bound on a few months of company changes. That is consistent with, and below, the 1.17% monthly rate from the cohort.

9. Verification

An independent re-analysis, written from the study plan, the shared taxonomy and the data extract alone without seeing our code, recomputed the headline numbers. Its first run matched cohort size and the headline rates at reported precision. It also found 5,296 people with tied reference roles, a case the plan did not specify. Our first run broke those ties in an arbitrary order, which moved the with-company-id group by 554 people and the VP rate by 0.1 points. We fixed the tie-break (role listed first on the profile, the same rule the re-analysis used) and reran. After the fix, all 14 compared counts match exactly: cohort size, every status count, the with-company-id group, every level and the 2024-10-01 cohort.

10. Alternative explanations and limitations

- **Late updates make every rate a floor.** Rates fall with later reference dates (13.4% to 12.3%). The primary cohort has two years of follow-up time, but some changes from 2023-2024 will still be missing.
- **Internal title changes are undercounted.** People often edit their current role after a promotion. We report new-title-same-company as a lower bound.
- **Quiet profiles.** 34.4% of the cohort have a reference role with no company link, and only 5.7% of them change. Some of these profiles may simply not be maintained. If so, the true rate is closer to the with-company-id figure (17.1%). We cannot separate unmaintained profiles from stable careers with this data, so we report both.
- **Sample slices differ.** Slice rates run from 6.7% to 28.0%, and the difference remains among people with a company link. Slices probably reflect when profiles were added and how often they are refreshed. The jackknife interval accounts for this between-slice variation, but the sample of slices is small.
- **Survivorship.** Deleted profiles are not in the data. People who leave the workforce or delete their profile are missing, which again pushes rates down.
- **Who counts as a decision maker.** Levels come from titles alone. The definition includes frontline supervisors. Excluding them changes the headline from 13.2% to 12.9%.
- **Constant monthly rate.** The monthly figure assumes changes are spread evenly through the year. It describes average loss, not the shape within a year.
- **Company size** is the current band, so a company that grew is counted at its current size.
- **Coverage.** Six English-speaking countries only. Non-English titles are classified less well.
- **Comparison with vendor figures.** Commonly quoted figures of 20% to 30% yearly B2B data decay usually also count bounced emails, changed phone numbers and closed companies. They are not directly comparable to job and title changes.
- **Design.** This is a descriptive cohort study. Differences between groups are associations, not causes.

11. Sources

- Ken internal data: Ken's dataset of public professional profiles, work histories and company records (people, company and job-change tables), queried 2026-10-16.
- Title taxonomy: the shared sales title taxonomy, built for the Ken Research study *Who are GTM engineers, and where do they come from?*