

**World
atWork[®]**

2022 SALES COMPENSATION PROGRAMS & PRACTICES

AUGUST 2022

IN PARTNERSHIP WITH

SALESGLOBE 



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ABOUT WORLDATEWORK

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 693 responses were received, representing organizations of different sizes and across multiple industries. WorldatWork obtained responses from full-time sales compensation or human resources professionals via the Schlesinger Group panel online.

Email invitations were sent directly to participants on 06/1/2022 and results were collected over a 22-day period. Sample sizes vary by question.

OUR PARTNER

SALES GLOBE



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.

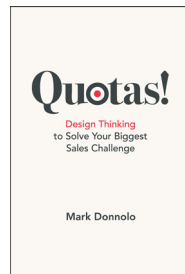
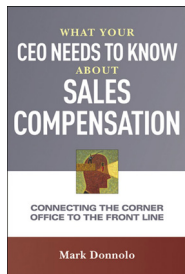
In a post-COVID business world, success will come to the data-driven creative problem solvers.

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 on the rise, including those returning to brick-and-mortar.

- Front-line hybrid sales roles led headcount increases over the past year, with 54% of organizations increasing headcount and only 7% decreasing headcount
- Over half of companies (52%) increased retail sales associate headcount over the past year, signaling a potential return of brick-and-mortar



KEY FINDING NO. 2

Organizations are continuing to search for ways to retain sales talent and combat voluntary turnover.

- 87% of companies are taking action to reduce voluntary turnover and 65% of companies taking multiple actions. 40% are taking 3 or more options
- Pay leads the way as organizations' top actions to stem turnover as 52% are increasing base pay and 42% are increasing incentive earning opportunities
- 50% of organizations have offered higher base pay for sales roles and 39% have increased incentive opportunity, with 22% of organizations doing both



KEY FINDING NO. 3

Revenue is king, as it is the most commonly used performance measure for all sales roles; followed by bookings and gross profit.

- Plans are specific and focused, using primarily two to three measures. 71% of organizations use two to three performance measures in their plans, holding steady from 2021. This has increased from 2020 when 56% of companies used one to two measures in an effort to simplify pay during the pandemic
- Bookings was the second most used performance measure, with gross profit being the third for field sales roles and hybrid sales roles. The two measures flip for inside sales roles, with gross profit being the second most used performance measure and booking being the third most used measure



RESULTS

SALES ROLES

QUESTION

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

	2021	2022	YoY Change
n=	472	577	
Field New Account Seller	45%	37%	▼ 8%
Field Current Customer Seller	43%	33%	▼ 10%
Field Blended New Account and Current Customer Seller	57%	49%	▼ 8%
Inside Sales Inbound	35%	28%	▼ 7%
Inside Sales Outbound	33%	26%	▼ 8%
Inside Sales Inbound and Outbound	43%	37%	▼ 6%
Field Channel Seller	33%	24%	▼ 9%
Field First-Line Sales Manager	49%	43%	▼ 7%
Inside First-Line Sales Manager	33%	29%	▼ 4%
NEW Retail Direct Sales	—	21%	—
NEW Retail First-Line Sales Manager	—	16%	—
Hybrid New Account Seller	20%	13%	▼ 7%
Hybrid Current Customer Seller	18%	13%	▼ 5%
Hybrid Blended New Account and Current Customer Seller	28%	20%	▼ 8%

SALES HEADCOUNTS IN PAST 12 MONTHS

QUESTION

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

	n=	Greatly decreased	Decreased	No change	Increased	Greatly increased
Field New Account Seller	181	2%	14%	41%	36%	6%
Field Current Customer Seller	162	2%	14%	51%	25%	9%
Field Blended New Account and Current Customer Seller	251	3%	19%	47%	26%	5%
Inside Sales Inbound	140	3%	14%	44%	34%	5%
Inside Sales Outbound	125	2%	14%	38%	38%	9%
Inside Sales Inbound and Outbound	191	3%	16%	39%	35%	7%
Field Channel Seller	116	2%	10%	55%	28%	6%
Field First-Line Sales Manager	212	1%	11%	62%	21%	4%
Inside First-Line Sales Manager	141	1%	6%	54%	33%	6%
Retail Direct Sales	115	2%	15%	31%	42%	10%
Retail First-Line Sales Manager	87	5%	13%	37%	36%	10%
Hybrid New Account Seller	64	0%	5%	34%	47%	14%
Hybrid Current Customer Seller	61	0%	5%	39%	41%	15%
Hybrid Blended New Account and Current Customer Seller	106	0%	12%	42%	40%	7%

SALES HEADCOUNTS IN NEXT 12 MONTHS

QUESTION

How do you anticipate your organization's sales headcounts to be impacted in the next 12 months?

	n=	Greatly decreased	Decreased	No change	Increased	Greatly increased
Field New Account Seller	181	1%	9%	42%	40%	8%
Field Current Customer Seller	162	1%	8%	50%	33%	8%
Field Blended New Account and Current Customer Seller	251	0%	9%	47%	40%	4%
Inside Sales Inbound	140	1%	8%	43%	37%	11%
Inside Sales Outbound	125	2%	10%	38%	42%	9%
Inside Sales Inbound and Outbound	191	2%	8%	46%	35%	8%
Field Channel Seller	116	0%	6%	56%	33%	5%
Field First-Line Sales Manager	212	1%	7%	59%	28%	6%
Inside First-Line Sales Manager	141	1%	4%	57%	29%	9%
Retail Direct Sales	115	2%	9%	30%	45%	14%
Retail First-Line Sales Manager	87	2%	6%	40%	36%	16%
Hybrid New Account Seller	64	2%	3%	38%	47%	11%
Hybrid Current Customer Seller	61	3%	2%	41%	44%	10%
Hybrid Blended New Account and Current Customer Seller	106	0%	7%	44%	43%	6%

PAY MIX BY SALES ROLE

QUESTION

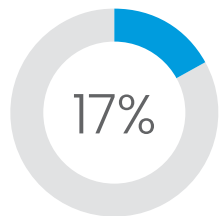
Please indicate the target pay mix for the following sales positions in your organization based on their primary role.

	n=	2020			2021			2022			Base/ Variable Diff
		Base	Variable	Total	Base	Variable	Total	Base	Variable	Total	
Field New Account Seller	154	56%	46%	102%	57%	43%	100%	54%	46%	100%	▲ 8%
Field Current Customer Seller	134	67%	39%	106%	60%	40%	100%	59%	41%	100%	▲ 17%
Field Blended New Account and Current Customer Seller	213	63%	37%	100%	60%	40%	100%	59%	41%	100%	▲ 18%
Inside Sales Inbound	117	69%	30%	99%	65%	35%	100%	62%	38%	100%	▲ 25%
Inside Sales Outbound	103	70%	30%	100%	59%	41%	100%	61%	39%	100%	▲ 23%
Inside Sales Inbound and Outbound	159	71%	30%	101%	64%	36%	100%	63%	37%	100%	▲ 27%
Field Channel Seller	95	64%	36%	100%	60%	40%	100%	64%	36%	100%	▲ 28%
Field First-Line Sales Manager	184	66%	34%	100%	63%	37%	100%	66%	34%	100%	▲ 32%
Inside First-Line Sales Manager	121	67%	34%	101%	66%	34%	100%	66%	34%	100%	▲ 31%
NEW Retail Direct Sales	98	—	—	—	—	—	—	59%	42%	100%	▲ 17%
NEW Retail First-Line Sales Manager	73	—	—	—	—	—	—	60%	40%	100%	▲ 19%
Hybrid New Account Seller	56	—	—	—	55%	45%	100%	55%	45%	100%	▲ 11%
Hybrid Current Customer Seller	55	—	—	—	54%	46%	100%	58%	42%	100%	▲ 17%
Hybrid Blended New Account and Current Customer Seller	92	—	—	—	54%	46%	100%	61%	39%	100%	▲ 22%

VOLUNTARY TURNOVER

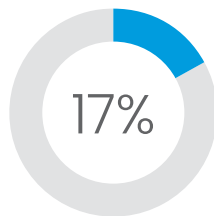
QUESTION

Voluntary turnover consists of separations by employees (often referred to as resignations) and does not include: mandated retirement, layoffs, discharges, terminations (permanent or short-term employees or seasonal employees), transfers to other locations, deaths or separations because of disability. Please indicate your sales department's percentage of turnover for the following:



current voluntary turnover

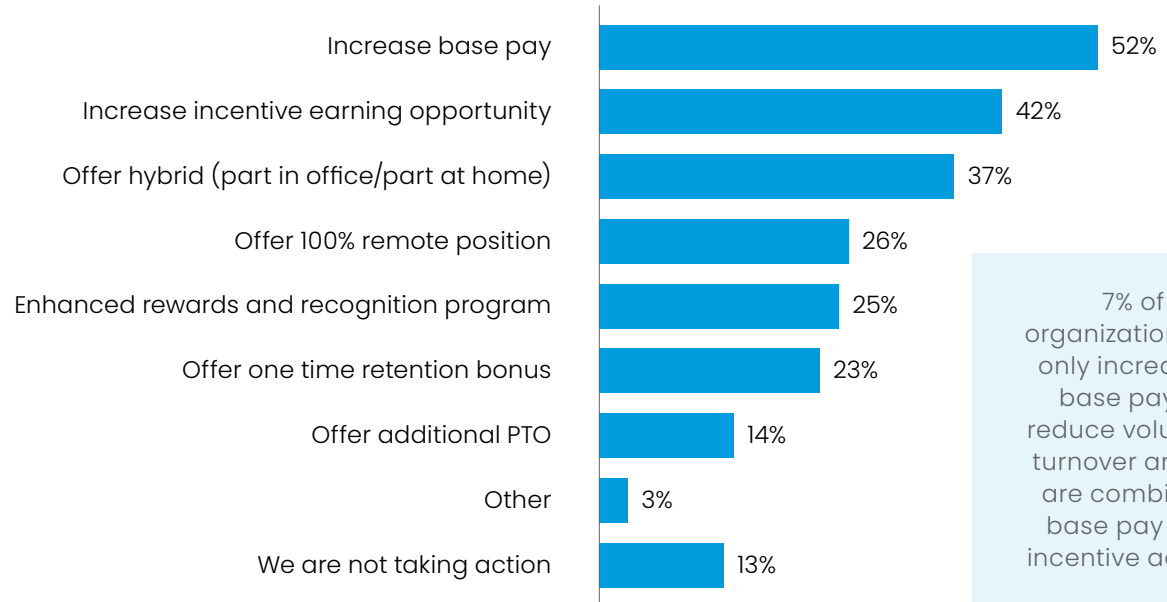
n= 413



anticipated voluntary turnover in the next 12 months

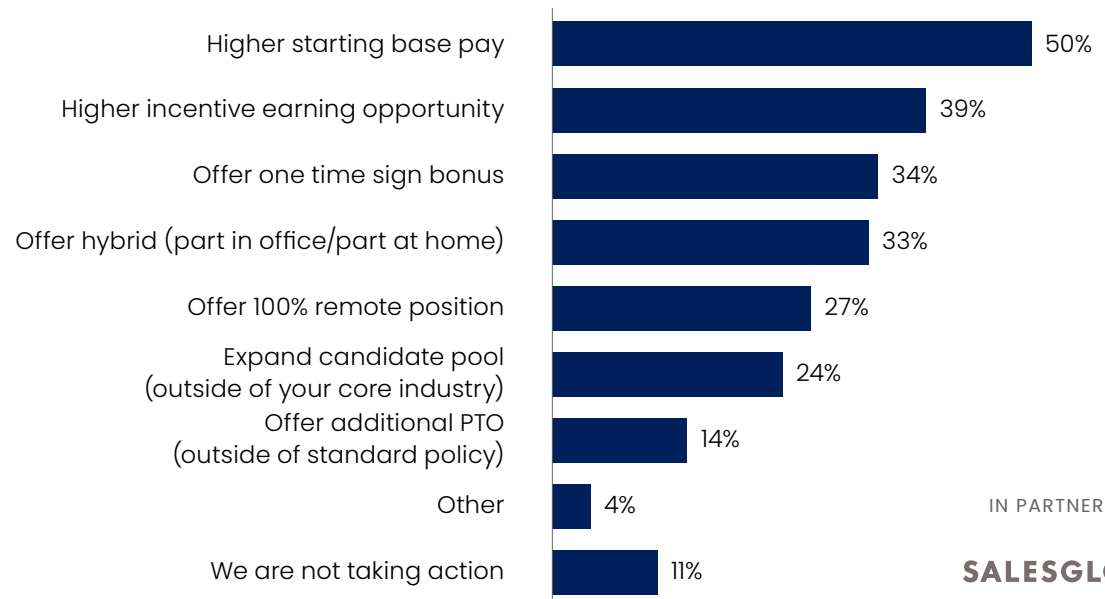
n= 404

ACTIONS TO REDUCE VOLUNTARY TURNOVER IN THE SALES DEPARTMENT (n= 450)



7% of organizations are only increasing base pay to reduce voluntary turnover and 6% are combining base pay and incentive actions

ACTIONS TO ACQUIRE NEW TALENT IN THE SALES DEPARTMENT (n= 450)



IN PARTNERSHIP WITH

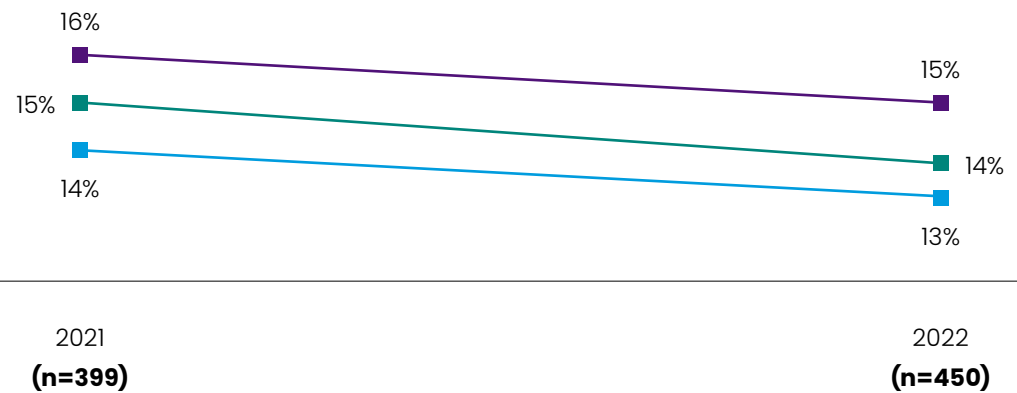
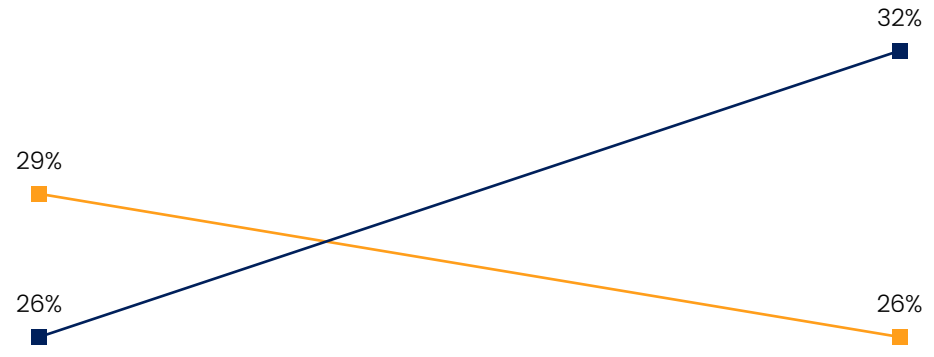


UPSIDE POTENTIAL

QUESTION

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






- Less than 50%
- 50%
- 100%
- 200%
- Greater than 200%

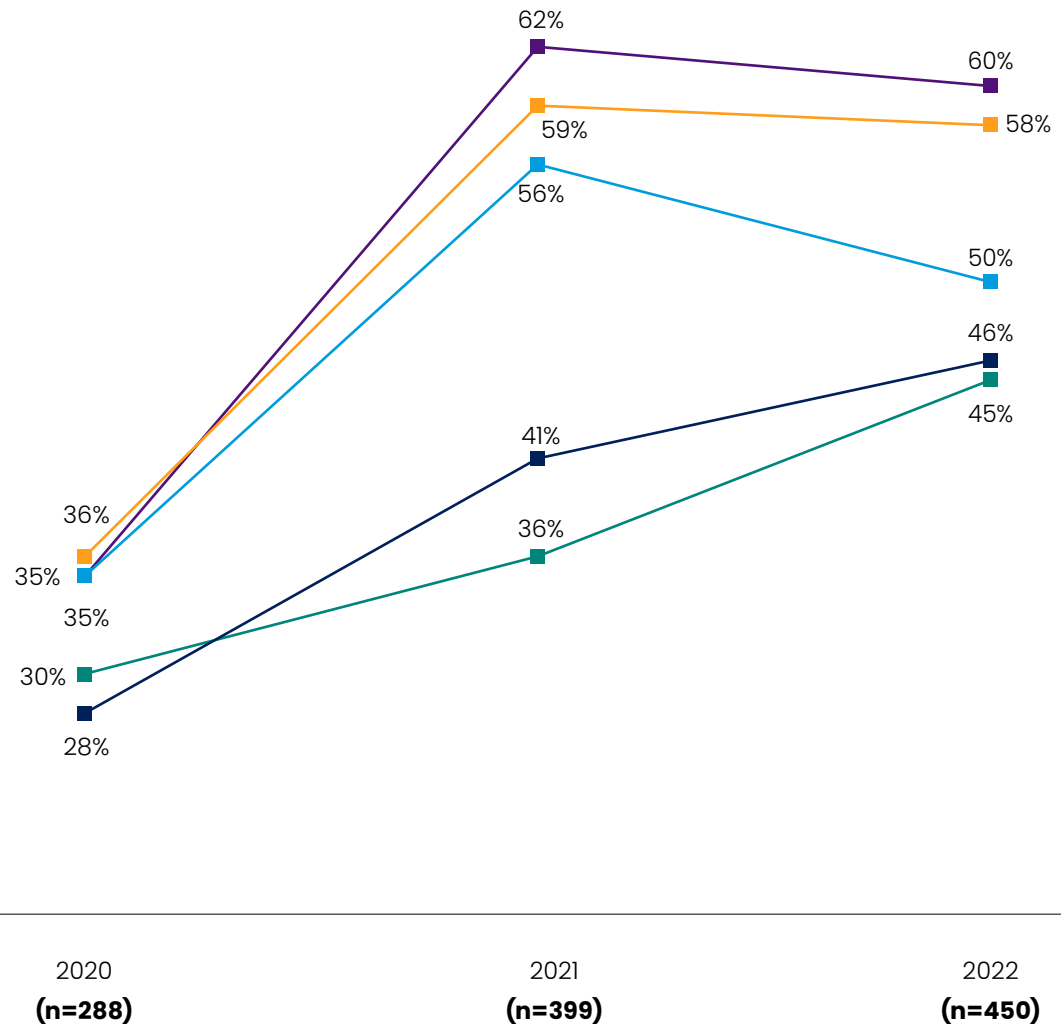


GOVERNORS/ THRESHOLDS

QUESTION

Does your organization utilize the following?

	YoY Difference
 Caps (a limitation to attainment and/or payout)	▼ 7%
 Blue-bird/mega-deal policy: special treatment for very large deals	▲ 5%
 Thresholds for new account sellers	▼ 1%
 Thresholds for existing account sellers	▼ 2%
 Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	▲ 9%

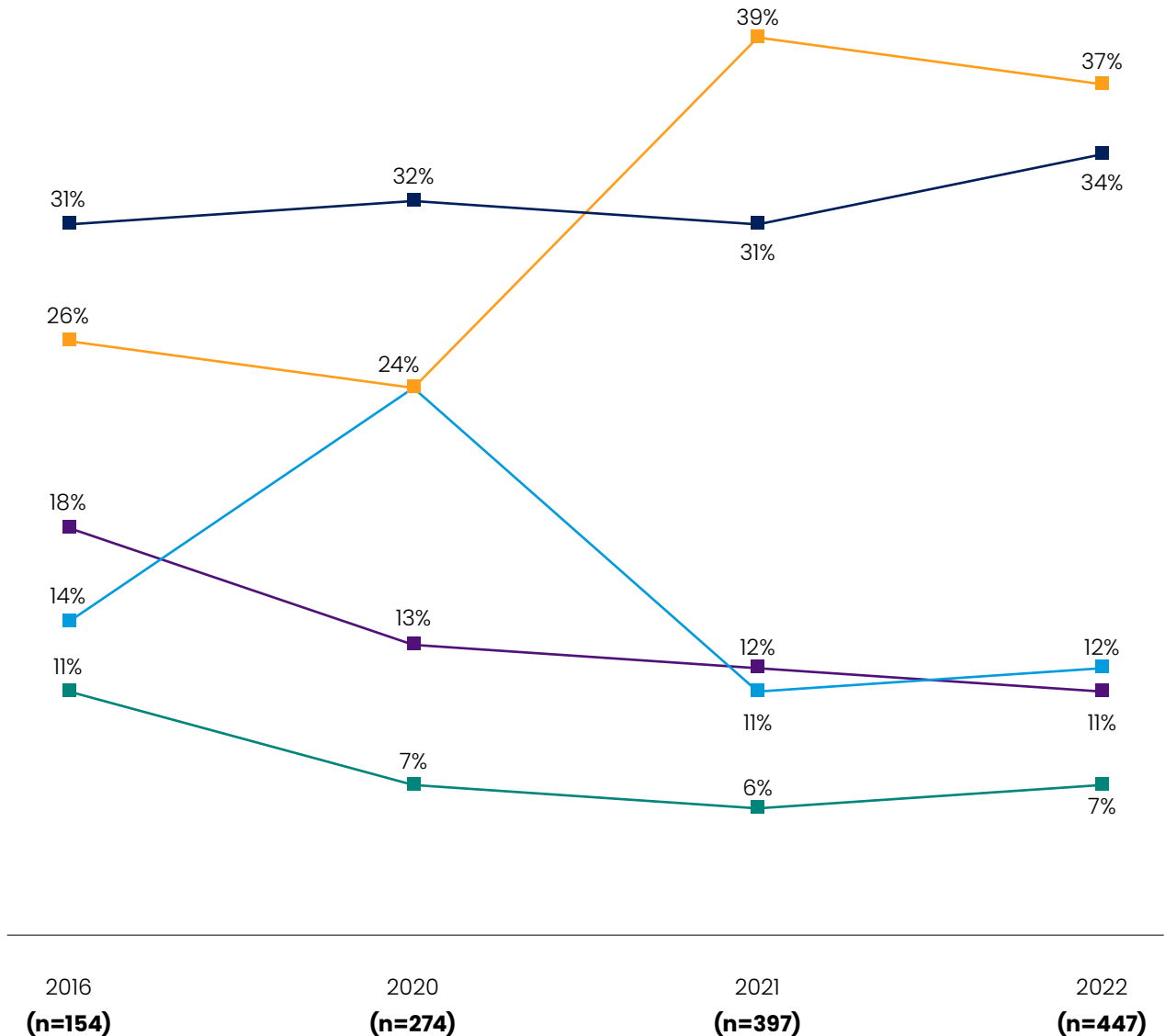


NUMBER OF PERFORMANCE MEASURES

QUESTION

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

- One
- Two
- Three
- Four
- Five or more



PERFORMANCE MEASURES

QUESTION

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

	n=	Revenue	Bookings	Total Contract Value	Annual Contract Value	Product Units or Volume	Gross Profit	MBOs (Management by Objectives)
Field New Account Seller	135	58%	35%	28%	27%	28%	34%	19%
Field Current Customer Seller	121	58%	41%	23%	19%	29%	27%	17%
Field Blended New Account and Current Customer Seller	198	61%	36%	24%	20%	23%	38%	27%
Inside Sales Inbound	99	49%	29%	30%	28%	24%	34%	20%
Inside Sales Outbound	88	55%	39%	28%	25%	27%	28%	19%
Inside Sales Inbound and Outbound	140	54%	36%	29%	26%	30%	32%	25%
Field Channel Seller	85	53%	39%	21%	22%	33%	31%	31%
Field First-Line Sales Manager	162	62%	34%	19%	24%	27%	36%	30%
Inside First-Line Sales Manager	107	52%	36%	19%	21%	25%	29%	25%
NEW Retail Direct Sales	88	56%	35%	36%	35%	42%	40%	19%
NEW Retail First-Line Sales Manager	66	58%	27%	44%	30%	46%	41%	23%
Hybrid New Account Seller	52	46%	48%	29%	40%	29%	35%	23%
Hybrid Current Customer Seller	50	54%	44%	38%	24%	32%	38%	20%
Hybrid Blended New Account and Current Customer Seller	84	62%	37%	37%	27%	38%	39%	37%

MOST HEAVILY WEIGHTED OR KEY MEASURE

QUESTION

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

	n=	Revenue	Bookings	Total Contract Value	Annual Contract Value	Product Units or Volume	Gross Profit	MBOs (Management by Objectives)
Field New Account Seller	76	36%	11%	16%	8%	15%	13%	3%
Field Current Customer Seller	64	44%	8%	11%	9%	11%	13%	5%
Field Blended New Account and Current Customer Seller	128	45%	12%	9%	7%	9%	16%	2%
Inside Sales Inbound	57	33%	11%	21%	12%	11%	9%	4%
Inside Sales Outbound	54	30%	19%	15%	15%	15%	4%	4%
Inside Sales Inbound and Outbound	94	33%	12%	12%	9%	12%	17%	6%
Field Channel Seller	54	41%	17%	7%	7%	13%	11%	4%
Field First-Line Sales Manager	111	38%	11%	11%	9%	11%	12%	9%
Inside First-Line Sales Manager	71	39%	10%	14%	9%	7%	16%	6%
NEW Retail Direct Sales	47	30%	15%	6%	11%	17%	19%	2%
NEW Retail First-Line Sales Manager	40	23%	8%	15%	8%	20%	18%	10%
Hybrid New Account Seller	29	28%	10%	21%	7%	3%	21%	10%
Hybrid Current Customer Seller	28	29%	11%	21%	11%	4%	18%	7%
Hybrid Blended New Account and Current Customer Seller	56	39%	11%	5%	5%	20%	16%	4%

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.

	n=	2021				2022			
		Individual performance	Team performance*	Regional	Business unit/ company level	Individual performance	Team performance*	Regional	Business unit/ company level
Field New Account Seller	76	74%	29%	23%	28%	83%	29%	17%	16%
Field Current Customer Seller	64	66%	30%	24%	24%	78%	32%	17%	26%
Field Blended New Account and Current Customer Seller	128	77%	34%	21%	28%	85%	32%	18%	20%
Inside Sales Inbound	57	63%	33%	29%	28%	73%	29%	15%	23%
Inside Sales Outbound	54	70%	31%	27%	22%	70%	28%	24%	21%
Inside Sales Inbound and Outbound	94	65%	35%	20%	25%	80%	37%	16%	23%
Field Channel Seller	54	63%	33%	30%	26%	69%	36%	21%	26%
Field First-Line Sales Manager	111	38%	58%	31%	30%	46%	64%	28%	24%
Inside First-Line Sales Manager	71	37%	61%	27%	27%	43%	64%	20%	20%
NEW Retail Direct Sales	47	—	—	—	—	63%	52%	22%	27%
NEW Retail First-Line Sales Manager	40	—	—	—	—	52%	51%	30%	30%
Hybrid New Account Seller	29	56%	43%	29%	19%	70%	57%	24%	33%
Hybrid Current Customer Seller	28	45%	44%	21%	32%	76%	43%	25%	30%
Hybrid Blended New Account and Current Customer Seller	56	62%	39%	35%	24%	85%	45%	18%	28%

*Sales team or cross-functional team that works together to carry forward a common goal

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.

74%

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?



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



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



QUOTA METHODS

QUESTION

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

	2021 (n=185)						2022 (n=227)					
	Consumer	Small/Mid Accounts	Major Accounts	Strategic/ Global Accounts	Current Customer Accounts	New Customer Accounts	Consumer	Small/Mid Accounts	Major Accounts	Strategic/ Global Accounts	Current Customer Accounts	New Customer Accounts
Flat	21%	20%	24%	16%	10%	9%	24%	20%	24%	11%	10%	12%
Flat tiered	13%	24%	20%	13%	18%	12%	17%	28%	21%	12%	9%	13%
Historical	11%	16%	24%	18%	26%	5%	12%	17%	27%	15%	20%	8%
Market factors	12%	15%	24%	19%	17%	13%	11%	18%	26%	19%	14%	13%
Account potential	10%	16%	25%	17%	21%	12%	9%	17%	24%	14%	16%	19%
Opportunity forecast	8%	12%	26%	20%	17%	19%	12%	17%	24%	18%	13%	15%
Account planning	7%	11%	24%	21%	22%	16%	8%	16%	31%	20%	16%	10%

STAKEHOLDER ROLES

QUESTION

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

	2020 (n=255)				2021 (n=339)				2022 (n=380)			
	Setting strategy	Design	Approval	Admin	Setting strategy	Design	Approval	Admin	Setting strategy	Design	Approval	Admin
Board of directors	35%	9%	34%	18%	54%	22%	51%	18%	54%	17%	56%	20%
C-level	42%	25%	51%	21%	49%	26%	64%	24%	54%	31%	53%	21%
Sales	51%	39%	31%	25%	51%	48%	43%	27%	53%	52%	40%	26%
Sales operations	35%	32%	18%	41%	31%	41%	27%	58%	36%	49%	29%	50%
HR	15%	33%	26%	46%	27%	53%	45%	52%	26%	43%	39%	59%
Finance	14%	23%	33%	48%	26%	25%	48%	51%	27%	31%	49%	51%
Marketing	27%	25%	12%	16%	39%	37%	32%	36%	45%	49%	26%	32%

COMMUNICATION METHODS

QUESTION

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

	2021	2022
n=	472	693
Individual face-to-face one-on-one	48%	47%
Sales system (e.g. CRM, SPM)	46%	42%
Individual virtual one-on-one	44%	42%
Face-to-face small team	40%	41%
Web conferencing sessions	35%	41%
Virtual small team	33%	37%
Executive presentations	30%	31%
Electronic newsletter	26%	23%
Internal social platform	20%	21%
Other	5%	6%
We do not communicate the sales compensation plan	3%	2%

COMMUNICATION METHOD EFFECTIVENESS

QUESTION

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

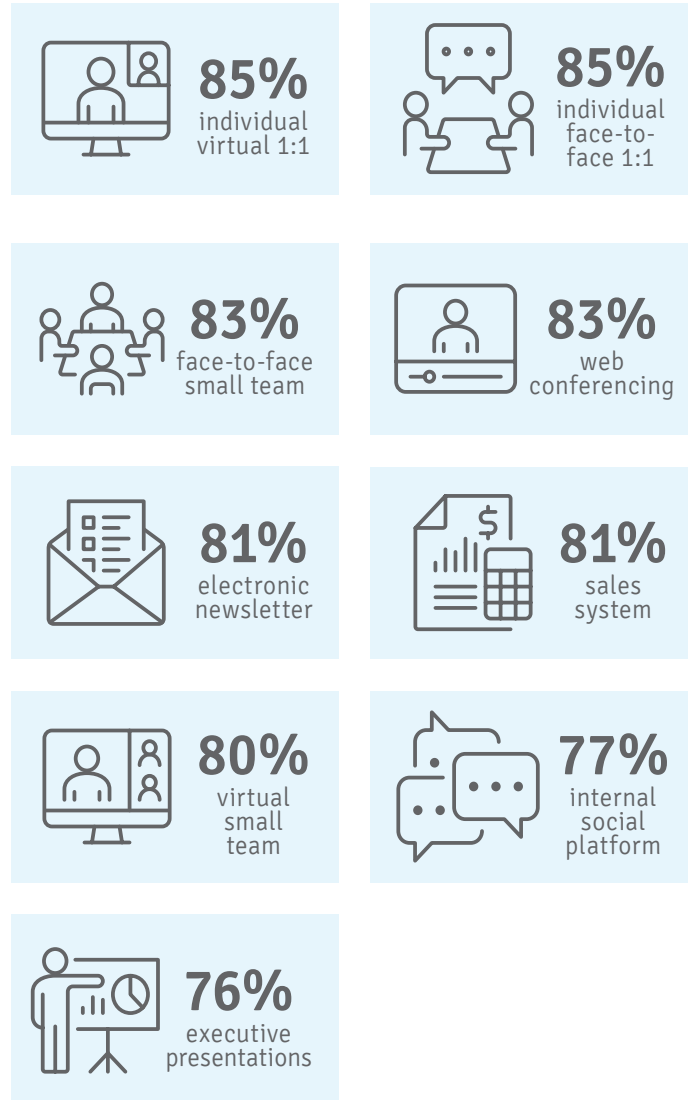
Participants not responding “We do not communicate the sales compensation plan” to the methods their organization uses received this question.

	n=	Effective YoY Change
Internal social platform	88	▲ 4.3%
Web conferencing sessions	172	▲ 2.1%
Sales system (e.g. CRM, SPM)	179	▲ 0.5%
Individual face-to-face one-on-one	199	▲ 0.4%
Virtual small team	155	▼ 1.6%
Individual virtual one-on-one	177	▼ 2.3%
Electronic newsletter	96	▼ 3.1%
Executive presentations	130	▼ 4.0%
Face-to-face small team	174	▼ 5.1%

More Effective

% indicating Attribute is Effective or Very Effective

Less Effective



TECHNOLOGY USAGE

QUESTION

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

	2020 (n=248)				2021 (n=360)				2022 (n=417)			
	Third-party solution	Home-grown solution	Manually conduct by hand in Excel, Word	Currently not doing anything	Third-party solution	Home-grown solution	Manually conduct by hand in Excel, Word	Currently not doing anything	Third-party solution	Home-grown solution	Manually conduct by hand in Excel, Word	Currently not doing anything
Customer relationship management (CRM)	47%	24%	20%	10%	61%	21%	10%	9%	54%	27%	12%	7%
Performance management	32%	34%	24%	11%	39%	36%	19%	6%	42%	32%	18%	8%
Sales and market intelligence (i.e., business directories, market report services)	32%	30%	20%	17%	39%	32%	17%	13%	41%	32%	16%	11%
Lead generation, productivity, prospecting	28%	33%	23%	16%	43%	34%	13%	9%	40%	34%	17%	10%
Account-based sales and marketing	30%	35%	25%	11%	36%	37%	16%	11%	38%	37%	17%	8%
Sales analytics	33%	33%	24%	11%	40%	29%	25%	6%	37%	32%	25%	7%
Contract lifecycle management	25%	29%	25%	22%	40%	26%	19%	16%	33%	31%	20%	16%
Sales engagement	25%	36%	26%	12%	34%	33%	19%	13%	32%	35%	18%	15%
Compensation calculation					28%	29%	39%	4%	29%	33%	35%	4%

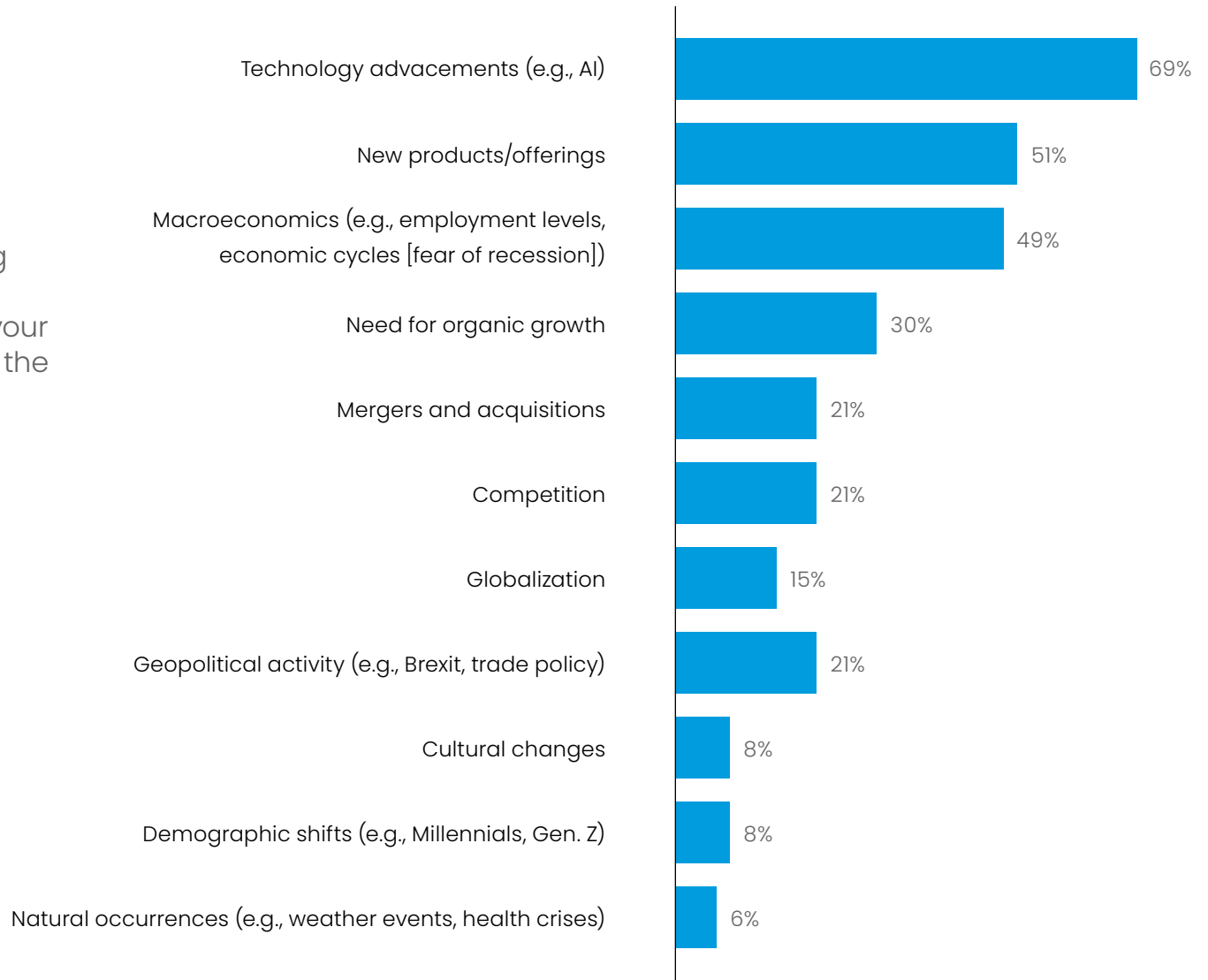
FUTURE AREAS OF IMPACT

QUESTION

Please drag and rank the following items in order of the anticipated positive impact they will have on your sales strategy and organization in the next 12 months. (1=most positive)

n=412

% RANKED IN THE TOP 3



FUTURE PLANNING

QUESTION

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

	2021	2022
n=	352	410
Revising approach to sales compensation	45%	49%
Investing in technology	51%	44%
Sales skills training	47%	42%
Revising approach to sales coverage	39%	34%
Task automation	34%	31%
Recession/inflation-proofing the business*	23%	31%
Altering sales strategy based upon election events	21%	20%
Expand efforts/investment in experience management	22%	18%
None of these	8%	7%

*This item was edited to include inflation-proofing in addition to recession-proofing in 2022.

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.

	2021	2022
n=	352	410
Customer Relationship Management (CRM)	44%	42%
Sales Performance Management (SPM)	39%	31%
Virtual communications	29%	28%
Productivity monitoring software	28%	24%
Customer experience measuring tool	26%	22%
None of these	28%	28%

MERGERS & ACQUISITIONS

QUESTION

Has your organization been part of a merger or acquisition?

n= 410

36%

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

20%

Yes, it was more than one year ago

44%

No

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.

- 54%** Incentive compensation alignment (harmonization across the roles)
- 53%** Role definition and alignment across organizations
- 53%** Total target compensation or pay levels
- 47%** Integration of the sales organization
- 31%** Cultural differences
- 29%** Performance expectations across the organizations
- 28%** Realizing planned synergies
- 25%** Realizing ROI or other expected benefits of the integration
- 0%** Other
- 6%** None of these

n=228

PARTICIPANT PROFILE

PARTICIPANT PROFILE

HEADQUARTER LOCATION



n=371

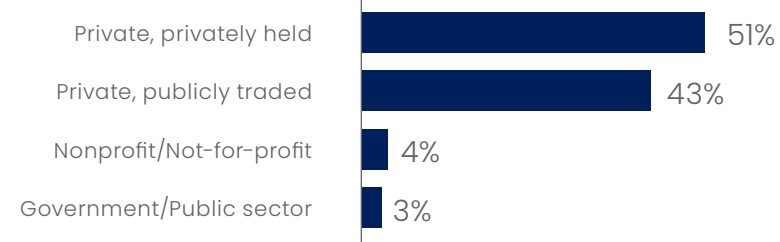
Please note the variance in headquarter locations. Additional analysis was conducted to assess if any discrepancies existed by country and no discernable differences were identified.

ORGANIZATION SIZE



n=406

SECTOR



n=406

INDUSTRIES



12%

Technology
(including IT)



11%

Manufacturing



10%

Consulting &
Professional
Services



10%

Health Care/
Pharmaceutical



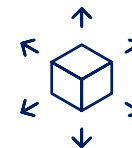
9%

Retail



7%

Financial
Services



6%

Distribution/
Wholesale



4%

Insurance



31%

All Other
Industries

n=406

RESULTS BY GROUP

- ▶ **INDUSTRY**
- ▶ **ORGANIZATION SECTOR**
- ▶ **ORGANIZATION SIZE**

INDUSTRY

SALES ROLES

Please indicate which sales roles currently are used in your organization. Please select all that apply. Select sales roles as they are formally defined, not based on temporary practices due to the global pandemic.

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	577	40	39	46	50
Field New Account Seller	37%	30%	18%	28%	42%
Field Current Customer Seller	33%	33%	15%	28%	36%
Field Blended New Account and Current Customer Seller	49%	45%	64%	50%	62%
Inside Sales Inbound	28%	28%	18%	22%	24%
Inside Sales Outbound	26%	18%	13%	20%	30%
Inside Sales Inbound and Outbound	37%	28%	26%	41%	50%
Field Channel Seller	24%	18%	13%	39%	36%
Field First-Line Sales Manager	43%	28%	51%	48%	52%
Inside First-Line Sales Manager	29%	15%	21%	28%	44%
Retail Direct Sales	21%	18%	8%	26%	6%
Retail First-Line Sales Manager	16%	10%	3%	17%	8%
Hybrid New Account Seller	13%	15%	5%	9%	18%
Hybrid Current Customer Seller	13%	23%	3%	11%	18%
Hybrid Blended New Account and Current Customer Seller	20%	28%	13%	28%	36%

INDUSTRY

ACTIONS TO REDUCE VOLUNTARY TURNOVER IN THE SALES DEPARTMENT

What actions is your organization taking to reduce voluntary turnover in your sales department? Please select all that apply.

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	450	39	39	46	49
Increase base pay	52%	62%	62%	44%	67%
Increase incentive earning opportunity	42%	44%	41%	39%	47%
Offer hybrid (part in office/part at home)	37%	46%	26%	35%	53%
Offer 100% remote position	26%	28%	13%	26%	31%
Enhanced rewards and recognition program	25%	21%	23%	24%	27%
Offer one time retention bonus	23%	18%	31%	28%	37%
Offer additional PTO	14%	18%	15%	11%	12%
Other	3%	0%	5%	2%	2%
We are not taking action	13%	13%	21%	20%	6%

INDUSTRY

ACTIONS TO ACQUIRE NEW TALENT IN THE SALES DEPARTMENT

What actions is your organization taking to acquire new talent in your sales department? Please select all that apply.

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	450	40	39	46	49
Higher starting base pay	50%	50%	59%	48%	57%
Higher incentive earning opportunity	39%	45%	23%	37%	45%
Offer one time sign bonus	34%	23%	54%	39%	47%
Offer hybrid (part in office/part at home)	33%	43%	23%	41%	45%
Offer 100% remote position	27%	33%	18%	22%	39%
Expand candidate pool (outside of your core industry)	24%	15%	28%	35%	33%
Offer additional PTO (outside of standard policy)	14%	18%	18%	22%	10%
Other	4%	0%	10%	7%	4%
We are not taking action	11%	10%	8%	15%	6%

INDUSTRY

UPSIDE POTENTIAL

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

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	450	40	39	46	50
Less than 50%	13%	13%	13%	15%	10%
50%	32%	45%	26%	41%	16%
100%	26%	28%	15%	15%	28%
200%	15%	5%	26%	13%	24%
Greater than 200%	14%	10%	21%	15%	22%

INDUSTRY

GOVERNORS/ THRESHOLDS

Does your organization utilize the following?

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	450	40	39	46	50
Caps (a limitation to attainment and/or payout)	50%	40%	54%	54%	40%
Blue-bird/mega-deal policy: special treatment for very large deals	46%	38%	49%	37%	52%
Thresholds for new account sellers	58%	55%	59%	61%	56%
Thresholds for existing account sellers	60%	60%	62%	72%	48%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	45%	33%	31%	50%	40%

INDUSTRY

NUMBER OF PERFORMANCE MEASURES

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

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	447	40	39	46	50
One	12%	10%	10%	7%	18%
Two	34%	35%	39%	39%	40%
Three	37%	33%	36%	37%	34%
Four	11%	18%	10%	9%	6%
Five or more	7%	5%	5%	9%	2%

INDUSTRY

QUOTAS

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.

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	379	34	35	31	37
Yes	74%	68%	74%	74%	88%
No	26%	32%	26%	26%	12%

INDUSTRY

COMMUNICATION METHODS

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

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	423	40	39	46	50
Sales system (e.g. CRM, SPM)	42%	38%	44%	52%	54%
Electronic newsletter	23%	23%	13%	22%	22%
Web conferencing sessions	41%	48%	46%	37%	50%
Internal social platform	21%	28%	13%	20%	24%
Individual face-to-face one-on-one	47%	48%	49%	52%	48%
Individual virtual one-on-one	42%	50%	26%	44%	60%
Face-to-face small team	41%	45%	39%	44%	42%
Virtual small team	37%	35%	46%	30%	58%
Executive presentations	31%	38%	28%	41%	36%
Other	6%	3%	10%	2%	10%
We do not communicate the sales compensation plan	2%	3%	0%	0%	2%

INDUSTRY

FUTURE PLANNING

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

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	410	40	39	46	50
Revising approach to sales coverage	34%	28%	26%	28%	48%
Revising approach to sales compensation	49%	38%	56%	52%	58%
Recession/inflation-proofing the business	31%	33%	31%	30%	30%
Altering sales strategy based upon election events	20%	13%	10%	17%	24%
Investing in technology	44%	28%	49%	50%	50%
Task automation	31%	40%	33%	26%	32%
Expand efforts/investment in experience management	18%	20%	23%	22%	14%
Sales skills training	42%	35%	51%	52%	50%
None of these	7%	13%	5%	9%	2%

INDUSTRY

FUTURE PLANNING & TECHNOLOGY INVESTMENTS

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

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	410	40	39	46	50
Sales Performance Management (SPM)	31%	35%	23%	33%	34%
Customer Relationship Management (CRM)	42%	40%	44%	48%	34%
Virtual communications	28%	33%	21%	20%	16%
Productivity monitoring software	24%	25%	21%	39%	18%
Customer experience measuring tool	22%	28%	18%	35%	16%
None of these	28%	28%	33%	30%	32%

INDUSTRY

MERGERS & ACQUISITIONS

Has your organization been part of a merger or acquisition?

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	410	40	39	46	50
Yes, we have been involved with a merger or acquisition during the last 12 months	36%	18%	44%	24%	52%
Yes, it was more than one year ago	20%	18%	0%	33%	10%
No	44%	65%	56%	44%	38%

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

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

	All	Consulting & Professional Services	Health Care/Pharma	Manufacturing	Technology (including IT)
n=	228	14	23	26	31
Role definition and alignment across organizations	53%	29%	61%	50%	65%
Incentive compensation alignment (harmonization across the roles)	54%	43%	65%	58%	65%
Total target compensation or pay levels	53%	57%	65%	46%	58%
Integration of the sales organization	47%	43%	61%	39%	39%
Realizing planned synergies	28%	43%	17%	12%	42%
Realizing ROI or other expected benefits of the integration	25%	36%	30%	19%	29%
Performance expectations across the organizations	29%	43%	35%	31%	42%
Cultural differences	31%	21%	44%	27%	45%
None of these	6%	7%	9%	12%	7%

ORGANIZATION SIZE

SALES ROLES

Please indicate which sales roles currently are used in your organization. Please select all that apply. Select sales roles as they are formally defined, not based on temporary practices due to the global pandemic.

	All	<100 employees	1,000–9,999 employees	≥10,000 employees
n=	577	189	139	78
Field New Account Seller	37%	28%	35%	42%
Field Current Customer Seller	33%	23%	32%	42%
Field Blended New Account and Current Customer Seller	49%	35%	55%	60%
Inside Sales Inbound	28%	23%	26%	30%
Inside Sales Outbound	26%	18%	25%	30%
Inside Sales Inbound and Outbound	37%	33%	41%	32%
Field Channel Seller	24%	14%	27%	30%
Field First-Line Sales Manager	43%	23%	49%	64%
Inside First-Line Sales Manager	29%	14%	35%	42%
Retail Direct Sales	21%	24%	23%	17%
Retail First-Line Sales Manager	16%	20%	15%	12%
Hybrid New Account Seller	13%	13%	13%	6%
Hybrid Current Customer Seller	13%	12%	12%	12%
Hybrid Blended New Account and Current Customer Seller	20%	16%	25%	22%

ORGANIZATION SIZE

UPSIDE POTENTIAL

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

	All	<100 employees	1,000-9,999 employees	≥10,000 employees
n=	450	189	139	78
Less than 50%	13%	13%	12%	10%
50%	32%	46%	22%	23%
100%	26%	29%	28%	18%
200%	15%	7%	19%	27%
Greater than 200%	14%	5%	19%	22%

ORGANIZATION SIZE

GOVERNORS/ THRESHOLDS

Does your organization utilize the following?

	All	<100 employees	1,000-9,999 employees	≥10,000 employees
n=	450	189	139	78
Caps (a limitation to attainment and/or payout)	50%	50%	47%	55%
Blue-bird/mega-deal policy: special treatment for very large deals	46%	49%	42%	46%
Thresholds for new account sellers	58%	59%	60%	58%
Thresholds for existing account sellers	60%	61%	61%	59%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	45%	47%	42%	51%

ORGANIZATION SIZE

NUMBER OF PERFORMANCE MEASURES

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

	All	<100 employees	1,000-9,999 employees	≥10,000 employees
n=	447	189	139	78
One	12%	13%	11%	14%
Two	34%	38%	28%	35%
Three	37%	35%	40%	28%
Four	11%	9%	15%	12%
Five or more	7%	5%	6%	12%

ORGANIZATION SIZE

QUOTAS

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.

	All	<100 employees	1,000–9,999 employees	≥10,000 employees
n=	379	157	126	68
Yes	74%	75%	74%	75%
No	26%	26%	26%	25%

ORGANIZATION SIZE

**COMMUNICATION
METHODS**

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

	All	<100 employees	1,000–9,999 employees	≥10,000 employees
n=	423	189	139	78
Sales system (e.g. CRM, SPM)	42%	44%	36%	51%
Electronic newsletter	23%	28%	21%	18%
Web conferencing sessions	41%	46%	32%	45%
Internal social platform	21%	29%	14%	17%
Individual face-to-face one-on-one	47%	43%	52%	47%
Individual virtual one-on-one	42%	37%	44%	49%
Face-to-face small team	41%	42%	42%	40%
Virtual small team	37%	35%	32%	45%
Executive presentations	31%	27%	34%	37%
Other	6%	2%	8%	15%
We do not communicate the sales compensation plan	2%	3%	4%	0%

ORGANIZATION SIZE

FUTURE PLANNING

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

	All	<100 employees	1,000-9,999 employees	≥10,000 employees
n=	410	189	139	78
Revising approach to sales coverage	34%	32%	32%	44%
Revising approach to sales compensation	49%	40%	58%	55%
Recession/inflation-proofing the business	31%	31%	31%	30%
Altering sales strategy based upon election events	20%	27%	15%	9%
Investing in technology	44%	43%	43%	50%
Task automation	31%	27%	32%	39%
Expand efforts/investment in experience management	18%	23%	13%	15%
Sales skills training	42%	41%	39%	55%
None of these	7%	6%	7%	8%

ORGANIZATION SIZE

FUTURE PLANNING & TECHNOLOGY INVESTMENTS

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

	All	<100 employees	1,000–9,999 employees	≥10,000 employees
n=	410	189	139	78
Sales Performance Management (SPM)	31%	31%	33%	30%
Customer Relationship Management (CRM)	42%	51%	40%	23%
Virtual communications	28%	37%	23%	15%
Productivity monitoring software	24%	32%	20%	15%
Customer experience measuring tool	22%	26%	18%	23%
None of these	28%	19%	34%	42%

ORGANIZATION SIZE

MERGERS & ACQUISITIONS

Has your organization been part of a merger or acquisition?

	All	<100 employees	1,000-9,999 employees	≥10,000 employees
n=	410	189	139	78
Yes, we have been involved with a merger or acquisition during the last 12 months	36%	30%	45%	36%
Yes, it was more than one year ago	20%	20%	17%	23%
No	44%	50%	38%	41%

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

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

	All	<100 employees	1,000-9,999 employees	≥10,000 employees
n=	228	94	86	46
Role definition and alignment across organizations	53%	36%	57%	80%
Incentive compensation alignment (harmonization across the roles)	54%	34%	65%	74%
Total target compensation or pay levels	53%	45%	54%	70%
Integration of the sales organization	47%	37%	50%	63%
Realizing planned synergies	28%	23%	26%	41%
Realizing ROI or other expected benefits of the integration	25%	20%	24%	39%
Performance expectations across the organizations	29%	26%	30%	37%
Cultural differences	31%	17%	38%	48%
None of these	6%	9%	5%	4%

ORGANIZATION SECTOR

SALES ROLES

Please indicate which sales roles currently are used in your organization. Please select all that apply. Select sales roles as they are formally defined, not based on temporary practices due to the global pandemic.

	All	Private sector, publicly traded	Private sector, privately held
n=	577	173	207
Field New Account Seller	37%	34%	32%
Field Current Customer Seller	33%	32%	28%
Field Blended New Account and Current Customer Seller	49%	53%	43%
Inside Sales Inbound	28%	28%	21%
Inside Sales Outbound	26%	27%	18%
Inside Sales Inbound and Outbound	37%	32%	39%
Field Channel Seller	24%	28%	16%
Field First-Line Sales Manager	43%	48%	35%
Inside First-Line Sales Manager	29%	30%	24%
Retail Direct Sales	21%	16%	26%
Retail First-Line Sales Manager	16%	15%	17%
Hybrid New Account Seller	13%	12%	12%
Hybrid Current Customer Seller	13%	13%	12%
Hybrid Blended New Account and Current Customer Seller	20%	19%	23%

ORGANIZATION SECTOR

UPSIDE POTENTIAL

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

	All	Private sector, publicly traded	Private sector, privately held
n=	450	173	207
Less than 50%	13%	9%	15%
50%	32%	31%	33%
100%	26%	23%	29%
200%	15%	22%	11%
Greater than 200%	14%	15%	12%

ORGANIZATION SECTOR

GOVERNORS/ THRESHOLDS

Does your organization utilize the following?

	All	Private sector, publicly traded	Private sector, privately held
n=	450	173	207
Caps (a limitation to attainment and/or payout)	50%	60%	41%
Blue-bird/mega-deal policy: special treatment for very large deals	46%	53%	42%
Thresholds for new account sellers	58%	62%	56%
Thresholds for existing account sellers	60%	63%	58%
Regressive payout rate above a certain level of quota attainment (e.g. the rate of pay or effective commission rate decreases above that level)	45%	49%	43%

ORGANIZATION SECTOR

**NUMBER OF
PERFORMANCE
MEASURES**

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

	All	Private sector, publicly traded	Private sector, privately held
n=	447	173	207
One	12%	10%	15%
Two	34%	36%	35%
Three	37%	38%	32%
Four	11%	9%	13%
Five or more	7%	7%	6%

ORGANIZATION SECTOR

QUOTAS

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.

	All	Private sector, publicly traded	Private sector, privately held
n=	379	152	176
Yes	74%	78%	71%
No	26%	22%	30%

ORGANIZATION SECTOR

**COMMUNICATION
METHODS**

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

	All	Private sector, publicly traded	Private sector, privately held
n=	423	173	207
Sales system (e.g. CRM, SPM)	42%	40%	44%
Electronic newsletter	23%	23%	23%
Web conferencing sessions	41%	47%	36%
Internal social platform	21%	21%	21%
Individual face-to-face one-on-one	47%	42%	51%
Individual virtual one-on-one	42%	37%	46%
Face-to-face small team	41%	37%	45%
Virtual small team	37%	34%	37%
Executive presentations	31%	34%	28%
Other	6%	9%	5%
We do not communicate the sales compensation plan	2%	1%	3%

ORGANIZATION SECTOR

**FUTURE
PLANNING**

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

	All	Private sector, publicly traded	Private sector, privately held
n=	410	173	207
Revising approach to sales coverage	34%	37%	31%
Revising approach to sales compensation	49%	48%	49%
Recession/inflation-proofing the business	31%	26%	32%
Altering sales strategy based upon election events	20%	20%	19%
Investing in technology	44%	42%	46%
Task automation	31%	32%	31%
Expand efforts/investment in experience management	18%	14%	21%
Sales skills training	42%	38%	45%
None of these	7%	8%	5%

ORGANIZATION SECTOR

FUTURE PLANNING & TECHNOLOGY INVESTMENTS

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

	All	Private sector, publicly traded	Private sector, privately held
n=	410	173	207
Sales Performance Management (SPM)	31%	29%	32%
Customer Relationship Management (CRM)	42%	35%	47%
Virtual communications	28%	24%	30%
Productivity monitoring software	24%	20%	27%
Customer experience measuring tool	22%	17%	25%
None of these	28%	32%	26%

ORGANIZATION SECTOR

MERGERS & ACQUISITIONS

Has your organization been part of a merger or acquisition?

	All	Private sector, publicly traded	Private sector, privately held
n=	410	173	207
Yes, we have been involved with a merger or acquisition during the last 12 months	36%	50%	27%
Yes, it was more than one year ago	20%	18%	20%
No	44%	32%	53%

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

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

	All	Private sector, publicly traded	Private sector, privately held
n=	228	118	98
Role definition and alignment across organizations	53%	53%	53%
Incentive compensation alignment (harmonization across the roles)	54%	59%	50%
Total target compensation or pay levels	53%	58%	48%
Integration of the sales organization	47%	53%	43%
Realizing planned synergies	28%	29%	25%
Realizing ROI or other expected benefits of the integration	25%	25%	25%
Performance expectations across the organizations	29%	26%	33%
Cultural differences	31%	33%	30%
None of these	6%	5%	8%

DEFINITIONS

Field new account seller: Salesperson focused on acquiring new accounts

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

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

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.

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

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.

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. **Retail Direct Sales:** Retail salespeople who are physically present at brick-and-mortar locations.

Retail First-Line Sales Manager: First-level retail sales manager who manages and directs a team of retail salespeople or responsibility of a location.

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.

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 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.

Retail Direct Sales: Retail salespeople who are physically present at brick-and-mortar locations.

CONTACT US

CONTACT US

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