WorldatWork®
Total Rewards Association

2021 SALES COMPENSATION PROGRAMS AND PRACTICES

IN PARTNERSHIP WITH

SALESGLOBE

CONTENTS

ABOUT WORLDATWORK

WorldatWork is the leading global nonprofit organization for professionals engaged in the critically important practice of Total Rewards. We serve those who are responsible for cultivating inspired, engaged, productive, and committed workers in effective and rewarding workplaces. We guide them in the design and delivery of Total Reward programs with our education and certification; idea exchange; thought leadership; knowledge creation; information sharing; research; advocacy; and networking.

CONNECT WITH US

OUR METHODOLOGY

WorldatWork, in partnership with SalesGlobe, conducted a survey to gather information on sales compensation plan structures and practices to reward for sales success and drive performance to the goals of the business.

A total of 472 responses were received, representing organizations of different sizes and across multiple industries. WorldatWork obtained responses from full-time sales compensation professionals via the MarketCube panel online.

Email invitations were sent directly to participants on 06/07/2021 and results were collected over a 15-day period. Sample sizes vary by question.

OUR PARTNER

SALESGLOBE

We are rethinking sales and organization effectiveness. SalesGlobe is a data-driven, creative problem-solving firm that solves the most challenging sales and organization problems.

In a post-COVID business world, success will come to the data-driven creative problem solvers.

We've spent a long time in business. And during that time, we've seen too many companies replicating competitive practices and repeating old approaches rather solving problems in a way that would produce innovative solutions.

SalesGlobe is committed to bringing new thinking to sales and organization effectiveness that makes a difference and deliver results for our clients.

Learn more at SalesGlobe.com and our Rethink Sales Round Table

Contact us with your challenge at info@SalesGlobe.com
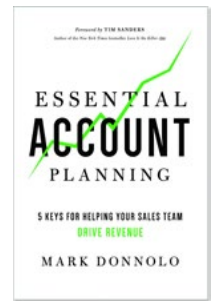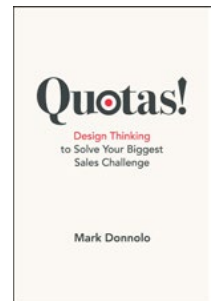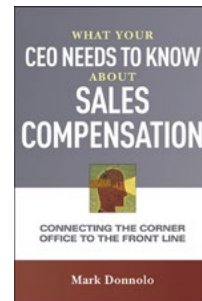
▶ SALES STRATEGY AND GO-TO-MARKET

▶ ORGANIZATION DESIGN AND TALENT

▶ INCENTIVE COMPENSATION AND QUOTAS

KEY FINDINGS

KEY FINDING

NO. 1

SALES ROLES ARE GROWING

Companies are investing in new resources, increasing headcount in inside sales roles and the emerging use of hybrid sales roles (a combination of field and virtual).

While companies are increasing sales employees, sales management is relatively flat.

ALSO OF NOTE:

Over the past 12 months:

- 44% of companies increasing inside sales
- 37% of companies increasing field sales

44%
of companies added hybrid sales.

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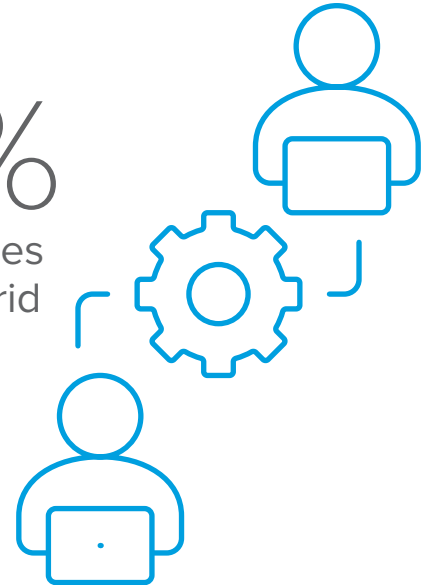
NO. 2

ANTICIPATED HIGHER VOLUNTARY TURNOVER PUTTING PRESSURE ON HIRING

As the labor market tightens and talent is at a premium, sales organizations are looking to the expansion of hybrid roles leading the way with an average of 67% of organizations planning increases compared to 49% of field roles and 53% of inside sales roles.

39%

of organizations anticipate higher voluntary sales team turnover with technology expected to be hit hardest (51%).

KEY FINDING

NO. 3

ORGANIZATIONS ARE INCREASING FINANCIAL AND STRUCTURAL CONTROL

As the economy is recovering, organizations have increased financial controls, nearly doubling the use of performance thresholds, as well as incentive pay caps and bluebird policies.

Companies simplified plan designs during the global pandemic, but the usage of performance measures has increased to pre-pandemic levels in 2021.

ALSO OF NOTE:

- 61% of companies use performance thresholds as an entry point to incentive pay, a 25% increase from 2020

- 56% of companies use incentive pay caps and 41% use bluebird policies to cap large deals

- 57% of companies are using three or more measures in their plans, indicating an increased focus on more specific results

KEY FINDING

NO. 4

TECHNOLOGY ADVANCEMENT IMPACT STANDS OUT ON ORGANIZATION'S STRATEGY IN NEXT 12 MONTHS

To remain competitive, sales organizations are planning to invest in technology and sales skills training. Technology advancements are seen as a strong positive and as well as a concern for the sales organization; highlighting both strategic benefits and competitive concerns.

ALSO OF NOTE:

- 41% of companies rank technology advancements (e.g. AI) first as a positive impact on sales while 25% of companies rank the same factor first as the most negative impact expected in the next 12 months

- 51% of companies plan investments in technology, with CRM, SPM and virtual communications the priorities

47%
of companies rate sales skills training as a top priority for the next 12 months.
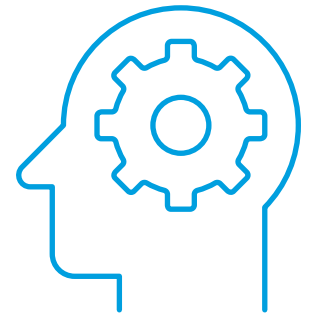
RESULTS

SALES ROLES

QUESTION

Please indicate which sales roles currently are used in your organization.

RESULTS

	2021	YOY Difference
Inside Sales Outbound	33%	▲ 13%
Field New Account Seller	45%	▲ 11%
Field Current Customer Seller	43%	▲ 8%
Inside Sales Inbound	35%	▲ 8%
Field Blended New Account and Current Customer Seller	57%	▲ 7%
Inside Sales Inbound and Outbound	43%	▲ 7%
Field First-Line Sales Manager	49%	▲ 2%
Field Channel Seller	33%	▲ 1%
Inside First-Line Sales Manager	33%	▼ -2%

n=472

QUESTION

In the past 12 months, has your organization added any of the following hybrid sales roles?

RESULTS

Hybrid New Account Seller	20%
Hybrid Current Customer Seller	18%
Hybrid Blended New Account and Current Customer Seller	28%
None of these	56%

n=472

SALES HEADCOUNTS IN LAST 12 MONTHS

QUESTION

Of the sales roles your organization currently uses, how were sales headcounts impacted in the last 12 months?

RESULTS

	n=	Greatly decreased	Decreased	No change	Increased	Greatly increased
Field New Account Seller	187	4%	16%	43%	25%	12%
Field Current Customer Seller	176	4%	17%	46%	19%	14%
Field Blended New Account and Current Customer Seller	235	2%	13%	50%	25%	10%
Inside Sales Inbound	150	2%	13%	41%	31%	12%
Inside Sales Outbound	140	2%	13%	39%	29%	16%
Inside Sales Inbound and Outbound	179	3%	9%	44%	35%	10%
Field Channel Seller	135	2%	7%	50%	29%	13%
Field First-Line Sales Manager	205	1%	14%	59%	16%	10%
Inside First-Line Sales Manager	135	0%	13%	64%	15%	8%

SALES HEADCOUNTS IN NEXT 12 MONTHS

QUESTION

How do you anticipate your organization's sales headcounts to be impacted in the next 12 months? Select sales roles as they are formally defined, not based on temporary practices due to the global pandemic.

RESULTS

	n=	Greatly decreased	Decreased	No change	Increased	Greatly increased
Field New Account Seller	187	1%	6%	42%	37%	14%
Field Current Customer Seller	176	0%	8%	47%	31%	14%
Field Blended New Account and Current Customer Seller	235	1%	3%	44%	42%	10%
Inside Sales Inbound	150	1%	6%	40%	39%	14%
Inside Sales Outbound	140	1%	4%	39%	38%	19%
Inside Sales Inbound and Outbound	179	1%	2%	47%	38%	12%
Field Channel Seller	135	0%	5%	47%	38%	10%
Field First-Line Sales Manager	205	1%	7%	61%	22%	10%
Inside First-Line Sales Manager	135	0%	4%	56%	33%	6%
Hybrid New Account Seller	85	1%	1%	29%	52%	17%
Hybrid Current Customer Seller	78	3%	3%	31%	37%	27%
Hybrid Blended New Account and Current Customer Seller	125	0%	3%	28%	46%	23%

VOLUNTARY TURNOVER

QUESTION

Does your organization anticipate voluntary turnover changing from pre-pandemic levels?

RESULTS

Yes, we anticipate higher voluntary turnover	39%
Yes, we anticipate lower voluntary turnover	18%
No, we do not anticipate any change to voluntary turnover	43%

n=404

PAY MIX

QUESTION

Please indicate the target pay mix for the following sales positions in your organization based on their primary role.

RESULTS

	n=	2020		2021	
		Base	Variable	Base	Variable
Field New Account Seller	171	56%	46%	57%	43%
Field Current Customer Seller	161	67%	39%	60%	40%
Field Blended New Account and Current Customer Seller	218	63%	37%	60%	40%
Inside Sales Inbound	144	69%	30%	65%	35%
Inside Sales Outbound	129	70%	30%	59%	41%
Inside Sales Inbound and Outbound	164	71%	30%	64%	36%
Field Channel Seller	128	64%	36%	60%	40%
Field First-Line Sales Manager	188	66%	34%	63%	37%
Inside First-Line Sales Manager	119	67%	34%	66%	34%
Hybrid New Account Seller	81	*new in 2021		55%	45%
Hybrid Current Customer Seller	75			54%	46%
Hybrid Blended New Account and Current Customer Seller	118			54%	46%

UPSIDE POTENTIAL

QUESTION

What is the upside potential as a percent of target incentive
(in addition to target incentive) for a 90th percentile performer?

RESULTS

% of target incentive
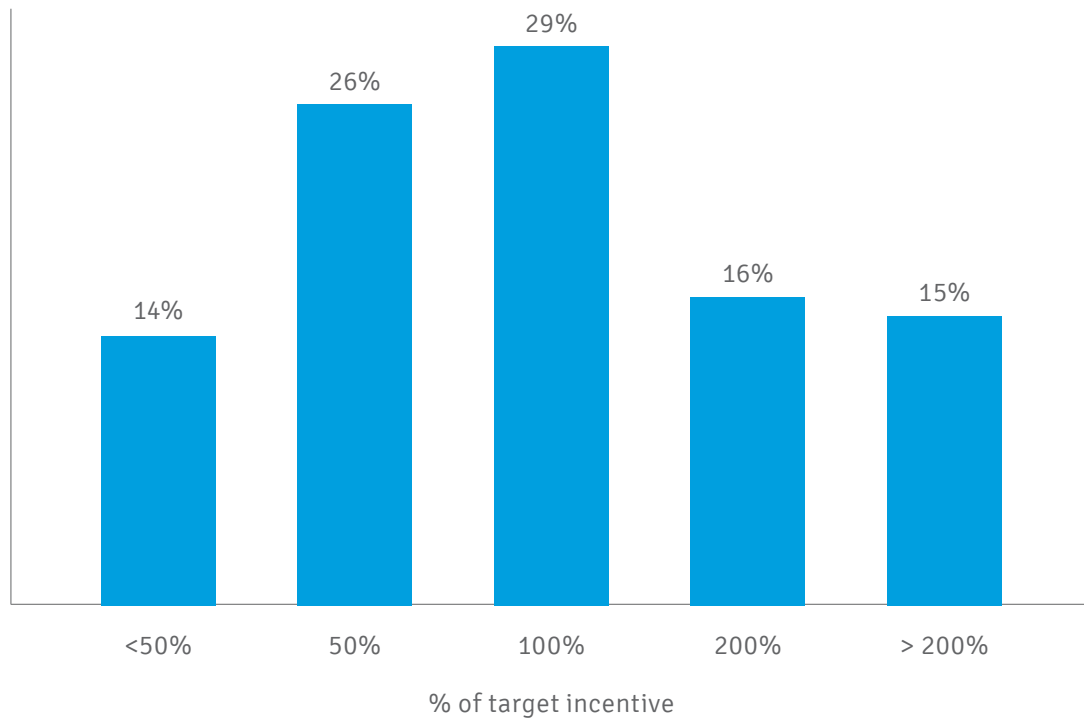
n=399

GOVERNORS/THRESHOLDS

QUESTION

Does your organization utilize the following?

RESULTS

	2020	2021
n=	288	399
Caps (a limitation to attainment and/or payout)	35%	56%
Blue-bird/mega-deal policy: special treatment for very large deals	28%	41%
Thresholds for new account sellers	36%	59%
Thresholds for existing account sellers	35%	62%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	30%	36%

NUMBER OF PERFORMANCE MEASURES

QUESTION

On average, how many performance measures are included in the sales compensation plan for your organization's primary sales roles?

RESULTS

One   Two   Three   Four   ≥ Five

	2016 n=154	2020 n=274	2021 n=397
Two	31%	32%	31%
Three	26%	24%	39%
Four	18%	13%	12%
One	14%	24%	11%
≥ Five	11%	7%	6%

TOP PERFORMANCE MEASURES BY SALES ROLE

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

68% account retention **67%** product units or volume **67%** total revenue

Field first-line sales manager

65% product units or volume **65%** total revenue **62%** account retention

Field blended new account and current customer seller

72% product units or volume **71%** gross profit dollars **66%** total revenue

Inside first-line sales manager

65% number of new accounts **65%** new deals signed or won **58%** customer satisfaction

Field new account seller

66% account retention **60%** customer satisfaction **59%** new deals signed or won

Field current customer seller

76% MBOs **63%** new deals signed or won **56%** total revenue

Field channel seller

TOP PERFORMANCE MEASURES BY SALES ROLE

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

76% new deals signed or won   **64%** customer satisfaction   **57%** customer revenue retention

Hybrid blended new account and current customer seller

66% product units or volume   **63%** number of new accounts   **61%** customer satisfaction

Inside sales inbound and outbound

79% product units or volume   **79%** customer satisfaction   **63%** number of new accounts

Hybrid new account seller

70% product units or volume   **65%** customer satisfaction   **53%** number of new accounts

Inside sales inbound

73% new deals signed or won   **60%** account retention   **60%** customer satisfaction

Hybrid current customer seller

62% product units or volume   **60%** account retention   **58%** MBOs

Inside sales outbound

REVENUE

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

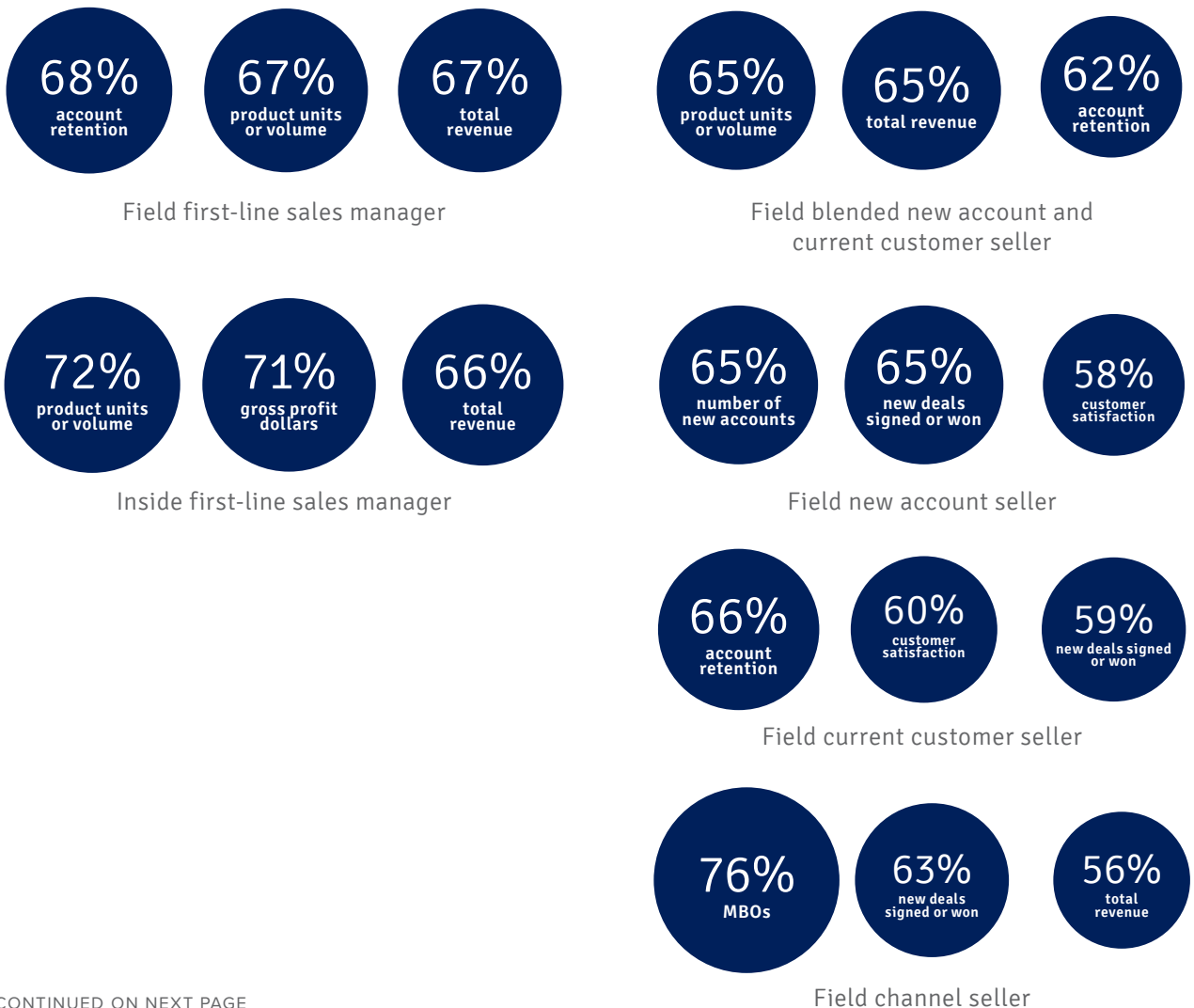|	n=	Total revenue	New customer revenue	Customer revenue retention	Contract renewals
Field New Account Seller	141	49%	57%	24%	27%
Field Current Customer Seller	139	54%	37%	44%	33%
Field Blended New Account and Current Customer Seller	193	65%	44%	39%	34%
Inside Sales Inbound	119	49%	41%	35%	24%
Inside Sales Outbound	110	52%	41%	37%	28%
Inside Sales Inbound and Outbound	136	51%	43%	33%	32%
Field Channel Seller	103	56%	43%	33%	26%
Field First-Line Sales Manage	158	67%	32%	33%	27%
Inside First-Line Sales Manager	92	66%	42%	35%	26%
Hybrid New Account Seller	77	49%	51%	39%	17%
Hybrid Current Customer Seller	73	41%	52%	43%	30%
Hybrid Blended New Account and Current Customer Seller	110	46%	50%	57%	36%

PERFORMANCE MEASURES
BOOKINGS

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

	n=	New customer bookings	Bookings	Total contract value	Annual contract value
Field New Account Seller	129	43%	36%	39%	38%
Field Current Customer Seller	120	30%	48%	42%	34%
Field Blended New Account and Current Customer Seller	148	35%	50%	38%	37%
Inside Sales Inbound	105	37%	39%	44%	28%
Inside Sales Outbound	97	34%	39%	44%	36%
Inside Sales Inbound and Outbound	113	36%	50%	31%	38%
Field Channel Seller	86	27%	37%	37%	50%
Field First-Line Sales Manager	117	30%	42%	41%	36%
Inside First-Line Sales Manager)	69	32%	54%	32%	38%
Hybrid New Account Seller	74	53%	51%	37%	27%
Hybrid Current Customer Seller	72	43%	47%	43%	29%
Hybrid Blended New Account and Current Customer Seller	107	40%	48%	46%	36%

PERFORMANCE MEASURES
VOLUME

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

	n=	Product units or volume	New deals signed or won
Field New Account Seller	128	51%	65%
Field Current Customer Seller	118	55%	59%
Field Blended New Account and Current Customer Seller	153	65%	54%
Inside Sales Inbound	105	70%	41%
Inside Sales Outbound	91	62%	54%
Inside Sales Inbound and Outbound	106	66%	53%
Field Channel Seller	78	51%	63%
Field First-Line Sales Manager	116	67%	53%
Inside First-Line Sales Manager	64	72%	52%
Hybrid New Account Seller	72	79%	43%
Hybrid Current Customer Seller	69	49%	73%
Hybrid Blended New Account and Current Customer Seller	99	46%	76%

PERFORMANCE MEASURES
PROFIT

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

	n=	Gross profit dollars	Gross profit percentage	Price realization
Field New Account Seller	107	53%	45%	28%
Field Current Customer Seller	102	50%	47%	30%
Field Blended New Account and Current Customer Seller	133	55%	44%	30%
Inside Sales Inbound	87	51%	44%	37%
Inside Sales Outbound	79	58%	43%	33%
Inside Sales Inbound and Outbound	98	56%	42%	29%
Field Channel Seller	68	50%	41%	27%
Field First-Line Sales Manager	110	57%	42%	29%
Inside First-Line Sales Manager	55	71%	44%	18%
Hybrid New Account Seller	72	63%	51%	15%
Hybrid Current Customer Seller	66	44%	49%	41%
Hybrid Blended New Account and Current Customer Seller	95	45%	52%	43%

PERFORMANCE MEASURES
ACCOUNTS

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

	n=	Number of new accounts	Account retention	Account penetration
Field New Account Seller	115	65%	44%	24%
Field Current Customer Seller	110	45%	66%	26%
Field Blended New Account and Current Customer Seller	133	59%	62%	41%
Inside Sales Inbound	98	53%	45%	36%
Inside Sales Outbound	87	54%	60%	28%
Inside Sales Inbound and Outbound	99	63%	54%	23%
Field Channel Seller	69	49%	45%	42%
Field First-Line Sales Manager	97	60%	68%	34%
Inside First-Line Sales Manager	57	67%	63%	40%
Hybrid New Account Seller	70	63%	54%	27%
Hybrid Current Customer Seller	68	34%	60%	35%
Hybrid Blended New Account and Current Customer Seller	100	51%	54%	43%

PERFORMANCE MEASURES
OTHER

QUESTION

Please indicate the performance measures used in your plan for primary sales roles. Please select all that apply.

RESULTS

	n=	Customer satisfaction	MBOs (Management by Objectives)
Field New Account Seller	88	58%	55%
Field Current Customer Seller	83	60%	51%
Field Blended New Account and Current Customer Seller	125	58%	62%
Inside Sales Inbound	83	65%	47%
Inside Sales Outbound	72	56%	58%
Inside Sales Inbound and Outbound	97	61%	50%
Field Channel Seller	63	38%	76%
Field First-Line Sales Manager	97	52%	66%
Inside First-Line Sales Manager	56	52%	66%
Hybrid New Account Seller	67	79%	36%
Hybrid Current Customer Seller	67	60%	57%
Hybrid Blended New Account and Current Customer Seller	94	64%	53%

HOW PERFORMANCE IS MEASURED

QUESTION

Please indicate how performance is measured for your primary sales roles — on an individual or team basis, or both. Please select all that apply.

RESULTS

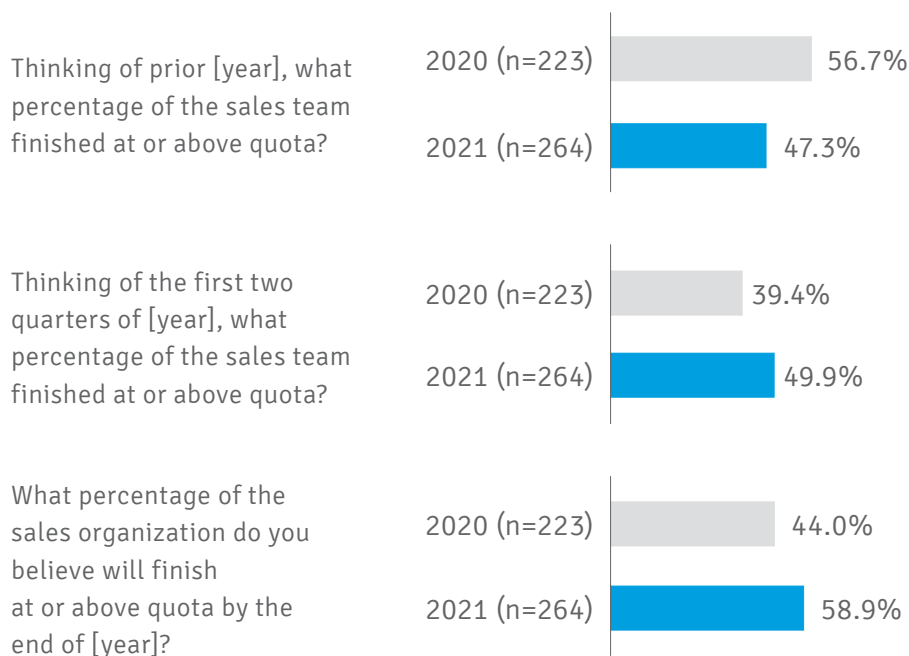|	2020 (n=231)				2021 (see n's by role in each row)			
	Individual	Team	Regional	Business	Individual	Team	Regional	Business
Field New Account Seller (n=154)	77%	27%	22%	22%	74%	29%	23%	28%
Field Current Customer Seller (n=145)	73%	39%	17%	23%	66%	30%	24%	24%
Field Blended New Account and Current Customer Seller (n=203)	82%	30%	22%	24%	77%	34%	21%	28%
Inside Sales Inbound (n=128)	74%	45%	14%	31%	63%	33%	29%	28%
Inside Sales Outbound (n=114)	77%	43%	18%	15%	70%	31%	27%	22%
Inside Sales Inbound and Outbound (n=147)	82%	27%	10%	16%	65%	35%	20%	25%
Field Channel Seller (n=112)	77%	30%	18%	17%	63%	33%	30%	26%
Field First-Line Sales Manager (n=172)	39%	72%	24%	26%	38%	58%	31%	30%
Inside First-Line Sales Manager (n=103)	36%	62%	21%	21%	37%	61%	27%	27%
Hybrid New Account Seller (n=75)	*new in 2021				56%	43%	29%	19%
Hybrid Current Customer Seller (n=73)					45%	44%	21%	32%
Hybrid Blended New Account and Current Customer Seller (n=113)					62%	39%	35%	24%

QUOTAS

QUESTION

Are your organization's front-line individual sales contributors responsible for achieving a quota as part of their compensation plan?

Participants not responding "Field first-line sales manager" or "Inside first-line sales manager" as a primary sales role received this question.

RESULTS

72%
of organization's front-line individual sales contributors are responsible for achieving quota as part of their sales compensation plan.

Thinking of prior [year], what percentage of the sales team finished at or above quota?

2020 (n=223)	56.7%
2021 (n=264)	47.3%

Thinking of the first two quarters of [year], what percentage of the sales team finished at or above quota?

2020 (n=223)	39.4%
2021 (n=264)	49.9%

What percentage of the sales organization do you believe will finish at or above quota by the end of [year]?

2020 (n=223)	44.0%
2021 (n=264)	58.9%

QUOTA METHODS

QUESTION

What is the primary quota method your organization uses by account type?

RESULTS

	n=	Consumer	Small/Mid Accounts	Major Accounts	Strategic/ Global Accounts	Current Customer Accounts	New Customer Accounts
Flat	164	21%	20%	24%	16%	10%	9%
Flat tiered	164	13%	24%	20%	13%	18%	12%
Historical	185	11%	16%	24%	18%	26%	5%
Market factors	173	12%	15%	24%	19%	17%	13%
Account potential	178	10%	16%	25%	17%	21%	12%
Opportunity forecast	184	8%	12%	26%	20%	17%	19%
Account planning	180	7%	11%	24%	21%	22%	16%

STAKEHOLDER ROLES

QUESTION

In your organization, what is the role of the following stakeholders to the sales compensation plans? Please select all that apply.

RESULTS

	n=	2020 (n=255)				2021			
		Setting strategy	Design	Approval	Admin	Setting strategy	Design	Approval	Admin
Board of directors	258	35%	9%	34%	18%	54%	22%	51%	18%
C-level	333	42%	25%	51%	21%	49%	26%	64%	24%
Sales	339	51%	39%	31%	25%	51%	48%	43%	27%
Sales operations	323	35%	32%	18%	41%	31%	41%	27%	58%
HR	330	15%	33%	26%	46%	27%	53%	45%	52%
Finance	324	14%	23%	33%	48%	26%	25%	48%	51%
Marketing	214	27%	25%	12%	16%	39%	37%	32%	36%
Other	47	5%	8%	7%	7%	32%	34%	30%	36%

COMMUNICATION METHODS

QUESTION

What methods does your organization use to communicate the sales compensation plan? Please select all that apply.

RESULTS

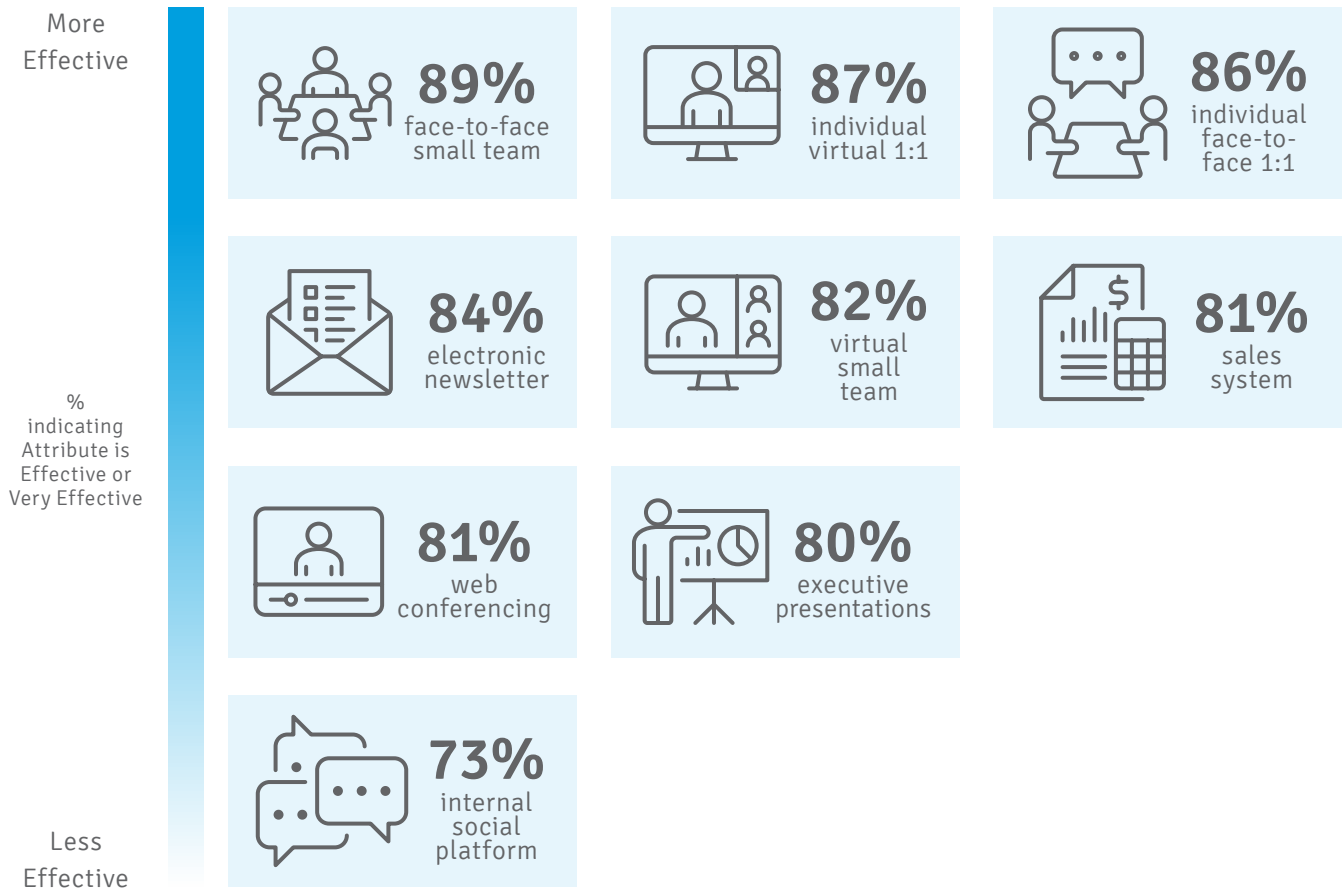| Method	Percentage
Individual face-to-face one-on-one	48%
Sales system (e.g. CRM, SPM)	46%
	44%
Face-to-face small team	40%
Web conferencing sessions	35%
Virtual small team	33%
Executive presentations	30%
Electronic newsletter	26%
Internal social platform	20%
Other	5%
We do not communicate the sales compensation plan	3%

n=366

COMMUNICATION METHODS EFFECTIVENESS

QUESTION

How would you rate the effectiveness of the communications method you use?

Participants responding "We do not communicate the sales compensation plan" to the methods their organization uses did not receive this question.

RESULTS

More Effective

89% face-to-face small team

87% individual virtual 1:1

86% individual face-to-face 1:1

% indicating Attribute is Effective or Very Effective

84% electronic newsletter

82% virtual small team

81% sales system

81% web conferencing

80% executive presentations

73% internal social platform

Less Effective

TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?

RESULTS

	2020 (n=248)				2021 (n=360)			
	Third-party solution	Home-grown solution	Conducted manually	Currently not doing anything	Third-party solution	Home-grown solution	Conducted manually	Currently not doing anything
Account-based sales and marketing	30%	35%	25%	11%	36%	37%	16%	11%
Compensation calculation	*new option in 2021				28%	29%	39%	4%
Contract Lifecycle Management	25%	29%	25%	22%	40%	26%	19%	16%
Customer relationship management (CRM)	47%	24%	20%	10%	61%	21%	10%	9%
Lead generation, productivity, prospecting	28%	33%	23%	16%	43%	34%	13%	9%
Performance management	32%	34%	24%	11%	39%	36%	19%	6%
Sales analytics	33%	33%	24%	11%	40%	29%	25%	6%
Sales engagement	25%	36%	26%	12%	34%	33%	19%	13%
Sales and market intelligence (i.e. business directories, market report services)	32%	30%	20%	17%	39%	32%	17%	13%

TECHNOLOGY VENDOR USAGE

QUESTION

Which of the following vendors is your organization using?

Participants responding "Third-party solution" for facilitating sales-related tasks received this question.

RESULTS

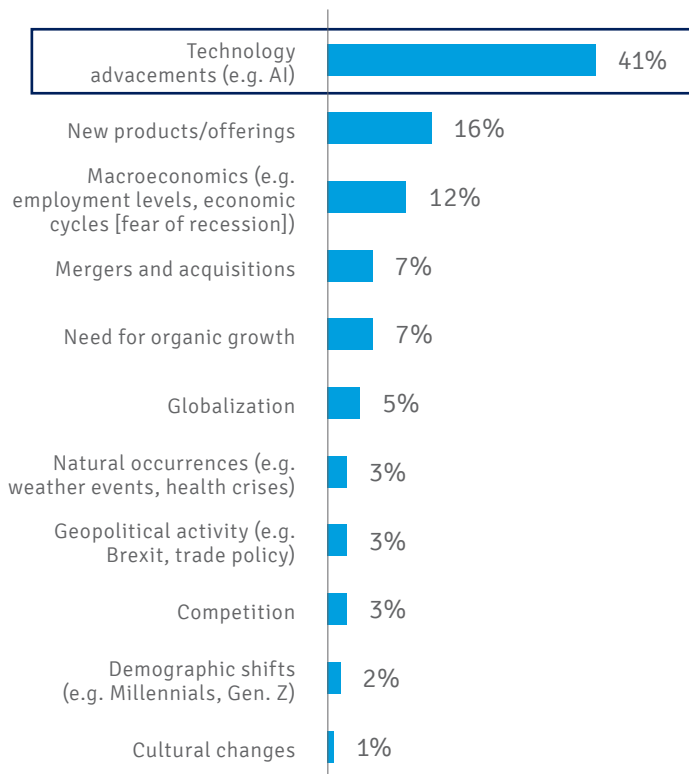|	2020	2021
n=	144	289
Oracle	36%	47%
SAP	39%	35%
Salesforce	15%	11%
Incentive Solutions	4%	11%
Anaplan	8%	10%
Varicent (formerly IBM)	5%	8%
Xactly	10%	8%
Optymyze	3%	7%
Nice	4%	5%
Beqom	4%	4%
Performio	3%	4%
Other	22%	14%

FUTURE AREAS OF IMPACT

Rank in order of most **positive** impact you expect the following factors to have on your sales strategy and organization in the next 12 months.

Rank in order of most **negative** impact you expect the following factors to have on your sales strategy and organization in the next 12 months.
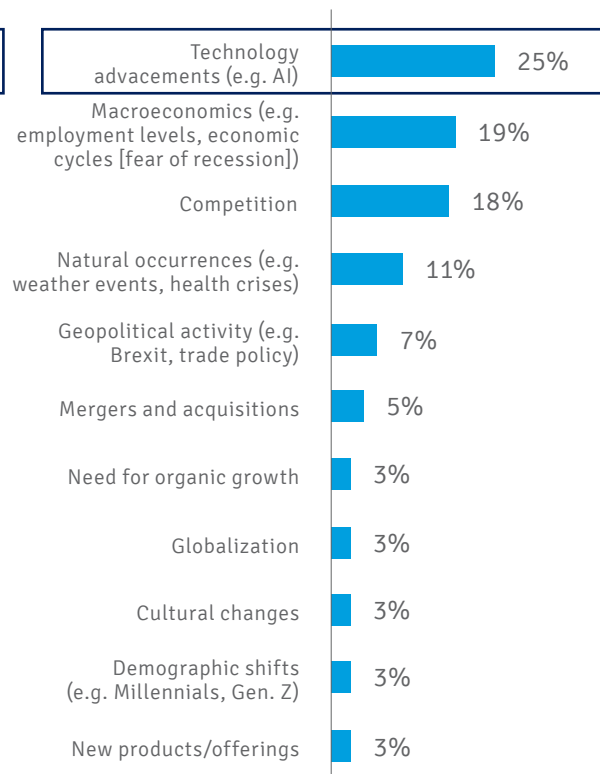
RESULTS

■ Number 1 ranking

Technology advacements (e.g. AI)	41%
New products/offerings	16%
Macroeconomics (e.g. employment levels, economic cycles [fear of recession])	12%
Mergers and acquisitions	7%
Need for organic growth	7%
Globalization	5%
Natural occurrences (e.g. weather events, health crises)	3%
Geopolitical activity (e.g. Brexit, trade policy)	3%
Competition	3%
Demographic shifts (e.g. Millennials, Gen. Z)	2%
Cultural changes	1%

n=353

RESULTS

■ Number 1 ranking

Technology advacements (e.g. AI)	25%
Macroeconomics (e.g. employment levels, economic cycles [fear of recession])	19%
Competition	18%
Natural occurrences (e.g. weather events, health crises)	11%
Geopolitical activity (e.g. Brexit, trade policy)	7%
Mergers and acquisitions	5%
Need for organic growth	3%
Globalization	3%
Cultural changes	3%
Demographic shifts (e.g. Millennials, Gen. Z)	3%
New products/offerings	3%

n=353

FUTURE PLANNING

QUESTION

Which of the following is your sales organization planning for the next 12 months? Please select all that apply.

RESULTS

Investing in technology	51%
Sales skills training	47%
Revising approach to sales compensation	45%
Revising approach to sales coverage	39%
Task automation	34%
Recession-proofing the business	23%
Expand efforts/investment in experience management	22%
Altering sales strategy based upon election events	21%
None of these	8%

n=352

FUTURE PLANNING & TECHNOLOGY INVESTMENTS

QUESTION

Which of the following technology investments is your organization planning for the next 12 months? Please select all that apply.

RESULTS

Customer Relationship Management (CRM)	44%
Sales Performance Management (SPM)	39%
Virtual communications	29%
Productivity monitoring software	28%
Customer experience measuring tool	26%
None of these	28%

n=352

MERGERS & ACQUISITIONS

Has your organization been part of a merger or acquisition?

RESULTS

36%

Yes, we have been involved with a merger or acquisition during the last 12 months

19%

Yes, it was more than one year ago

45%

No

n=352

What are the challenges your organization faces or has faced related to integrating acquired sales organizations?

Participants responding "Yes" to their organizations having been part of a merger or acquisition received this question.

RESULTS

59%   Role definition and alignment across organizations

55%   Integration of the sales organization

55%   Incentive compensation alignment (harmonization across the roles)

46%   Total target compensation or pay levels

38%   Realizing planned synergies

34%   Performance expectations across the organizations

33%   Cultural differences

32%   Realizing ROI or other expected benefits of the integration
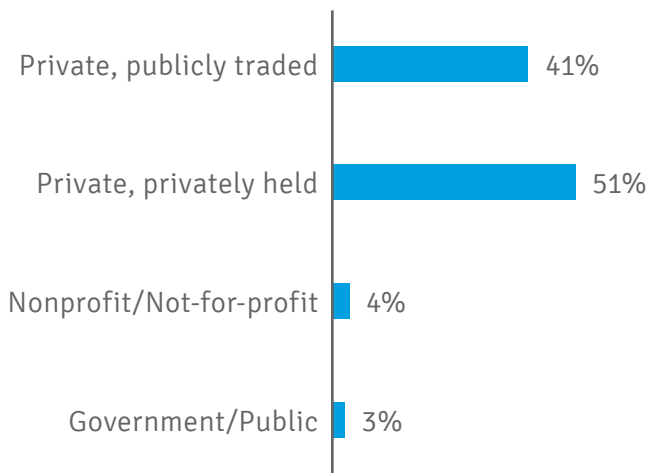
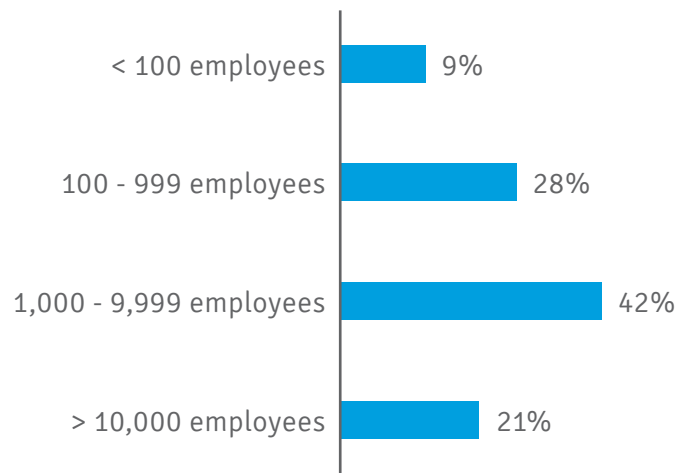**5%**   None of these
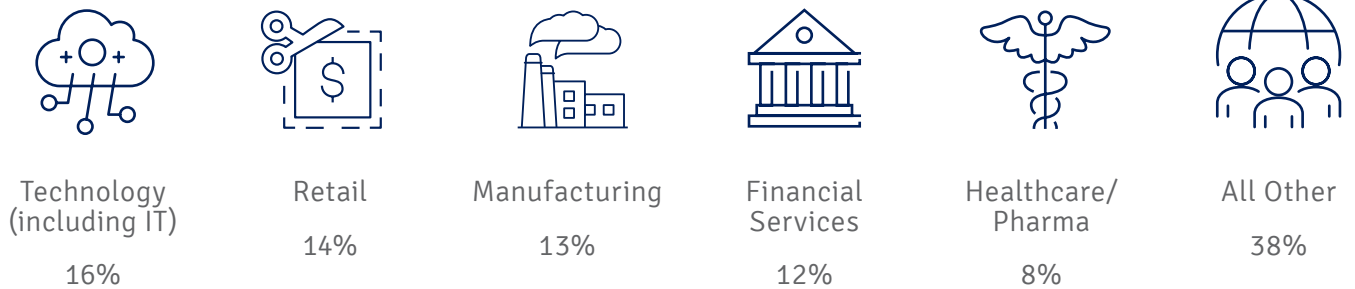
n=194

PARTICIPANT PROFILE

ORGANIZATION PROFILE

SECTOR

Private, publicly traded	41%
Private, privately held	51%
Nonprofit/Not-for-profit	4%
Government/Public	3%

n=352

SIZE

< 100 employees	9%
100 - 999 employees	28%
1,000 - 9,999 employees	42%
> 10,000 employees	21%

n=352

INDUSTRY

Technology (including IT)	Retail	Manufacturing	Financial Services	Healthcare/ Pharma	All Other
16%	14%	13%	12%	8%	38%

n=352

SALES PROFILES
FIELD

	Performance measures	Pay mix
Field New Account Seller	More likely to utilize highest new customer revenue, number of new accounts and new deals signed or won	Outside of hybrid roles, most likely to use variable compensation
	Least likely to utilize customer revenue retention	
Field Current Customer Seller	More likely to utilize customer revenue retention and account retention	Likely to have balanced base to variable pay compensation composition
	Least likely to utilize new customer revenue and account penetration	
Field Blended New Account and Current Customer Seller	More likely to utilize contract renewals, total revenue, and account penetration	Likely to have balanced base to variable pay compensation composition
Field Channel Seller	More likely to utilize annual contract value and MBOs	Likely to have balanced base to variable pay compensation composition
	Less likely to utilize bookings, account penetration, new customer bookings, gross profit percentage and customer satisfaction	

SALES PROFILES
INSIDE

	Performance measures	Pay mix
Inside Sales Inbound	More likely to utilize total contract value, product units or volume, and price realization	As non-manager, greatest variation in pay mix; most likely to leverage base compensation
	Less likely to utilize new deals signed or won, annual contract value, and contract renewals	
Inside Sales Outbound	More likely to utilize total contract value, and gross profit dollars	Likely to leverage base compensation
Inside Sales Inbound and Outbound	More likely to utilize annual contract value	Likely to leverage base compensation
	Less likely to utilize gross profit percentage and MBOs, and account penetration	

SALES PROFILES
MANAGER

	Performance measures	Pay mix
Field First-Line Sales Manager	More likely to utilize total revenue and account retention	More likely to leverage base compensation
	Less likely to utilize new customer revenue, customer revenue retention, and new customer bookings	
Inside First-Line Sales Manager	More likely to utilize bookings, gross profit dollars, number or new accounts, total revenue, product units or volume, and MBOs Less likely to utilize contract renewals, new deals signed or won, customer satisfaction and price realization	Greatest variation in pay mix; most likely to leverage base compensation

SALES PROFILES
HYBRID

	Performance measures	Pay mix
Hybrid New Account Seller	More likely to utilize customer satisfaction, new customer bookings, product units or volume, bookings, gross profit dollars, and gross profit percentage	Most likely to leverage variable compensation; roles with the narrowest pay mix (~55%/45%)
	Less likely to utilize MBOs and new deals signed or won	
Hybrid Current Customer Seller	More likely to utilize new customer revenue, new customer bookings, new deals signed or won, and price realization	
	Less likely to utilize gross profit dollars, number of new accounts and total revenue	
Hybrid Blended New Account and Current Customer Seller	"More likely to utilize customer revenue retention, contract renewals, total contract value, new deals signed or won, gross profit percentage, price realization and account penetration"	

RESULTS BY GROUP

▶ **INDUSTRY**

▶ **ORGANIZATION SIZE**

▶ **ORGANIZATION SECTOR**

INDUSTRY
SALES ROLES

QUESTION

Please indicate which sales roles currently are used in your organization.
Please select all that apply

RESULTS

	Financial Services	Technology (Including IT)	Manufact- uring	Retail
n=	43	55	44	50
Field New Account Seller	44%	47%	43%	44%
Field Current Customer Seller	40%	51%	36%	34%
Field Blended New Account and Current Customer Seller	56%	58%	80%	40%
Inside Sales Inbound	33%	29%	32%	54%
Inside Sales Outbound	35%	26%	34%	32%
Inside Sales Inbound and Outbound	44%	42%	61%	46%
Field Channel Seller	40%	47%	43%	22%
Field First-Line Sales Manager	30%	55%	71%	34%
Inside First-Line Sales Manager	16%	36%	34%	16%

INDUSTRY

SALES ROLES

QUESTION

In the past 12 months, has your organization added any of the following hybrid sales roles? Please select all that apply.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Hybrid New Account Seller	37%	16%	14%	38%
Hybrid Current Customer Seller	44%	22%	14%	42%
Hybrid Blended New Account and Current Customer Seller	35%	27%	34%	40%
None of these	33%	56%	59%	24%

INDUSTRY

VOLUNTARY TURNOVER

QUESTION

Does your organization anticipate voluntary turnover changing from pre-pandemic levels?

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Yes, we anticipate higher voluntary turnover	30%	51%	36%	32%
Yes, we anticipate lower voluntary turnover	37%	11%	21%	38%
No, we do not anticipate any change to voluntary turnover	33%	38%	43%	30%

INDUSTRY
PAY MIX

QUESTION

Please indicate the target pay mix for the following sales positions in your organization based on their primary role.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Field New Account Seller - Base (0%-100%)	54%	58%	60%	56%
Field New Account Seller - Variable (0%-100%)	46%	42%	40%	44%
Field Current Customer Seller - Base (0%-100%)	57%	62%	61%	56%
Field Current Customer Seller - Variable (0%-100%)	43%	38%	39%	44%
Field Blended New Account and Current Customer Seller - Base (0%-100%)	58%	58%	70%	62%
Field Blended New Account and Current Customer Seller - Variable (0%-100%)	42%	42%	30%	38%
Inside Sales Inbound - Base (0%-100%)	55%	64%	78%	54%
Inside Sales Inbound - Variable (0%-100%)	45%	36%	22%	46%
Inside Sales Outbound - Base (0%-100%)	48%	58%	72%	45%
Inside Sales Outbound - Variable (0%-100%)	52%	42%	28%	55%
Inside Sales Inbound and Outbound - Base (0%-100%)	49%	60%	78%	63%
Inside Sales Inbound and Outbound - Variable (0%-100%)	51%	40%	22%	37%
Field Channel Seller - Base (0%-100%)	48%	57%	61%	59%
Field Channel Seller - Variable (0%-100%)	52%	43%	39%	41%
Field First-Line Sales Manager - Base (0%-100%)	57%	62%	69%	55%
Field First-Line Sales Manager - Variable (0%-100%)	43%	38%	31%	45%
Inside First-Line Sales Manager - Base (0%-100%)	61%	62%	70%	60%
Inside First-Line Sales Manager - Variable (0%-100%)	39%	38%	30%	40%
Hybrid New Account Seller - Base (0%-100%)	52%	59%	59%	58%
Hybrid New Account Seller - Variable (0%-100%)	48%	41%	41%	42%
Hybrid Current Customer Seller - Base (0%-100%)	50%	55%	62%	54%
Hybrid Current Customer Seller - Variable (0%-100%)	50%	45%	38%	46%
Hybrid Blended New Account and Current Customer Seller - Base (0%-100%)	44%	47%	63%	54%
Hybrid Blended New Account and Current Customer Seller - Variable (0%-100%)	56%	53%	37%	46%

INDUSTRY

UPSIDE POTENTIAL

QUESTION

What is the upside potential as a percent of target incentive
(in addition to target incentive) for a 90th percentile performer?

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Less than 50%	2%	7%	21%	8%
50%	28%	26%	18%	34%
100%	47%	31%	27%	38%
200%	19%	18%	16%	8%
Greater than 200%	5%	18%	18%	12%

INDUSTRY

GOVERNORS/THRESHOLDS

QUESTION

Does your organization utilize the following?

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Caps (a limitation to attainment and/or payout)	77%	40%	59%	62%
Blue-bird/mega-deal policy: special treatment for very large deals	49%	58%	36%	26%
Thresholds for new account sellers	61%	51%	61%	70%
Thresholds for existing account sellers	79%	46%	68%	72%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	51%	31%	34%	42%

INDUSTRY

NUMBER OF PERFORMANCE MEASURES

QUESTION

On average, how many performance measures are included in the sales compensation plan for your organization's primary sales roles?

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
One	5%	18%	11%	10%
Two	47%	36%	25%	28%
Three	30%	33%	39%	56%
Four	9%	7%	23%	4%
Five or more	9%	6%	2%	2%

INDUSTRY
QUOTAS

QUESTION

Are your organization's front-line individual sales contributors responsible for achieving a quota as part of their compensation plan?

Participants not responding "Field first-line sales manager" or "Inside first-line sales manager" as a primary sales role received this question.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	42	54	42	48
Yes	79%	82%	67%	79%
No	21%	19%	33%	21%

INDUSTRY
QUOTAS

QUESTION

Thinking of 2020, what percentage of the sales team finished at or above quota?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

		Financial Services	Technology (Including IT)	Manufact- uring	Retail
	n=	43	55	44	50
Mean		46.4%	42.4%	43.6%	43.4%

INDUSTRY
QUOTAS

QUESTION

Thinking of the first two quarters of 2021, what percentage of the sales team finished at or above quota?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Mean	48.5%	39.9%	45.3%	48.4%

INDUSTRY

QUOTAS

QUESTION

What percentage of the sales organization do you
believe will finish at or above quota by the end of 2021?

*Participants responding "Yes" to their organization having quotas as part of their sales compensation
plans for front-line sales contributors received this question.*

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Mean	59.0%	49.7%	55.3%	55.9%

INDUSTRY
STAKEHOLDER ROLES

QUESTION

In your organization, what is the role of the following stakeholders to the sales compensation plans?

RESULTS

	Financial Services	IT	Manufact-uring	Retail
Board of Directors Setting strategy	50%	56%	61%	41%
Board of Directors Design	31%	27%	25%	19%
Board of Directors Approval	36%	38%	46%	64%
Board of Directors Administration	19%	9%	14%	14%
C-level Setting strategy	32%	60%	57%	33%
C-level Design	42%	26%	14%	30%
C-level Approval	49%	70%	69%	58%
C-level Administration	27%	18%	17%	33%
Sales Setting strategy	42%	51%	48%	52%
Sales Design	34%	49%	55%	44%
Sales Approval	37%	45%	36%	44%
Sales Administration	34%	9%	21%	31%
Sales operations Setting strategy	28%	29%	23%	34%
Sales operations Design	31%	55%	45%	51%
Sales operations Approval	26%	26%	15%	30%
Sales operations Administration	54%	57%	68%	45%
HR Setting strategy	20%	28%	36%	15%
HR Design	58%	57%	57%	48%
HR Approval	30%	41%	50%	44%
HR Administration	35%	46%	62%	52%
Finance Setting strategy	34%	27%	24%	26%
Finance Design	21%	29%	29%	29%
Finance Approval	50%	44%	36%	43%
Finance Administration	40%	50%	62%	50%
Marketing Setting strategy	31%	53%	14%	33%
Marketing Design	38%	21%	48%	43%
Marketing Approval	22%	26%	19%	58%
Marketing Administration	41%	37%	52%	38%

WorldatWork
Total Rewards Association

INDUSTRY
COMMUNICATION METHODS

QUESTION

What methods does your organization use to communicate the sales compensation plan? Please select all that apply.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Sales system (e.g. CRM, SPM)	54%	51%	43%	44%
Electronic newsletter	33%	38%	23%	30%
Web conferencing sessions	30%	38%	36%	38%
Internal social platform	33%	18%	21%	24%
Individual face-to-face one-on-one	40%	47%	59%	48%
Individual virtual one-on-one	49%	42%	48%	38%
Face-to-face small team	58%	22%	57%	46%
Virtual small team	33%	33%	43%	26%
Executive presentations	26%	36%	27%	16%
Other, please specify	2%	4%	11%	8%
We do not communicate the sales compensation plan	0%	4%	0%	2%

INDUSTRY
TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?

RESULTS

		Financial Services	Technology (Including IT)	Manufact-uring	Retail
	n=	43	55	44	50
Third-party solution	Account-based Sales and Marketing	35%	35%	43%	38%
Home-grown solution		56%	35%	32%	36%
Manually conduct by hand		7%	16%	16%	18%
Currently not doing anything		2%	15%	9%	8%
Third-party solution	Compensation Calculation	30%	24%	25%	24%
Home-grown solution		28%	36%	25%	36%
Manually conduct by hand		40%	38%	48%	38%
Currently not doing anything		2%	2%	2%	2%
Third-party solution	Contract Lifecycle Management	30%	49%	43%	34%
Home-grown solution		23%	22%	25%	26%
Manually conduct by hand		37%	16%	18%	16%
Currently not doing anything		9%	13%	14%	24%
Third-party solution	Customer Relationship Management (CRM)	61%	71%	77%	34%
Home-grown solution		26%	20%	7%	36%
Manually conduct by hand		12%	4%	14%	12%
Currently not doing anything		2%	6%	2%	18%
Third-party solution	Lead Generation, Productivity, Prospecting	37%	56%	57%	36%
Home-grown solution		51%	26%	32%	32%
Manually conduct by hand		12%	13%	7%	18%
Currently not doing anything		0%	6%	5%	14%

INDUSTRY
TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?

RESULTS

		Financial Services	Technology (Including IT)	Manufact-uring	Retail
	n=	43	55	44	50
Third-party solution	Performance Management	37%	38%	55%	34%
Home-grown solution		44%	40%	25%	36%
Manually conduct by hand		19%	15%	16%	22%
Currently not doing anything		0%	7%	5%	8%
Third-party solution	Sales Analytics	26%	49%	55%	36%
Home-grown solution		40%	26%	18%	34%
Manually conduct by hand		33%	18%	25%	24%
Currently not doing anything		2%	7%	2%	6%
Third-party solution	Sales Engagement	33%	46%	41%	26%
Home-grown solution		47%	29%	25%	38%
Manually conduct by hand		14%	15%	23%	24%
Currently not doing anything		7%	11%	11%	12%
Third-party solution	Sales and Market Intelligence	40%	53%	48%	30%
Home-grown solution		44%	18%	25%	38%
Manually conduct by hand		9%	15%	14%	20%
Currently not doing anything		7%	15%	14%	12%

INDUSTRY
TECHNOLOGY VENDOR USAGE

QUESTION

Which of the following vendors is your organization using?

Participants responding "Third-party solution" for facilitating sales-related tasks received this question.

RESULTS

	Financial Services	Technology (Including IT)	Manufact- uring	Retail
n=	39	45	38	39
Anaplan	3%	27%	5%	5%
Beqom	5%	9%	0%	5%
Incentive Solutions	15%	13%	3%	10%
Nice	5%	9%	5%	5%
Optymyze	8%	7%	8%	3%
Oracle	59%	29%	50%	67%
Performio	0%	4%	3%	10%
Salesforce	3%	22%	16%	0%
SAP	28%	18%	47%	54%
Varicent (formerly IBM)	18%	13%	3%	8%
Xactly	8%	13%	0%	3%
Other	10%	18%	11%	13%

INDUSTRY
FUTURE PLANNING

QUESTION

Which of the following is your sales organization planning for the next 12 months? Please select all that apply.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Revising approach to sales coverage	30%	46%	46%	40%
Revising approach to sales compensation	44%	47%	46%	32%
Recession-proofing the business	30%	18%	23%	34%
Altering sales strategy based upon election events	33%	16%	14%	28%
Investing in technology	61%	66%	41%	54%
Task automation	42%	40%	25%	40%
Expand efforts/investment in experience management	12%	20%	25%	46%
Sales skills training	30%	51%	55%	50%
None of these	12%	7%	5%	2%

INDUSTRY

FUTURE PLANNING & TECHNOLOGY INVESTMENTS

QUESTION

Which of the following technology investments is your organization planning for the next 12 months? Please select all that apply.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Sales Performance Management (SPM)	35%	46%	34%	50%
Customer Relationship Management (CRM)	51%	36%	46%	66%
Virtual communications	33%	15%	27%	44%
Productivity monitoring software	37%	33%	23%	44%
Customer experience measuring tool	28%	22%	18%	40%
None of these	19%	26%	41%	12%

INDUSTRY
MERGERS & ACQUISITIONS

QUESTION

Has your organization been part of a merger or acquisition?

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	43	55	44	50
Yes, we have been involved with a merger or acquisition during the last 12 months	65%	27%	39%	42%
Yes, it was more than one year ago	7%	22%	25%	14%
No	28%	51%	36%	44%

INDUSTRY
MERGERS & ACQUISITIONS

QUESTION

What are the challenges your organization faces or has faced related to integrating acquired sales organizations? Please select all that apply.

RESULTS

	Financial Services	Technology (Including IT)	Manufact-uring	Retail
n=	31	27	28	28
Role definition and alignment across organizations	42%	85%	75%	46%
Incentive compensation alignment (harmonization across the roles)	45%	56%	61%	43%
Total target compensation or pay levels	32%	41%	64%	32%
Integration of the sales organization	68%	67%	50%	54%
Realizing planned synergies	42%	37%	29%	46%
Realizing ROI or other expected benefits of the integration	42%	30%	43%	32%
Performance expectations across the organizations	36%	44%	46%	32%
Cultural differences	26%	41%	32%	14%
Other, please specify	3%	4%	11%	0%
None of these	0%	0%	7%	11%

ORGANIZATION SECTOR
SALES ROLES

QUESTION

Please indicate which sales roles currently are used in your organization.
Please select all that apply

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Field New Account Seller	50%	38%
Field Current Customer Seller	43%	38%
Field Blended New Account and Current Customer Seller	66%	48%
Inside Sales Inbound	36%	38%
Inside Sales Outbound	35%	29%
Inside Sales Inbound and Outbound	45%	40%
Field Channel Seller	43%	25%
Field First-Line Sales Manager	54%	43%
Inside First-Line Sales Manager	31%	25%

ORGANIZATION SECTOR
SALES ROLES

QUESTION

In the past 12 months, has your organization added any of the following hybrid sales roles? Please select all that apply

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Hybrid New Account Seller	27%	19%
Hybrid Current Customer Seller	26%	20%
Hybrid Blended New Account and Current Customer Seller	32%	33%
None of these	46%	49%

ORGANIZATION SECTOR
VOLUNTARY TURNOVER

QUESTION

Does your organization anticipate voluntary turnover changing from pre-pandemic levels?

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Yes, we anticipate higher voluntary turnover	42%	35%
Yes, we anticipate lower voluntary turnover	17%	24%
No, we do not anticipate any change to voluntary turnover	41%	41%

ORGANIZATION SECTOR
PAY MIX

QUESTION

Please indicate the target pay mix for the following sales positions in your organization based on their primary role.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Field New Account Seller - Base (0%-100%)	55%	59%
Field New Account Seller - Variable (0%-100%)	45%	41%
Field Current Customer Seller - Base (0%-100%)	60%	60%
Field Current Customer Seller - Variable (0%-100%)	40%	40%
Field Blended New Account and Current Customer Seller - Base (0%-100%)	62%	59%
Field Blended New Account and Current Customer Seller - Variable (0%-100%)	38%	41%
Inside Sales Inbound - Base (0%-100%)	61%	64%
Inside Sales Inbound - Variable (0%-100%)	39%	36%
Inside Sales Outbound - Base (0%-100%)	58%	58%
Inside Sales Outbound - Variable (0%-100%)	42%	42%
Inside Sales Inbound and Outbound - Base (0%-100%)	66%	62%
Inside Sales Inbound and Outbound - Variable (0%-100%)	34%	38%
Field Channel Seller - Base (0%-100%)	58%	61%
Field Channel Seller - Variable (0%-100%)	42%	39%
Field First-Line Sales Manager - Base (0%-100%)	65%	59%
Field First-Line Sales Manager - Variable (0%-100%)	35%	41%
Inside First-Line Sales Manager - Base (0%-100%)	68%	62%
Inside First-Line Sales Manager - Variable (0%-100%)	32%	38%
Hybrid New Account Seller - Base (0%-100%)	54%	54%
Hybrid New Account Seller - Variable (0%-100%)	46%	46%
Hybrid Current Customer Seller - Base (0%-100%)	55%	52%
Hybrid Current Customer Seller - Variable (0%-100%)	45%	48%
Hybrid Blended New Account and Current Customer Seller - Base (0%-100%)	54%	52%
Hybrid Blended New Account and Current Customer Seller - Variable (0%-100%)	46%	48%

ORGANIZATION SECTOR
UPSIDE POTENTIAL

QUESTION

What is the upside potential as a percent of target incentive
(in addition to target incentive) for a 90th percentile performer?

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Less than 50%	10%	13%
50%	20%	38%
100%	30%	32%
200%	20%	10%
Greater than 200%	20%	8%

ORGANIZATION SECTOR
GOVERNORS/THRESHOLDS

QUESTION

Does your organization utilize the following?

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Caps (a limitation to attainment and/or payout)	65%	51%
Blue-bird/mega-deal policy: special treatment for very large deals	45%	40%
Thresholds for new account sellers	60%	58%
Thresholds for existing account sellers	65%	61%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	41%	34%

ORGANIZATION SECTOR
NUMBER OF PERFORMANCE MEASURES

QUESTION

On average, how many performance measures are included in the sales compensation plan for your organization's primary sales roles?

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
One	8%	14%
Two	36%	29%
Three	40%	38%
Four	12%	13%
Five or more	5%	7%

ORGANIZATION SECTOR
QUOTAS

QUESTION

Are your organization's front-line individual sales contributors responsible for achieving a quota as part of their compensation plan?

Participants not responding "Field first-line sales manager" or "Inside first-line sales manager" as a primary sales role received this question.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	141	172
Yes	78%	66%
No	22%	34%

ORGANIZATION SECTOR
QUOTAS

QUESTION

Thinking of 2020, what percentage of the sales team finished at or above quota?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Mean	48.6%	47.0%

ORGANIZATION SECTOR
QUOTAS

QUESTION

Thinking of the first two quarters of 2021, what percentage of the sales team finished at or above quota?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Mean	50.8%	49.3%

ORGANIZATION SECTOR
QUOTAS

QUESTION

What percentage of the sales organization do you
believe will finish at or above quota by the end of 2021?

*Participants responding "Yes" to their organization having quotas as part of their sales compensation
plans for front-line sales contributors received this question.*

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Mean	59.4%	59.0%

ORGANIZATION SECTOR
STAKEHOLDER ROLES

QUESTION

In your organization, what is the role of the following stakeholders to the sales compensation plans?

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
Board of Directors Setting strategy	57%	53%
Board of Directors Design	21%	24%
Board of Directors Approval	45%	51%
Board of Directors Administration	14%	24%
C-level Setting strategy	46%	49%
C-level Design	26%	24%
C-level Approval	64%	64%
C-level Administration	23%	25%
Sales Setting strategy	55%	48%
Sales Design	48%	45%
Sales Approval	45%	43%
Sales Administration	20%	30%
Sales operations Setting strategy	32%	29%
Sales operations Design	47%	38%
Sales operations Approval	32%	22%
Sales operations Administration	55%	58%
HR Setting strategy	23%	27%
HR Design	53%	50%
HR Approval	49%	42%
HR Administration	51%	52%
Finance Setting strategy	29%	26%
Finance Design	30%	23%
Finance Approval	47%	51%
Finance Administration	46%	50%
Marketing Setting strategy	44%	37%
Marketing Design	47%	32%
Marketing Approval	35%	34%
Marketing Administration	35%	37%

ORGANIZATION SECTOR
COMMUNICATION METHODS

QUESTION

What methods does your organization use to communicate the sales compensation plan? Please select all that apply.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Sales system (e.g. CRM, SPM)	54%	43%
Electronic newsletter	30%	25%
Web conferencing sessions	38%	33%
Internal social platform	23%	19%
Individual face-to-face one-on-one	47%	50%
Individual virtual one-on-one	49%	43%
Face-to-face small team	38%	46%
Virtual small team	37%	32%
Executive presentations	33%	28%
Other, please specify	8%	3%
We do not communicate the sales compensation plan	2%	2%

ORGANIZATION SECTOR
TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?.

RESULTS

		Private sector, publicly traded (stock ticker)	Private sector, privately held
n=		145	181
Third-party solution	Account-based Sales and Marketing	41%	32%
Home-grown solution		37%	39%
Manually conduct by hand		10%	20%
Currently not doing anything		12%	9%
Third-party solution	Compensation Calculation	35%	21%
Home-grown solution		32%	30%
Manually conduct by hand		30%	45%
Currently not doing anything		3%	3%
Third-party solution	Contract Lifecycle Management	37%	41%
Home-grown solution		30%	23%
Manually conduct by hand		17%	21%
Currently not doing anything		17%	15%
Third-party solution	Customer Relationship Management (CRM)	60%	60%
Home-grown solution		24%	19%
Manually conduct by hand		9%	13%
Currently not doing anything		7%	8%
Third-party solution	Lead Generation, Productivity, Prospecting	45%	42%
Home-grown solution		38%	33%
Manually conduct by hand		9%	16%
Currently not doing anything		8%	9%

ORGANIZATION SECTOR
TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?

RESULTS

		Private sector, publicly traded (stock ticker)	Private sector, privately held
n=		145	181
Third-party solution	Performance Management	47%	33%
Home-grown solution		35%	38%
Manually conduct by hand		15%	23%
Currently not doing anything		4%	6%
Third-party solution	Sales Analytics	41%	40%
Home-grown solution		28%	29%
Manually conduct by hand		26%	25%
Currently not doing anything		6%	6%
Third-party solution	Sales Engagement	35%	33%
Home-grown solution		37%	33%
Manually conduct by hand		14%	23%
Currently not doing anything		15%	12%
Third-party solution	Sales and Market Intelligence	43%	35%
Home-grown solution		32%	34%
Manually conduct by hand		15%	18%
Currently not doing anything		10%	14%

ORGANIZATION SECTOR
TECHNOLOGY VENDOR USAGE

QUESTION

Which of the following vendors is your organization using?

Participants responding "Third-party solution" for facilitating sales-related tasks received this question.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	124	141
Anaplan	15%	7%
Beqom	4%	4%
Incentive Solutions	12%	11%
Nice	7%	3%
Optymyze	7%	8%
Oracle	42%	53%
Performio	5%	3%
Salesforce	11%	11%
SAP	42%	32%
Varicent (formerly IBM)	14%	4%
Xactly	11%	6%
Other, please specify	13%	15%

ORGANIZATION SECTOR
FUTURE PLANNING

QUESTION

Which of the following is your sales organization planning for the next 12 months? Please select all that apply.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Revising approach to sales coverage	47%	34%
Revising approach to sales compensation	46%	45%
Recession-proofing the business	19%	28%
Altering sales strategy based upon election events	22%	22%
Investing in technology	56%	50%
Task automation	39%	34%
Expand efforts/investment in experience management	21%	23%
Sales skills training	45%	48%
None of these	8%	6%

ORGANIZATION SECTOR
FUTURE PLANNING & TECHNOLOGY INVESTMENTS

QUESTION

Which of the following technology investments is your organization planning for the next 12 months? Please select all that apply.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Sales Performance Management (SPM)	46%	36%
Customer Relationship Management (CRM)	45%	44%
Virtual communications	27%	32%
Productivity monitoring software	30%	27%
Customer experience measuring tool	26%	25%
None of these	26%	28%

ORGANIZATION SECTOR
MERGERS & ACQUISITIONS

QUESTION

Has your organization been part of a merger or acquisition?

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	145	181
Yes, we have been involved with a merger or acquisition during the last 12 months	48%	28%
Yes, it was more than one year ago	19%	21%
No	33%	51%

ORGANIZATION SECTOR
MERGERS & ACQUISITIONS

QUESTION

What are the challenges your organization faces or has faced related to integrating acquired sales organizations? Please select all that apply.

RESULTS

	Private sector, publicly traded (stock ticker)	Private sector, privately held
n=	97	89
Role definition and alignment across organizations	62%	57%
Incentive compensation alignment (harmonization across the roles)	65%	46%
Total target compensation or pay levels	54%	40%
Integration of the sales organization	56%	57%
Realizing planned synergies	33%	44%
Realizing ROI or other expected benefits of the integration	33%	33%
Performance expectations across the organizations	35%	33%
Cultural differences	32%	33%
Other, please specify	1%	5%
None of these	3%	6%

ORGANIZATION SIZE
SALES ROLES

QUESTION

Please indicate which sales roles currently are used in your organization. Please select all that apply

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Field New Account Seller	25%	28%	52%	52%
Field Current Customer Seller	13%	37%	44%	52%
Field Blended New Account and Current Customer Seller	19%	47%	63%	61%
Inside Sales Inbound	22%	29%	44%	35%
Inside Sales Outbound	22%	29%	35%	29%
Inside Sales Inbound and Outbound	47%	34%	45%	40%
Field Channel Seller	13%	20%	38%	41%
Field First-Line Sales Manager	22%	32%	51%	60%
Inside First-Line Sales Manager	22%	20%	27%	36%

ORGANIZATION SIZE
SALES ROLES

QUESTION

In the past 12 months, has your organization added any of the following hybrid sales roles? Please select all that apply.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Hybrid New Account Seller	25%	18%	29%	9%
Hybrid Current Customer Seller	9%	23%	29%	7%
Hybrid Blended New Account and Current Customer Seller	16%	35%	40%	19%
None of these	53%	39%	45%	72%

ORGANIZATION SIZE
VOLUNTARY TURNOVER

QUESTION

Does your organization anticipate voluntary turnover changing from pre-pandemic levels?

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	43	55	44	50
Yes, we anticipate higher voluntary turnover	25%	51%	36%	35%
Yes, we anticipate lower voluntary turnover	19%	15%	30%	7%
No, we do not anticipate any change to voluntary turnover	56%	34%	34%	59%

PAY MIX

QUESTION

Please indicate the target pay mix for the following sales positions in your organization based on their primary role.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Field New Account Seller - Base (0%-100%)	54%	58%	56%	57%
Field New Account Seller - Variable (0%-100%)	46%	42%	44%	43%
Field Current Customer Seller - Base (0%-100%)	48%	60%	58%	62%
Field Current Customer Seller - Variable (0%-100%)	53%	40%	42%	38%
Field Blended New Account and Current Customer Seller - Base (0%-100%)	30%	55%	64%	63%
Field Blended New Account and Current Customer Seller - Variable (0%-100%)	70%	45%	36%	37%
Inside Sales Inbound - Base (0%-100%)	61%	61%	66%	61%
Inside Sales Inbound - Variable (0%-100%)	39%	39%	34%	39%
Inside Sales Outbound - Base (0%-100%)	59%	59%	56%	60%
Inside Sales Outbound - Variable (0%-100%)	41%	41%	44%	40%
Inside Sales Inbound and Outbound - Base (0%-100%)	51%	61%	64%	72%
Inside Sales Inbound and Outbound - Variable (0%-100%)	49%	39%	36%	28%
Field Channel Seller - Base (0%-100%)	60%	60%	55%	65%
Field Channel Seller - Variable (0%-100%)	40%	40%	45%	35%
Field First-Line Sales Manager - Base (0%-100%)	41%	61%	61%	68%
Field First-Line Sales Manager - Variable (0%-100%)	59%	39%	39%	32%
Inside First-Line Sales Manager - Base (0%-100%)	56%	65%	63%	71%
Inside First-Line Sales Manager - Variable (0%-100%)	44%	35%	37%	29%
Hybrid New Account Seller - Base (0%-100%)	50%	50%	56%	54%
Hybrid New Account Seller - Variable (0%-100%)	50%	50%	44%	46%
Hybrid Current Customer Seller - Base (0%-100%)	58%	50%	54%	59%
Hybrid Current Customer Seller - Variable (0%-100%)	42%	50%	46%	41%
Hybrid Blended New Account and Current Customer Seller - Base (0%-100%)	47%	52%	51%	66%
Hybrid Blended New Account and Current Customer Seller - Variable (0%-100%)	53%	48%	49%	34%

ORGANIZATION SIZE
UPSIDE POTENTIAL

QUESTION

What is the upside potential as a percent of target incentive
(in addition to target incentive) for a 90th percentile performer?

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Less than 50%	9%	11%	17%	9%
50%	44%	47%	23%	12%
100%	41%	28%	36%	19%
200%	0%	6%	16%	28%
Greater than 200%	6%	8%	8%	32%

ORGANIZATION SIZE
GOVERNORS/THRESHOLDS

QUESTION

Does your organization utilize the following?

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Caps (a limitation to attainment and/or payout)	16%	56%	68%	57%
Blue-bird/mega-deal policy: special treatment for very large deals	38%	52%	34%	40%
Thresholds for new account sellers	44%	60%	65%	59%
Thresholds for existing account sellers	47%	64%	69%	55%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	16%	41%	43%	29%

ORGANIZATION SIZE
NUMBER OF PERFORMANCE MEASURES

QUESTION

On average, how many performance measures are included in the sales compensation plan for your organization's primary sales roles?

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
One	28%	10%	7%	12%
Two	22%	38%	30%	31%
Three	47%	34%	39%	43%
Four	3%	9%	17%	11%
Five or more	0%	8%	7%	4%

ORGANIZATION SIZE
QUOTAS

QUESTION

Are your organization's front-line individual sales contributors responsible for achieving a quota as part of their compensation plan?

Participants not responding "Field first-line sales manager" or "Inside first-line sales manager" as a primary sales role received this question.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	29	93	145	71
Yes	52%	67%	75%	72%
No	48%	33%	25%	28%

ORGANIZATION SIZE

QUOTAS

QUESTION

Thinking of 2020, what percentage of the sales team finished at or above quota?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Mean	39.1%	54.3%	43.0%	50.0%

ORGANIZATION SIZE
QUOTAS

QUESTION

Thinking of the first two quarters of 2021, what percentage of the sales team finished at or above quota?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Mean	41.0%	52.5%	47.8%	51.8%

ORGANIZATION SIZE
QUOTAS

QUESTION

What percentage of the sales organization do you believe will finish at or above quota by the end of 2021?

Participants responding "Yes" to their organization having quotas as part of their sales compensation plans for front-line sales contributors received this question.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Mean	56.1%	61.5%	56.4%	61.2%

ORGANIZATION SIZE
STAKEHOLDER ROLES

QUESTION

In your organization, what is the role of the following stakeholders to the sales compensation plans?

RESULTS

Number of Employees	< 100	100- 999	1,000- 9,999	≥ 10,000
n=	32	99	146	75
Board of Directors Setting strategy	42%	57%	54%	63%
Board of Directors Design	29%	19%	26%	16%
Board of Directors Approval	58%	52%	47%	50%
Board of Directors Administration	25%	25%	17%	3%
C-level Setting strategy	37%	47%	48%	55%
C-level Design	40%	25%	26%	21%
C-level Approval	73%	60%	60%	72%
C-level Administration	37%	38%	21%	7%
Sales Setting strategy	63%	44%	47%	63%
Sales Design	33%	34%	51%	64%
Sales Approval	30%	41%	43%	54%
Sales Administration	26%	37%	25%	19%
Sales operations Setting strategy	46%	28%	33%	26%
Sales operations Design	25%	39%	42%	48%
Sales operations Approval	21%	24%	29%	30%
Sales operations Administration	46%	51%	56%	75%
HR Setting strategy	12%	30%	29%	22%
HR Design	35%	45%	54%	63%
HR Approval	31%	37%	49%	54%
HR Administration	50%	55%	48%	57%
Finance Setting strategy	19%	34%	25%	21%
Finance Design	12%	17%	33%	24%
Finance Approval	46%	48%	43%	60%
Finance Administration	54%	51%	47%	53%
Marketing Setting strategy	32%	41%	36%	50%
Marketing Design	36%	33%	37%	50%
Marketing Approval	14%	34%	38%	27%
Marketing Administration	36%	36%	43%	15%

ORGANIZATION SIZE
COMMUNICATION METHODS

QUESTION

What methods does your organization use to communicate the sales compensation plan? Please select all that apply.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Sales system (e.g. CRM, SPM)	38%	52%	47%	44%
Electronic newsletter	6%	29%	33%	21%
Web conferencing sessions	13%	28%	42%	36%
Internal social platform	6%	18%	30%	13%
Individual face-to-face one-on-one	72%	42%	47%	49%
Individual virtual one-on-one	41%	34%	51%	45%
Face-to-face small team	34%	42%	45%	37%
Virtual small team	22%	27%	36%	37%
Executive presentations	9%	31%	26%	47%
Other, please specify	0%	1%	6%	11%
We do not communicate the sales compensation plan	6%	0%	2%	4%

ORGANIZATION SIZE
TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?

RESULTS

Number of Employees		< 100	100-999	1,000-9,999	≥ 10,000
	n=	32	99	146	75
Third-party solution	Account-based Sales and Marketing	19%	35%	38%	40%
Home-grown solution		25%	38%	43%	31%
Manually conduct by hand		41%	17%	11%	9%
Currently not doing anything		16%	9%	8%	20%
Third-party solution	Compensation Calculation	13%	26%	25%	37%
Home-grown solution		22%	38%	28%	25%
Manually conduct by hand		56%	32%	45%	29%
Currently not doing anything		9%	3%	1%	8%
Third-party solution	Contract Lifecycle Management	31%	38%	40%	43%
Home-grown solution		22%	24%	27%	27%
Manually conduct by hand		16%	25%	19%	13%
Currently not doing anything		31%	12%	14%	17%
Third-party solution	Customer Relationship Management (CRM)	53%	58%	58%	71%
Home-grown solution		16%	24%	23%	15%
Manually conduct by hand		13%	14%	12%	1%
Currently not doing anything		19%	4%	7%	13%
Third-party solution	Lead Generation, Productivity, Prospecting	28%	41%	46%	45%
Home-grown solution		34%	37%	34%	33%
Manually conduct by hand		28%	16%	12%	7%
Currently not doing anything		9%	5%	9%	15%
Number of Employees		< 100	100-999	1,000-9,999	≥ 10,000

ORGANIZATION SIZE
TECHNOLOGY USAGE

QUESTION

For each of the following sales-related tasks, how do you facilitate them?

RESULTS

		n=	32	99	146	75
Third-party solution	Performance Management		16%	34%	43%	47%
Home-grown solution			34%	42%	36%	32%
Manually conduct by hand			41%	21%	16%	11%
Currently not doing anything			9%	2%	5%	11%
Third-party solution	Sales Analytics		38%	39%	40%	41%
Home-grown solution			19%	32%	31%	27%
Manually conduct by hand			34%	23%	26%	21%
Currently not doing anything			9%	5%	3%	11%
Third-party solution	Sales Engagement		28%	38%	32%	37%
Home-grown solution			28%	32%	40%	28%
Manually conduct by hand			22%	22%	17%	15%
Currently not doing anything			22%	7%	12%	20%
Third-party solution	Sales and Market Intelligence		19%	34%	39%	52%
Home-grown solution			28%	36%	37%	19%
Manually conduct by hand			31%	17%	15%	12%
Currently not doing anything			22%	12%	9%	17%

ORGANIZATION SIZE
TECHNOLOGY VENDOR USAGE

QUESTION

Which of the following vendors is your organization using?

Participants responding "Third-party solution" for facilitating sales-related tasks received this question.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	22	81	121	58
Anaplan	5%	11%	7%	19%
Beqom	0%	5%	5%	2%
Incentive Solutions	5%	16%	12%	3%
Nice	0%	4%	6%	5%
Optymyze	0%	7%	8%	9%
Oracle	41%	52%	53%	33%
Performio	0%	3%	6%	3%
Salesforce	9%	11%	14%	7%
SAP	36%	32%	35%	38%
Varicent (formerly IBM)	0%	5%	11%	10%
Xactly	5%	5%	7%	14%
Other, please specify	18%	14%	12%	17%

ORGANIZATION SIZE
FUTURE PLANNING

QUESTION

Which of the following is your sales organization planning for the next 12 months? Please select all that apply.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Revising approach to sales coverage	38%	32%	38%	49%
Revising approach to sales compensation	31%	43%	51%	41%
Recession-proofing the business	28%	26%	27%	8%
Altering sales strategy based upon election events	28%	22%	25%	9%
Investing in technology	44%	59%	49%	48%
Task automation	25%	34%	37%	33%
Expand efforts/investment in experience management	19%	16%	27%	23%
Sales skills training	53%	48%	40%	56%
None of these	9%	5%	8%	11%

ORGANIZATION SIZE
FUTURE PLANNING & TECHNOLOGY INVESTMENTS

QUESTION

Which of the following technology investments is your organization planning for the next 12 months? Please select all that apply.

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Sales Performance Management (SPM)	41%	39%	40%	36%
Customer Relationship Management (CRM)	47%	42%	50%	33%
Virtual communications	31%	35%	30%	17%
Productivity monitoring software	25%	27%	36%	13%
Customer experience measuring tool	22%	30%	27%	19%
None of these	22%	19%	28%	40%

ORGANIZATION SIZE
MERGERS & ACQUISITIONS

QUESTION

Has your organization been part of a merger or acquisition?

RESULTS

Number of Employees	< 100	100-999	1,000-9,999	≥ 10,000
n=	32	99	146	75
Yes, we have been involved with a merger or acquisition during the last 12 months	6%	30%	48%	32%
Yes, it was more than one year ago	6%	17%	19%	28%
No	88%	53%	33%	40%

ORGANIZATION SIZE

MERGERS & ACQUISITIONS

QUESTION

What are the challenges your organization faces or has faced related to integrating acquired sales organizations? Please select all that apply.

RESULTS

Number of Employees	100-999	1,000-9,999	≥ 10,000
n=	47	98	45
Role definition and alignment across organizations	55%	55%	71%
Incentive compensation alignment (harmonization across the roles)	34%	51%	82%
Total target compensation or pay levels	28%	43%	69%
Integration of the sales organization	62%	57%	44%
Realizing planned synergies	26%	45%	36%
Realizing ROI or other expected benefits of the integration	19%	41%	27%
Performance expectations across the organizations	17%	41%	31%
Cultural differences	32%	29%	40%
Other, please specify	2%	4%	0%
None of these	6%	5%	4%

DEFINITIONS

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Field blended new account and customer seller: Salesperson focused on acquiring new accounts as well as managing and penetrating existing accounts.

Field channel seller: Salesperson focused on either acquiring or managing third party partners such as resellers, distributors or alliance partners.

Field current customer seller: Salesperson focused on managing and penetrating existing accounts.

Field first-line sales manager: First-level field sales manager who manages and directs a team of outside salespeople and does not have his/her own individually assigned accounts.

Field new account seller: Salesperson focused on acquiring new accounts.

Hybrid blended new account and current customer seller: Salesperson focused on acquiring new accounts as well as managing and penetrating existing accounts, who was traditionally a field role but has become a combination of in-person and virtual, leveraging video and technology.

Hybrid current customer seller: Salesperson focused on managing and penetrating existing accounts, who was traditionally a field role but has become a combination of in-person and virtual, leveraging video and technology.

Hybrid new account seller: Salesperson focused on acquiring new accounts, who was traditionally a field role but has become a combination of in-person and virtual, leveraging video and technology.

Inside first-line sales manager: First-level inside sales manager who manages and directs a team of inside salespeople and does not have his/her own individually assigned accounts.

Inside sales inbound: Inside salesperson focused on selling to new and/or existing accounts by responding to inbound calls (e.g. winning new orders and/or upselling). May work independently or be teamed with a field seller.

Inside sales inbound and outbound: Inside salesperson who makes outbound calls and takes inbound calls. May work independently or be teamed with a field seller.

Inside sales outbound: Inside salesperson focused on selling to new and/or existing accounts by making outbound calls. May work independently or be teamed with a field seller.

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Sincerely,
The WorldatWork Research Team