SPOTLIGHT
SERIES

VARICENT RESEARCH AND INSIGHT

2025 MARKET SPOTLIGHT

THE STATUS QUO TRAP

How Internal Barriers Quietly Undermine Growth

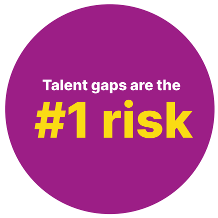
KEY FINDINGS

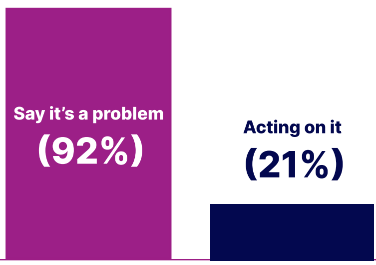
When we asked 1,400 revenue leaders what's holding back growth, the most common answers weren't external. They were internal: misalignment, unreliable performance signals, mismatched motivation.

The most overlooked threats to revenue aren't hidden. They're just so familiar that they no longer feel urgent.

Growth in Plain Sight

Leaders named "talent gaps" as the top barrier to hitting targets. Only 20% of leaders call it a top priority to fix.



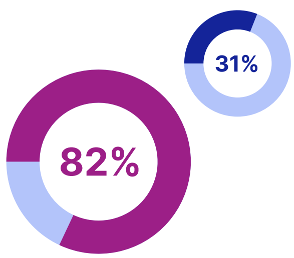


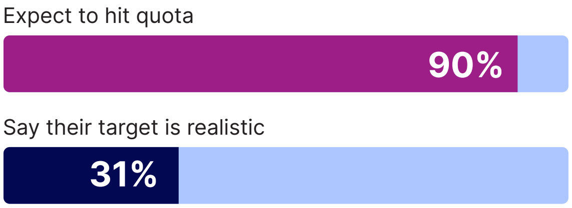
Alignment Isn't Just Broken. It's Untapped

92% of leaders say misalignment costs revenue, often up to 15%. Only 21% are actively working to resolve it.

Beyond the Close

82% of sellers say holistic incentives drive motivation. Only 31% say it's reflected in their current plan.





The Quota Illusion

90% of sellers expect to hit quota. Only 31% say their quota is realistic.

Coaching Where It Counts

79% of sellers say real-time, personalized coaching improves performance. Only 12% of companies integrate it into day-to-day execution.

Source: 2025 Varicent Market Spotlight

CONTENTS

EXECUTIVE SUMMARY

The most overlooked threats to revenue aren't hidden. They're just so familiar they no longer feel urgent.

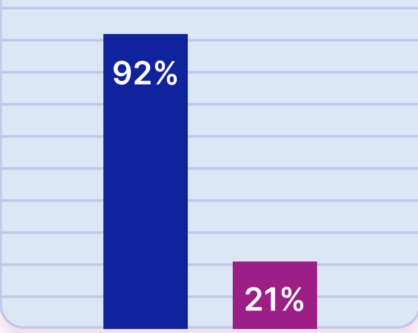
We surveyed more than 1,400 C-suite, revenue, and operations leaders and conducted dozens of executive interviews to learn what they think holds back growth, and what capabilities companies will need to succeed moving forward. While leaders certainly raised familiar challenges like market uncertainty, budget pressures, and AI, none of those proved to be primary.

What emerged instead was a revealing pattern: **for most leaders, the most significant risks to growth, and the most untapped sources of revenue, weren't external. Instead, they were issues inside the organization.**

Which issues? Again and again, leaders pointed to problems like misaligned teams, incentive strategies that ignore evolving motivations and outcomes beyond the close, performance metrics that obscure underlying issues, and coaching opportunities that are consistently missed or deprioritized. For more leaders, these issues are not minor inefficiencies. They are fundamental barriers to sustained growth.

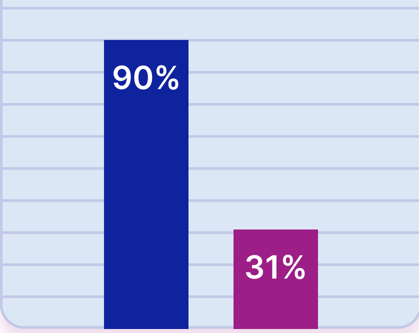
Consider the following:

92% of revenue leaders report that internal misalignment is costing them revenue, often up to 15%, **yet only 21% say they are actively addressing it.**



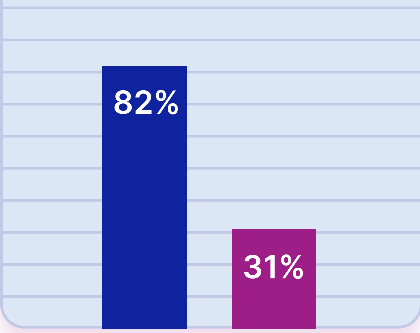
N = 622 Revenue Leaders
Source: 2025 Varicent Market Spotlight

90% of sellers expect to hit their quota, but **only 31% believe their targets are realistic.**



N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

82% of sellers say holistic incentives are more motivating than revenue targets alone and can drive long-term customer and company value, **yet only 31% say their plan reflects that reality.**



N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

What stood out even more was how rarely these problems are being addressed. At many organizations, these issues have been present for so long that they've become normalized. And once they're seen as the cost of doing business, they tend to be ignored, even when the impact of fixing them is both significant and measurable.

These findings point to a deeper structural challenge: **meaningful growth is being lost within the business, constrained by systems and decisions that leaders often recognize but may feel unable (or unwilling) to change.**

Most leaders did not create these challenges, but they are uniquely positioned to change them.

The 2025 Market Spotlight report is designed to help leaders re-think assumptions and begin to take meaningful steps towards addressing these issues. Rather than simply diagnosing what is broken, this report provides practical, research-backed insights and frameworks to help teams begin to rewire their revenue engines and build the conditions for scalable, sustained performance.

Across each chapter, we highlight how high-performing organizations are moving beyond incremental fixes and applying thoughtful design, operational discipline, and targeted innovation – including the use of AI – to close the gap between strategy and execution and unlock greater commercial outcomes.

Curtis S. Schroeder, Ph.D.
Head of Research and Insight
Varicent

HOW TO USE THIS REPORT

This report was developed to highlight the structural challenges that constrain commercial performance, identify how leaders are responding, and identify where and how progress is being made. The goal is to provide practical insight that helps leadership teams confront known barriers, reassess existing approaches, and make more informed decisions.

01

Start with What Matters

Each chapter surfaces a core idea, explains why it matters, and adds visuals you can bring into your next executive discussion. We encourage you to use these ideas to spark new questions and challenge assumptions your team may be taking for granted.

02

Follow the Data

We combine quantitative findings with insights from executive interviews to surface problems often overlooked or misunderstood. This dual perspective helps identify root causes that are not always visible through metrics alone.

03

Rethink the Approach

Each chapter introduces a structured lens or model to approach the issue differently. These are intended to serve as working tools that can guide internal assessments and support practical changes in your planning and execution processes.

04

Spread the Ideas

Share the findings with relevant stakeholders across functions. Sustained improvement requires alignment, and progress accelerates when revenue, finance, operations, and strategy leaders begin working from a shared understanding of the issues and the path forward.

If you have feedback or would like to continue the conversation, contact us at **research@varicent.com**. Also, to explore these topics in more depth, consider joining the **Revenue Performance Collective**, a virtual forum for senior leaders committed to shaping the next generation of revenue strategy.

CHAPTER 1

Growth in Plain Sight

Leaders Know the Biggest Obstacle to Growth, but Invest Elsewhere

KEY TAKEAWAY

Our research highlights a clear contradiction between the constraints leaders identify as their primary obstacles, and where they choose to invest their resources.

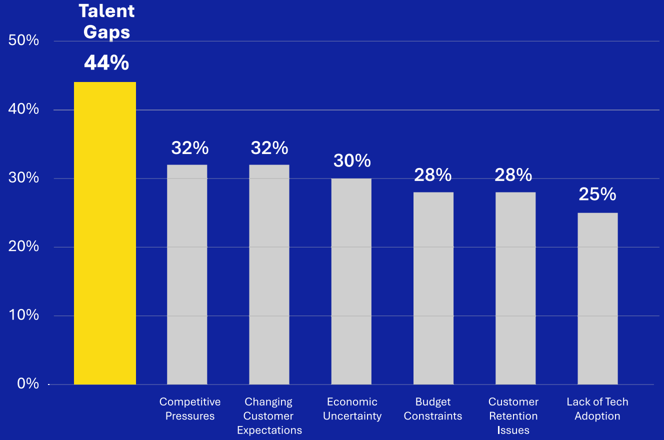
When asked to name their top barriers to revenue growth, **44% of revenue leaders pointed to talent gaps.** This ranked ahead of economic uncertainty, budget constraints, competitive pressure, and customer churn.

Yet when asked where they are actively investing to drive growth, **only 20% reported focusing on sales effectiveness.**

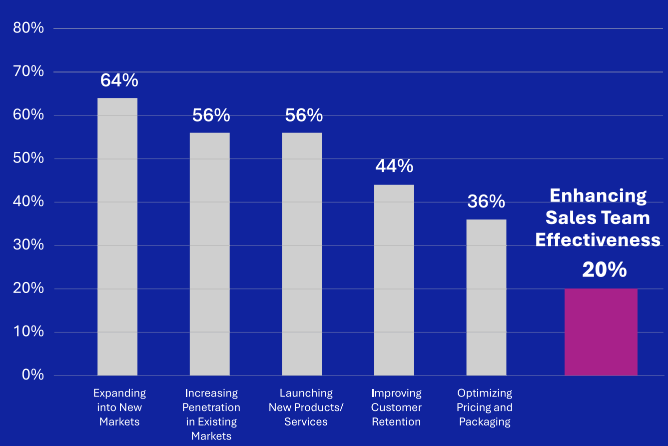
This is the **Commercial Effectiveness Paradox.** Leaders acknowledge that internal effectiveness is the primary factor restricting growth, yet they continue to prioritize external strategies.

Commercial Effectiveness Paradox

Which will hold back your organization's revenue growth this year?



Which is most critical to your revenue growth strategy this year?



N = 622 Revenue Leaders
Source: 2025 Varicent Market Spotlight

WHAT LEADERS TOLD US

External Bets Are Easier to Justify

Why this paradox? Why do leaders choose not to address the very barriers they acknowledge as most critical?

Executive interviews provided insight. **What surfaced wasn't just a set of isolated challenges; it pointed to broader organizational patterns that shape how work gets done and where it breaks down.**

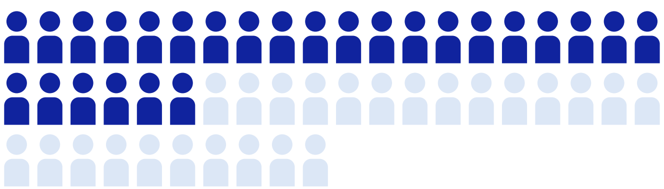
Leaders repeatedly shared that external strategies like expansion, product launches, and pricing changes are easier to define, scope, and communicate. These initiatives demonstrate visible momentum, and have clearer deliverables that are often more compelling to stakeholders.

Improving internal execution, in contrast, is slower, less visible, and typically fragmented across functions. It often requires reexamining how work gets done, where sellers encounter friction, and what structural constraints stand in the way. This type of work is complex and rarely high profile, making it harder to champion.

As a result, external initiatives get prioritized while internal capabilities remain underdeveloped. Yet when strategy outpaces the systems required to execute it, performance breaks down.

Our study reveals a tension that many leaders may not fully recognize: **52% say that building talent and capability** — not through training alone, but by reinforcing the systems, processes, and infrastructure that enable execution — **is the most effective way to move from reactive problem-solving to more proactive, sustainable growth.** Without a clear roadmap, this tension goes unresolved.

52% of revenue leaders say that building talent and capacity is the best way to move from reactive to proactive growth.



N = 622 Revenue Leaders
Source: 2025 Varicent Market Spotlight

The result is that capable sellers are often left operating in environments that work against them. Performance suffers not from lack of effort, but from the absence of the infrastructure required to support it.

> **"I feel like it's easier to get support for a pricing initiative than for fixing how our teams execute. One feels like strategy, and the other feels like operations."**
>
> Head of Sales, Global Manufacturing Organization

What Do High Performing Companies Do Differently

To understand what separates top-performing commercial teams, we conducted in-depth interviews with sales professionals and revenue leaders. The goal was to learn how strategic decisions and investments influence execution and outcomes. From this, we identified a set of interdependent capabilities that define what we refer to as **Commercial Effectiveness.**

We found commercial effectiveness operates across three interdependent dimensions:

Semi-Structured Interview Insights Source: 2025 Varicent Market Spotlight

These dimensions are reinforced by enablers such as market intelligence, AI-driven insights, and integrated systems that support execution at scale.

When we asked leaders where they prioritize their efforts within this framework, most focused heavily on the edges, optimizing seller activity and improving hiring profiles. **However, in top-performing organizations, the emphasis shifted. Their number one focus was strengthening the seller ecosystem.**

This shift reflects a core insight: **the seller ecosystem is where internal breakdowns most often accumulate.** Misaligned territories, inconsistent compensation signals, and fragmented tools create friction that even top performers cannot overcome. The ecosystem determines whether strong performance is replicable across the organization or dependent on isolated individual effort.

Put simply, leaders cannot coach their way out of a broken environment. Nor can they hire their way out of it.

The Cost of Getting This Wrong

When companies misdiagnose the root causes of underperformance, they often prioritize speed over precision, making rapid moves that fail to address the real issue. This tends to produce to a recurring cycle:

High performers are forced to compensate for or overcome systems that create drag

Capable sellers burn out from friction rather than failure

Leadership responds by adding more strategy or headcount, rather than improving execution

In most organizations, the talent already exists. The more pressing question is whether the environment enables that talent to thrive or quietly erodes its impact over time.

TAKING ACTION

Audit the Ecosystem for Gaps

The companies that break the cycle don't just ask how to get more from their people. Instead they look critically at the system their people are expected to perform in. The best leaders stop asking "who needs to improve?" Instead they ask: **where does our ecosystem create drag that slows sellers down?**

This Ecosystem Audit is designed to help teams identify the structural barriers that limit performance, especially those buried in day-to-day operations.

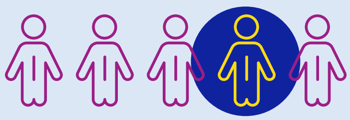
Ecosystem Audit:
Five Areas to Investigate to Identify Internal System Gaps

Focus Area	Question to Ask	Signals of System Gaps	Reflection Prompt
Time to Execution	Are sellers able to act on expectations quickly?	Strategy sounds strong but takes too long to show up in the field.	Where do plans stall and who absorbs the cost?
Tool and System Clarity	Are tools helping or hindering execution?	Sellers toggle across systems to get basic answers.	If a rep had 30 minutes to prep, could they find everything they need?
Behavioral Consistency	Do teams have shared clarity on what "good" looks like?	Coaching, comp, and reporting pull in different directions.	Would reps know what matters without checking the dashboard?
Territory and Quota Balance	Do goals match real opportunity?	Some reps overperform in weak markets while others underperform in strong ones.	Who is exerting the most effort for the least return, and why?
Design Accountability	Are performance issues traced to system flaws or just individuals?	Coaching happens, but the root causes remain unexamined.	When someone misses, do we inspect the design, or just the person?

Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

How to Use The Ecosystem Audit

01



Pick a team to start with

Choose one segment (enterprise reps, a specific region, an operational team) where execution feels heavy or inconsistent.

02

Run the Ecosystem Audit live

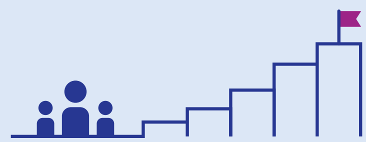
Discuss the five focus areas of potential system gaps in a team meeting or planning session. Ask the questions. Have leaders rate each focus area as Green (confident), Yellow (uncertain), or Red (needs attention).

03

Focus on one Yellow or Red

Start with the area where the team sees the most drag or disagreement. That's your leverage point.

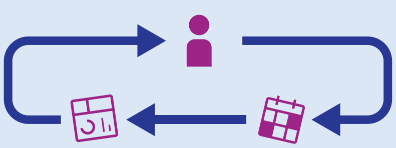
04



Define what "Green" looks like

Agree on what success would look like in 60 to 90 days. Be specific. What would reps experience differently? What would improve in execution.

05



Assign ownership and check in

Decide who owns the fix. Revisit the area in your next QBR or operating review. Track whether performance and effort improve.

STRATEGIC IMPLICATION

Organizations often interpret performance breakdowns as individual shortcomings, when the underlying issue is structural.

While companies may invest in improving talent or driving activity, few also fully assess the conditions in which that talent operates. **When foundational elements of the seller ecosystem (territories, compensation, tools, and support) are under designed or misaligned, even skilled teams operate at a disadvantage.**

High-performing organizations approach commercial effectiveness not as a function of effort, but as an outcome of design. They eliminate friction, clarify expectations, and ensure that execution is reinforced by the system itself.

This shift does more than improve results. It builds a revenue performance model that is more predictable, scalable, and resilient where growth is not dependent on individual effort, but is consistently enabled by the environment.

CHAPTER 2

Alignment Isn't Just Broken. It's Untapped

Unlocking Your Most Overlooked Revenue Lever

KEY TAKEAWAY

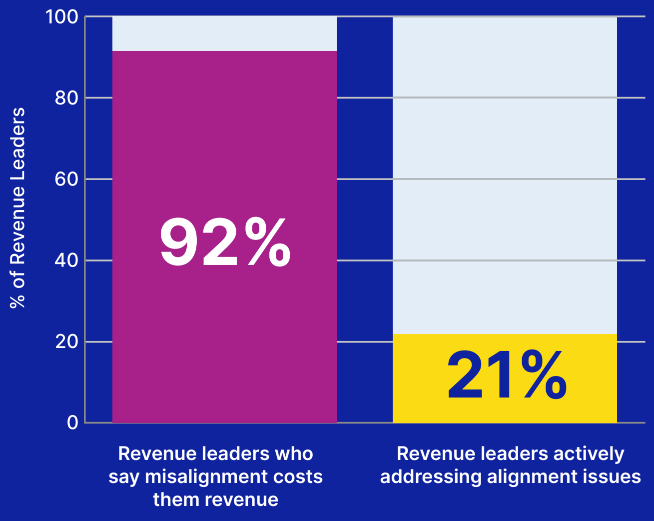
Internal alignment is often mistaken for a collaboration issue. In reality, it is a foundational condition for scalable revenue performance. Yet many companies simply assume alignment will happen once strategy is communicated to enough people.

High-performing organizations take a different view. They treat alignment not as a secondary effect, but as a prerequisite. For these teams, alignment becomes a leading indicator of commercial effectiveness and a critical enabler of execution.

According to our study, **92% of revenue leaders say internal misalignment is costing them revenue,** typically between 6% and 15% of total commercial capacity. **Yet only 21% say they are actively working to fix it.**

This is the disconnect: the cost is widely recognized, but the issue remains largely unaddressed. Alignment continues to be one of the most underused levers for sustainable growth.

Everyone Sees the Cost. Few Take Action.



N = 622 Revenue Leaders
Source: 2025 Varicent Market Spotlight

WHAT LEADERS TOLD US

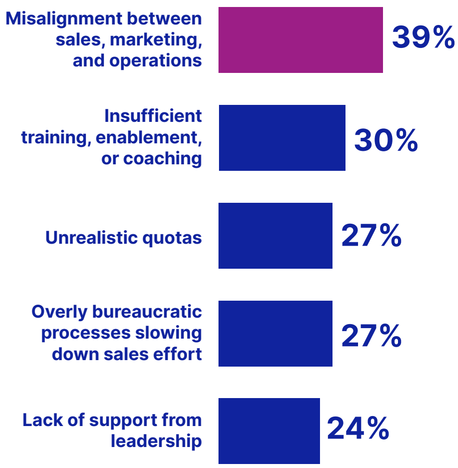
The Missed Revenue Multiplier

While the cost of misalignment is evident in the data, our executive interviews offered deeper insight into why it persists and how it disrupts execution.

Leaders consistently noted that strategy rarely fails because it is poorly conceived. More often, it breaks down when it encounters friction during execution, where organizational complexity and functional disconnects stall progress.

This friction is reflected in the data. **When asked why their company's sales go-to-market plans hinder their ability to meet revenue targets, 39% of sellers pointed to internal misalignment**, which outranked insufficient enablement (30%), unrealistic quotas (27%), bureaucratic processes (27%), and lack of leadership support (24%).

What in your organization's GTM plan gets in the way of meeting your targets?



N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

Sellers described misalignment not as a single failure, but as an accumulation of competing signals and uncoordinated decisions. These are moments where expectations are misaligned with support, or where individuals are asked to pursue one set of priorities while being measured against another. The result is a fragmented system where effort may be high, but impact is always uneven.

The cost is real. A quota plan that fails to reflect territory potential, a product launch without adequate enablement, or a compensation model that contradicts stated strategy can all create drag that slows down execution, increases effort, and erodes predictability.

Alignment acts as a multiplier because it removes this friction. When systems are coordinated, every seller can move faster and more effectively. When they are not, even strong strategies lose momentum and fail to scale.

Why Internal Alignment Gets Ignored

Despite its cost, alignment remains a secondary priority for many organizations. Interviews revealed three recurring patterns that explain why:

Friction Gets Normalized

As long as revenue continues to come in, the effort required to generate it is rarely scrutinized. Teams adapt to inefficiencies, and the system absorbs the strain. Few stop to ask how much faster, cleaner, or more scalable outcomes could be if execution worked as intended.

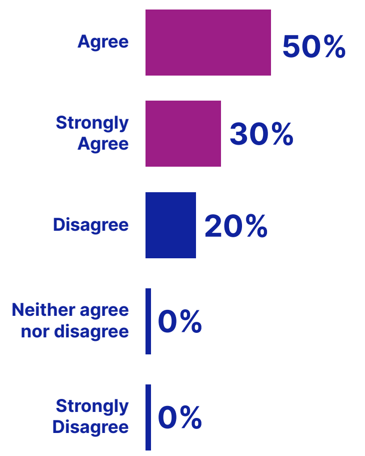
No One Owns The Seams

Misalignment lives between functions, and these seams often lack ownership or accountability. Fixing them requires cross-functional coordination, but few are incentivized to lead it. The result? Everyone sees the problem, but no one's accountable for solving it.

Success Masks Inefficiency

Strong topline results can obscure operational drag. Without benchmarks for systemic efficiency, teams assume performance is near optimal or underestimate the upside they are leaving untapped.

I believe alignment across sales GTM functions is essential to achieving our organization's revenue goals.



N = 152 C-Suite Leaders
Source: 2025 Varicent Market Spotlight

These three factors create conditions where misalignment becomes tolerated, even when its negative impact is well understood.

That tolerance becomes increasingly costly as go-to-market complexity accelerates. As AI reshapes workflows and GTM models expand to include product-led growth, multi-channel sales, customer success, and partner ecosystems, coordination becomes exponentially harder. What once required alignment across two or three teams now demands integration across several more.

Yet most organizations continue to layer on new bets (products, markets, pricing) without revisiting the infrastructure required to support them. **The result is a widening gap between strategic ambition and executional capacity.**

Executives are not blind to the risk and opportunity. In our study, **80% of C-suite leaders agreed that alignment across sales GTM functions is essential to achieving revenue goals.** What's missing is consistent action. Most organizations still lack the structure, ownership, and accountability needed to make alignment a durable operating capability.

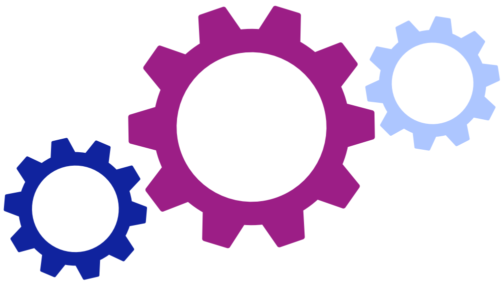
What High Performers Do Differently

High-performing organizations do not treat internal alignment as a secondary concern. **They view it as a core capability, built into the way decisions are made and executed across the business.** In interviews, leaders from top-performing companies identified three practices that consistently strengthen alignment and improve execution:

01

Design Coordination Into The Operating Model

Planning rhythms, decision rights, and data handoffs are structured to ensure cohesion across teams. This requires rethinking not only who makes key decisions, but also how those decisions move across functions and translate into execution.



02

Reduce Friction at Key Business Process Intersections

Revenue-critical connections (like territory design and quota planning, capacity planning and HRM/headcount planning, or seller assignment and plan assignment) are mapped, governed, and continuously refined. In our study, **revenue leaders at companies with high visibility and joint ownership at 2 or more crucial business process intersections were 1.8 times more likely to hit or exceed revenue targets.** These structural connections minimize drag and create consistency across execution.

Likelihood of hitting or exceeding revenue targets

N = 622 Revenue Leaders
Source: 2025 Varicent Market Spotlight

03

Expand Capacity Through Alignment

When coordination flows, organizations reduce rework, allocate resources more effectively, and respond with greater resilience under pressure. **Alignment becomes a source of leverage, not just clarity.**

Among high performers, alignment is not treated as a byproduct of strategy. It is the foundation that makes strategy executable.

TAKING ACTION

Use Alignment to Unblock Execution

Alignment challenges rarely surface in planning conversations. They become visible during execution, when work moves across teams and friction slows progress.

High-performing organizations identify misalignment by testing it against real, in-flight initiatives and using those insights to drive structural improvements.

The following approach provides a practical starting point:

01

Select a Strategic Initiative Already Underway

Choose a commercially significant motion (such as a product launch, pricing update, segment shift, or major quota reset) where timely execution is critical.

02

Identify the Most Critical Go-To-Market Business Process Intersections

Pinpoint two or three handoffs where multiple functions must coordinate for the initiative to succeed. Common intersections include:

- Market Segmentation ↔ Territory Design
- Territory Design ↔ Capacity Planning
- Territory Design ↔ Quota Planning
- Capacity Planning ↔ Seller Assignment
- Seller Assignment ↔ Plan Assignment
- Territory Structure ↔ Compensation Crediting
- Quota Allocation ↔ Compensation Design
- Territory Design ↔ CRM Updates
- Capacity Planning ↔ HRM/Headcount Planning
- Choose Your Own

03

Diagnose Where Friction Exists

Ask targeted questions to locate misalignment:

Who owns the handoff?

Which tools or data sets aren't talking?

Are inputs shared and consistent?

Where are timelines out of sync?

04

Estimate the Revenue at Risk

Assess the cost of previous delays, seller downtime, or execution gaps. Quantify how much revenue was lost or could be recovered if coordination improved at these seams.

05

Implement a Structural Fix and Measure the Impact

Assign clear ownership, align planning calendars, and introduce shared dashboards or workflows. Monitor whether the change improves execution speed, seller clarity, or overall coordination.

STRATEGIC IMPLICATION

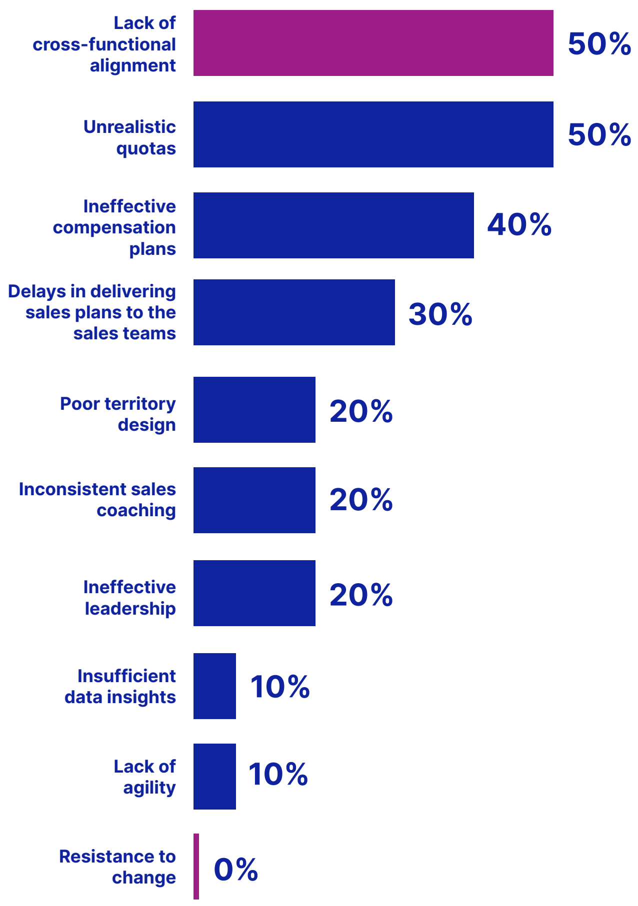
Alignment is often treated as a secondary concern, addressed only after strategy is set and targets are in motion. Yet in our study, **50% of C-suite leaders said cross-functional alignment is just as critical to hitting quota as the quota itself.**

Top-performing companies view alignment as a primary driver of commercial performance. They do not optimize function by function. They build operating models that coordinate across teams and translate strategy into execution with greater speed, consistency, and scale.

By embedding alignment into planning cadences, quota and compensation workflows, territory design, and sales execution, these organizations reduce time to impact and improve the return on every growth initiative.

Alignment does not fix itself. When ignored, it quietly erodes performance. When designed with intention, it becomes a force multiplier for growth.

Why does your organization struggle to turn GTM strategies into consistent quota attainment?



N = 152 C-Suite Leaders
Source: 2025 Varicent Market Spotlight

> **"Most of our execution issues weren't about effort... They were about teams working from different assumptions. Once we aligned the decisions upstream, the noise downstream started to disappear."**
>
> VP of Commercial Operations, Healthcare Organization

CHAPTER 3

Beyond the Close

Rethinking Incentives to Drive Seller, Customer, and Company Success

KEY TAKEAWAY

Across industries, the way companies create and capture value is evolving. Growth is no longer defined only by what companies sell, but also by the value they deliver to customers through adoption, expansion, renewal, and ongoing customer engagement. Outcomes that matter now often span the full customer lifecycle, not just the point of sale.

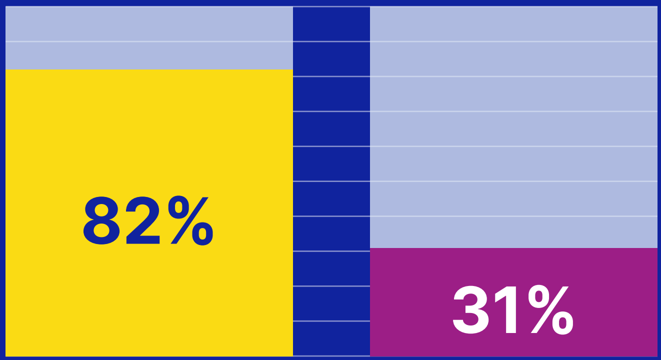
Unfortunately, most incentive structures have not caught up to this reality. In our study, **82% of sellers say plans that incentivize behaviors beyond just closing deals are more motivating than revenue targets alone. Yet only 31% say their plan is built that way today.**

This mismatch suggests a strategic opportunity for revenue leaders. When sellers influence the broader outcomes companies are working to achieve, compensation becomes a powerful lever for reinforcing the right behaviors. Especially when paired with what we are learning about what motivates sellers and how their roles are changing.

Aligning motivation with a broader set of outcomes helps create a shared definition of success that connects what matters to the seller with what delivers results for the customer and the business.

When incentives reflect both short-term results and longer-term impact, they help focus seller effort on the activities that drive durable growth. This can help improve retention, deepen customer relationships, and unlock more efficient paths to revenue.

Evolving Salesperson Incentive Gap



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say their plan is built that way today.

N = 622 Revenue Leaders
Source: 2025 Varicent Market Spotlight

WHAT LEADERS TOLD US

The Leader-Seller Disconnect

We asked revenue leaders and sellers how well current compensation plans reflect the factors that shape performance. Responses showed strong agreement on foundational elements such as base pay and commission. Beyond those basics, alignment breaks down.

An Incentive Perception Gap

Motivator	**% of Revenue Leaders** Who Say Their Plan Strongly Reflects This Factor	**% of Sellers** Who Say Their Plan Reflects This Well
Base compensation	88%	**89% (+1%)**
Commission and payout structure	91%	**86% (-5%)**
Purpose and mission	36%	**18% (-18%)**
Career development	28%	**22% (-6%)**
Post-sale outcomes	24%	**20% (-4%)**
Simplicity and predictability	67%	**33% (-34%)**
Recognition and visibility	15%	**12% (-4%)**

N = 622 Revenue Leaders N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

The largest gaps appeared in areas connected to long-term contribution and customer value. Sellers indicated that their plans often do not account for contributions they believe they could make beyond the transaction itself. These include reinforcing expectations, supporting early adoption, and identifying future individual growth opportunities.

These inputs should not be taken as prescriptions or claims of impact. **They point to areas where sellers may be motivated to engage more deeply if their plans supported that engagement in a meaningful way.** In many organizations, these are the same areas where cross-functional alignment is weakest and where execution can break down.

When plans focus primarily on short-term outcomes, they often miss the opportunity to reinforce behaviors that support continuity, deepen customer relationships, and contribute to long-term growth.

What Sellers Say They Want (And Why It Matters For You and Your Customers)

In addition to asking how well current plans reflect key performance drivers, we asked sellers where they believe compensation should place greater emphasis. Their responses highlight areas where they want to feel more connected to the customer experience and the broader success of the business.

This input should not be viewed as a request to restructure incentive plans around seller preference. Rather, it reflects a shift in how many sellers see their role. They want to contribute beyond the transaction, to outcomes the business likely already prioritizes, such as adoption, retention, and long-term customer value.

In many companies, those outcomes are already supported by customer success, delivery, or renewals teams. **The question is not whether sellers should own these results. It is whether a portion of incentive design can help reinforce seller connection to those outcomes and encourage stronger alignment with the broader go-to-market effort.**

This does not require a complex plan. Even a small percentage of incentive tied to shared milestones or team-based results can help sellers understand how their work contributes to downstream value. It also strengthens collaboration across teams and builds clarity around what sustained success looks like.

When incentives reflect how value is delivered across the lifecycle, sellers are more likely to focus their time, energy, and judgment where it matters most. **That focus benefits the customer, improves internal coordination,and ultimately drives more efficient and durable growth.**

Sellers' Evolving Motivational Factors

Motivator	% of Sellers Who Say They Want This Reflected More Strongly In Their Plan
Purpose and mission	**74%**
Recognition and visibility	**69%**
Career development	**67%**
Commission and payout structure	62%
Post-sale outcomes	61%
Base compensation	58%
Simplicity and predictability	42%

N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

A Note on Generational Patterns

To add further context, we examined how motivation varies across generational cohorts. The data reinforced what many leaders have sensed but may not have clearly seen reflected in current compensation structures.

Younger sellers place greater emphasis on purpose, recognition, and contributing to long-term customer outcomes. More experienced sellers tend to prioritize plan predictability, payout structure, and simplicity. Most compensation strategies today are still optimized for the latter. While this may reflect historical norms, life stage differences, and ease of administration, it can reduce relevance for the sellers companies are trying to engage and retain going forward.

This does not mean compensation plans should be built around generational preference. It points to an opportunity to design with more flexibility and awareness. As motivation becomes more multidimensional, incentive strategies that connect with both performance and evolving expectations will be better positioned to sustain engagement and deliver consistent results.

Motivator	Gen Z	Millennials	Gen X	Boomers
Base compensation	Medium	Medium	**High**	**High**
Commission and payout structure	Medium	**High**	**High**	**High**
Purpose and mission	**High**	**High**	Medium	Low
Career development	**High**	**High**	Medium	Low
Post-sale outcomes	**High**	Medium	Low	Low
Simplicity and predictability	Low	Medium	**High**	**High**
Recognition and visibility	**High**	**High**	Medium	Low

N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

TAKING ACTION

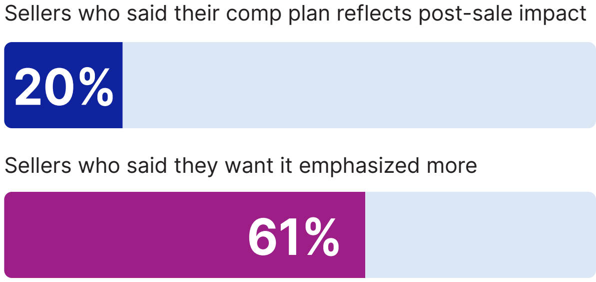
A Modern Framework for Seller Motivation

Our research suggests that modern incentive strategies are moving in three distinct but reinforcing directions. Together, these shifts offer a framework for connecting motivation with long-term performance:

01

Outcome-Centric Design

While only **20% of sellers said their current plan reflects post-sale impact. 61% said they want that emphasis.** To account for value delivered beyond the close, some companies are starting to tie a portion of compensation to adoption milestones, expansion triggers, or satisfaction metrics, while putting guardrails in place to make sure promised value translates into actual results.



02

Multi-Dimensional Motivation

74% of sellers said they want greater alignment between compensation and company purpose. 67% said development should recognized in their plan. To support this , companies are incorporating elements like internal visibility, career progression, and team-based recognition into their performance model. These mechanisms can help sustain engagement and strengthen connection to the broader mission.

03

Shared Incentives to Support Internal Alignment

Many of the outcomes that drive growth (such as adoption, retention, and expansion) depend on coordination across teams. Some companies are introducing shared incentive components that are tied to joint success. **These include team-based rewards, coordinated quota credit, and shared performance metrics between sales and customer success.** Even a small shared component can help reinforce collaboration, improve execution at transition points, and keep teams aligned around shared outcomes

A Directional Blueprint for Modern Incentive Design

The following model is not a recommendation or template. It is a directional illustration of how companies could start to translate the principles of outcome-centric design, multi-dimensional motivation, and internal alignment into compensation structures. **The intent is not to suggest a single right way to design a plan, but to provide a working example of how incentive strategies can better reflect the full range of seller contribution and motivation across the customer lifecycle.**

This framework draws on what sellers say motivates them, what companies are trying to achieve, and where cross-functional performance depends on shared outcomes. Even small adjustments in how performance is defined and rewarded can help shift focus toward the behaviors and results that matter most for customer and company success.

Component	Design Approach	What It Reinforces	How to Measure
Base Salary	Competitive and role-tiered	Stability, recruiting, internal equity	Role and level benchmarks
Variable Pay	Split across multiple outcomes	Balanced focus across lifecycle	CRM and RevOps data
Revenue Closed (30%)	Based on bookings	Opportunity creation and core selling behaviors	Closed-won deals
Post-Sale Milestones (10%)	Linked to adoption or renewal readiness	Retention and customer ownership	Usage data, CSAT, NPS
Team Based Contribution (5%)	Recognition-based or project-driven	Internal cohesion and collaboration	Manager or peer nominations
Engagement Quality (5%)	Focus on behaviors that drive quality customer interactions tied to business results	Pipeline accuracy and customer relevance	CRM fields, deal reviews
Growth Bonus	Development or mentoring	Internal leadership and skill growth	Enablement systems, manager input
Cultural Contribution	Visibility tied to core values	Culture-building and team motivation	Internal nominations

Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

STRATEGIC IMPLICATION

Incentive plans influence more than compensation. They shape how performance is defined, how effort is directed, and how outcomes are reinforced across the organization.

Many plans remain centered on what is easiest to track rather than what is most critical to influence. As a result, they may overlook contributions that support customer retention, cross-functional execution, and long-term value creation.

As seller motivation evolves and revenue models become more interconnected, companies have an opportunity to design incentives that are more intentional and more aligned with business strategy. This does not require additional complexity. It requires clarity about how value is created, who influences it, and how teams succeed together.

When incentives reflect both short-term results and sustained impact, they help direct seller focus to the activities that support customer success and commercial efficiency. Over time, that alignment strengthens internal coordination and supports more predictable, profitable growth.

CHAPTER 4

The Quota Illusion

Why Your Most Visible KPI Might Be Your Most Misleading

KEY TAKEAWAY

Quota attainment remains the most visible and widely accepted metric for measuring sales performance. It is easy to report, simple to benchmark, and familiar across revenue organizations. But visibility does not equal accuracy. Our research suggests that quota attainment may be one of the most misleading signals in the system.

To be clear, quota attainment is an important metric. But major problems arise when organizations track whether the number was hit without asking why. Was performance broadly distributed or carried by a few individuals? Did each rep have a fair opportunity based on the potential of their territory, or were some reps set up to miss from the start? Were sellers focused on the right deals or simply staying busy?

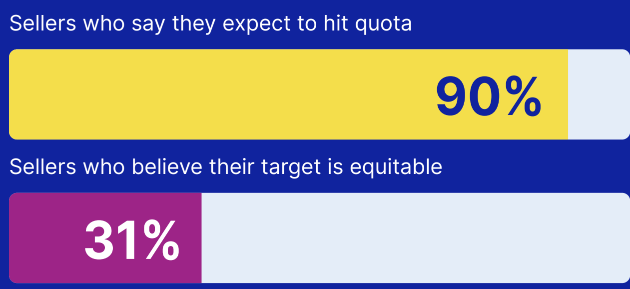
These questions are often overlooked, but they matter. **Our data shows that 90% of sellers say they expect to hit quota, yet only 31% believe their target feels equitable.**

Nearly one-third of revenue leaders say inconsistent attainment is tied to unrealistic goals or poor territory design. Even when a team hits plan, leaders may be unsure whether the result reflects structural strength or isolated effort.

This is the illusion. Quota attainment reveals the outcome, but not the underlying drivers. Without context, it provides little insight into whether success is repeatable, scalable, or sustainable.

To move forward, companies need more than a pass-fail scoreboard. They need supporting signals that clarify how performance was achieved, how consistent it is across the team, and where the system needs to evolve.

Quota Can be an Unreliable Signal



N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

WHAT LEADERS TOLD US

The Math Was Never Meant to Work

Quota attainment assumes the target was equitable and achievable. In most companies, that assumption does not hold up under scrutiny.

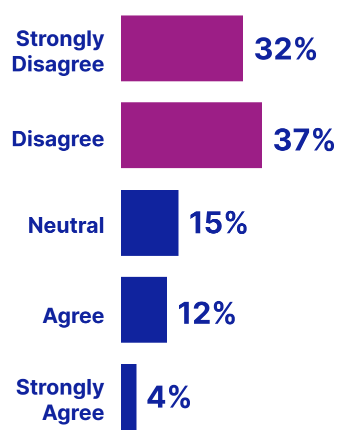
Leaders told us their quota models are often built to deliver 60-80% attainment across the team. These assumptions are baked into compensation structures, go-to-market forecasts, and financial planning. Success, at a system level, is defined by a model that expects a portion of the team to fall short.

That fragility shows up in the data. **69% of sellers say their quota does not feel equitable. 60% say it does not reflect the potential of their territory. 75% do not understand how their number was set.** These are not isolated views, but they reflect a performance model that may lack transparency, consistency, and trust.

Leaders recognize this problem. 48% say quota and territory design are critical to performance, but only 26% believe their current approach is equitable. When expectations vary widely in how they are set and how they are experienced, attainment becomes a poor proxy for performance.

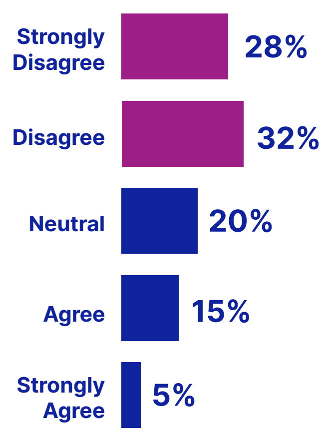
If the underlying system is not equitable, then the metrics it generates may offer a distorted view of performance.

I believe my sales quota is equitable compared to other reps.



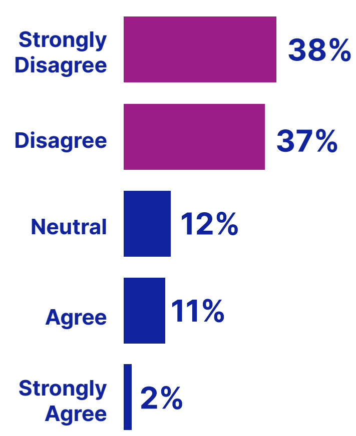
N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

I believe my sales quota accurately reflects the potential in my territory.



N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

I understand how my sales quota was set.



N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

Quota Attainment Does Not Tell the Full Story

Even when a team hits plan, quota attainment often fails to reflect the full picture. It can obscure uneven performance, mask structural gaps, and lead decision-makers to false conclusions.

In many cases, results are driven by a few top performers while others fall short. Some reps may miss targets not due to lack of effort, but because their quota was misaligned with territory potential. Teams may meet plan by pulling deals forward or relying on discounting. These may help in the short term, but they are not signals of scalable performance.

Quota attainment compresses these dynamics into a single binary outcome. It turns complex tradeoffs and structural imbalances into a simple yes or no. It does not clarify whether success was broad or concentrated, whether it was driven by execution or planning, or whether it can be repeated.

When quota is used in isolation, leaders are left with incomplete insight. They are left interpreting results without visibility into the conditions that shaped them.

This does not mean quota should be discarded. It means it should be supported by complementary signals that provide greater context.

Understanding how performance is achieved, where it is concentrated, and whether it can scale is essential for moving from reactive assessment to more reliable performance management.

> **“Quota tells me whether we hit the number. It doesn’t tell me whether the number made sense or if we can do it again.”**
>
> Chief Revenue Officer, Financial Services Organization

TAKING ACTION

Three Signals That Reveal What's Driving Performance

Quota attainment tells you whether a number was hit. It does not explain how it happened, who made it happen, or whether it can happen again. The following three signals help provide that missing context.

Each draws from data most companies already track but applies it in a way that highlights structural health, opportunity gaps, and areas for improvement.

Median Attainment

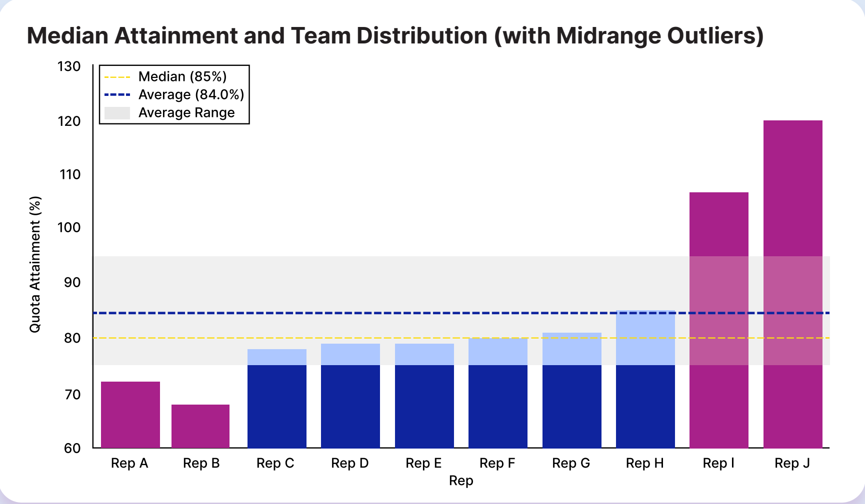
Understand How Performance Is Distributed

This metric shows how the typical rep is performing and whether success is broadly distributed or concentrated among a few individuals. If the median rep is far below target while the team hits plan, a small group may be carrying the number. That dynamic signals risk, not scale.

How to measure it:

- Plot attainment as a percentage of quota for each rep
- Identify the median (middle) performer
- Flag reps that fall outside a range of 5 to 10% of the team average*

Example:
If the company hits 95% of plan but the median rep is at 79%, a small subset is likely covering for underperformance elsewhere. That is not a sustainable system.



Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

*Forrester and others have pointed to median attainment as a more reliable indicator of system-level health than team averages. In healthy teams, the median should fall within 5 to 10 points of the average. Larger gaps may reflect uneven design or execution.

Quota-to-Territory Fit

Check Whether Reps Are Set Up to Succeed

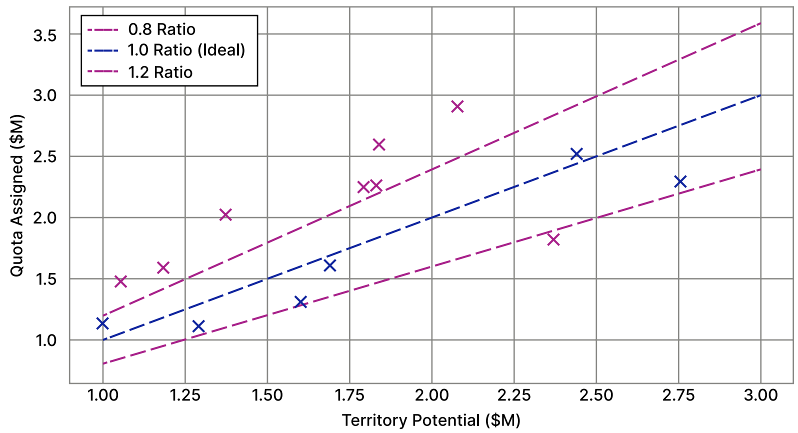
This metric compares the quota assigned to each rep with the true potential of their territory. When the ratio is off, performance tends to break down, regardless of effort.

How to measure it:

- Model territory potential using historical data, segmentation, and third-party signals
- Divide each rep's quota by their territory's potential
- Flag reps with a ratio outside the range of 0.8 to 1.2*

Example:
A rep with $2.5 million in opportunity and a $2 million quota has a ratio of 0.8, which is reasonable. A rep with the same quota but only $1.2 million in opportunity has a ratio of 1.67 and is unlikely to succeed, no matter their skill or effort.

Quota-To-Territory Fit With Outliers Highlighted



Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

* Ratios below 0.8 often indicate revenue left on the table. Ratios above 1.2 suggest the rep may be set up to fall short, distorting forecasts and increasing churn risk.

Activity-to-Outcome Correlation

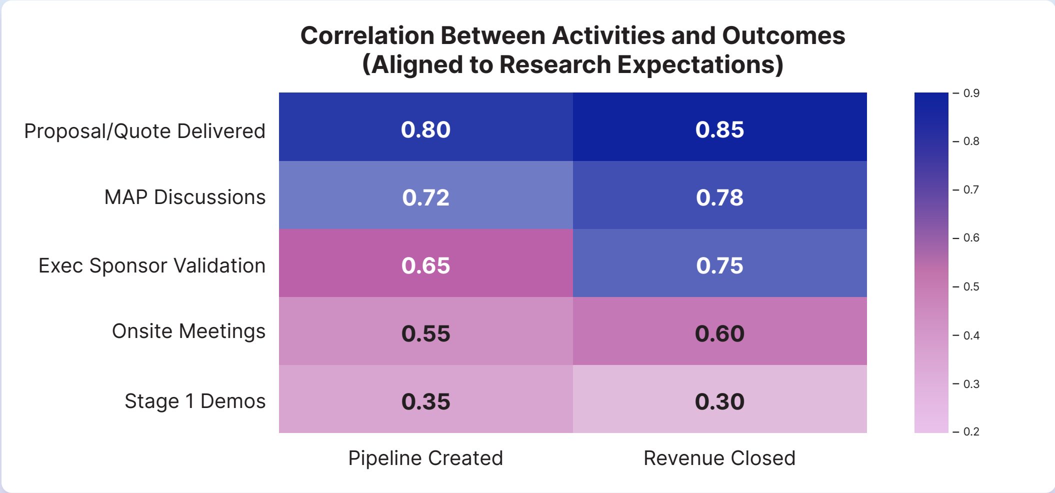
Spot Which Efforts Are Linked to Results

This metric helps you identify which selling activities are most strongly associated with positive outcomes. Rather than treating all effort equally, it reveals which actions consistently show up in successful deals.

How to measure it:

- Track key selling activities consistently across reps
- Capture associated outcomes: pipeline created and revenue closed
- Use correlation analysis* to assess the strength of the relationship between each activity and outcome
- Focus on activities with the strongest positive correlations
- Use insights to coach reps, shape planning, and prioritize high-impact motions

Example:
Two reps may each close $1 million, but if one consistently does so with fewer, more targeted actions, correlation can help isolate which efforts are actually linked to revenue (and which might just be noise).



Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

* Correlation highlights relationships, not causation. It's ideal for quick pattern recognition, especially with limited data. As your dataset and analytical capability grows, consider layering in deal size, sales stage, buyer engagement, or outcome type to get a more nuanced view. Deeper methods like regression or win-rate analysis by activity can uncover richer insights, especially when activity overlaps or buyer complexity come into play.

These metrics are not replacements for quota. They help give it context. Together, they can help leaders understand how performance was achieved, where it is consistent, and where the system may need to evolve.

STRATEGIC IMPLICATION

Quota attainment will always be an important signal. It provides a clear benchmark and a shared reference point. But used on its own, it creates more questions than answers. It tells leaders what happened without explaining how it happened, why it happened, or whether it can happen again.

When organizations rely too heavily on quota as a scoreboard, they risk scaling success without understanding what made it possible. This limits their ability to improve planning, develop talent, or address structural issues that may be holding performance back.

The solution is not to move away from quota but to provide other KPIs that give better context.

By combining quota with supporting signals, leaders can make better decisions, design more equitable systems, and build a revenue engine that is not just productive in the short term but scalable and sustainable over time.

CHAPTER 5

Coaching Where It Counts

Why Coaching Falls Flat Without The Right Context and Cadence

KEY TAKEAWAY

Sellers consistently say they want more coaching. Many companies struggle to make it effective.

The gap shows up clearly in the data. **79% of sellers say real-time, personalized coaching helps them perform better. Only 25% say they receive coaching that meets that standard.** Just 12% of companies use inputs from strategic planning, such as territory potential or quota logic, to guide coaching conversations.

Coaching often falls short because it lacks two essential elements: **context and cadence.**

Context means grounding feedback in the structure that shapes seller behavior. This includes how territories are designed, how quotas are set, how accounts are prioritized, and how compensation influences effort. These decisions affect how sellers operate before any coaching takes place.

Cadence means delivering coaching with the frequency and focus needed to guide real-time decision-making. When coaching is infrequent or disconnected from the seller's day-to-day, it becomes less useful and harder to act on.

To be effective, **coaching must be connected to how reps are set up to succeed and delivered with enough consistency to influence how they execute.**

Salespeople Want Personalized Coaching But Often Don't Get It

N = 486 Salespeople
Source: 2025 Varicent Market Spotlight

WHAT LEADERS TOLD US

Working with An Incomplete Picture

In our conversations with commercial leaders, one consistent theme stood out. Managers are expected to coach for performance, but they often lack the context required to coach with precision.

Most managers can see targets and pipeline. Fewer understand how those numbers were built. They are not always aware of which accounts were expected to contribute, how quotas were calibrated, or what assumptions were made about coverage and rep capacity.

Only 27% of sales managers say they understand the planning inputs behind a rep's number. The rest are left to coach without visibility into the structure behind the expectations.

N = 170 Sales Managers
Source: 2025 Varicent Market Spotlight

When this context is missing, coaching shifts to what is easiest to observe. Managers focus on calls, meetings, and surface-level deal progress. But without understanding the design behind the rep's territory or compensation, they cannot tell whether shortfalls reflect execution gaps or structural barriers.

This limits the effectiveness of the conversation and reduces coaching to activity review, rather than strategic guidance.

Coaching on the Back Burner

Many managers struggle to maintain a consistent coaching rhythm because of competing demands on their time. Forecast calls, deal reviews, internal meetings, and hiring priorities often take precedence. Coaching becomes something that fills the gaps, rather than something that shapes performance.

One regional director summed it up: **"If coaching isn't on today's fire list, it gets pushed to next week. By then the conversation is about what went wrong instead of how to get it right."**

Sales moves faster than most coaching cadences. Account priorities can shift in days. Compensation accelerators can trigger overnight. When coaching waits for the next scheduled session, the opportunity to influence decisions may already be gone. Sellers are left to improvise, and the habits they form may not reflect the strategy they were meant to execute.

Without a predictable cadence, coaching becomes reactive and corrective. Short, regular touchpoints help managers stay close to daily decisions and give sellers the feedback they need to adjust early. This allows coaching to guide execution in real time, rather than explain results after the fact.

TAKING ACTION

Coaching Through the Commercial Effectiveness Lens

Earlier in the report, we introduced a framework for Commercial Effectiveness built on three components: seller profile, seller ecosystem, and seller activity. That framework helps organizations assess where performance is breaking down and where to invest.

The same structure can guide coaching. It gives managers a way to diagnose performance with greater precision and helps ensure that conversations stay connected to how reps are set up to succeed:

❏ Seller Profile

Who is the rep, and what do they bring to the role? Experience, skills, and working style shape how feedback lands and which strengths can be used to close gaps.

❏ Seller Ecosystem

What surrounds the rep? Territories, accounts, quota design, and compensation shape where they focus and how they measure success.

❏ Seller Activity

What is the rep actually doing, and what outcomes are they generating? Activity only becomes meaningful when it is viewed in the context of the rep's profile and the ecosystem they operate in.

Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

Coaching that touches all three layers gives managers a more complete view of performance. It helps them distinguish between gaps in skill, gaps in structure, and gaps in execution.

Cadence turns this lens into a habit. Weekly check-ins keep activity aligned to the plan. Monthly reviews assess ecosystem health and pacing. Quarterly sessions allow for resets based on growth or shifting priorities. When coaching follows this rhythm, it becomes timely, actionable, and embedded in how the business operates.

With context and cadence working together, coaching moves from being a reactive conversation to becoming a continuous guide for execution.

What the Best Companies Are Doing to Elevate Coaching

The profile, ecosystem, and activity lens gives coaching structure. Turning that structure into daily practice requires a few specific moves. The best companies are operationalizing coaching through three consistent behaviors.

Each one connects coaching to the seller's environment, focuses the conversation, and builds a reliable rhythm:

01

Anchor Coaching in the Plan

Start each session with the rep's plan. Ground the conversation in the core assumptions: key accounts, quota targets, expected contribution, and current progress.

Context:

- Which accounts were expected to carry the number, and how are they performing?
- Where is coverage light or stalled relative to the plan?
- What structural factor is limiting progress this week?

Cadence:

- Hold a short weekly check-in to compare activity with plan
- Follow with a monthly review to assess territory health and quota pacing

02

Coach to Earnings Milestones

Compensation shapes focus. Understanding where the rep is relative to key thresholds allows coaching to influence how deals are prioritized and how time is allocated.

Context:

- How close is the rep to the next earnings tier or bonus trigger?
- Which deals are critical to reaching that milestone?
- What internal support could accelerate those opportunities

Cadence:

- Review earnings pacing weekly
- Schedule a planning touchpoint before each end-of-quarter or accelerator period, followed by a short debrief after

Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

03

Turn Coaching Insight into Planning Input

Coaching surfaces early indicators of mismatch between plan and reality. These insights should be fed back into the planning process so targets, territories, and incentives evolve with the field.

Context:

- Does recent win-rate data suggest the territory potential is still accurate?
- Is the quota realistic based on deal size and cycle length?
- Are any plan mechanics distorting seller focus?

Cadence:

- Log insights during coaching check-ins
- Aggregate themes monthly and review in quarterly planning discussions

Semi-Structured Interview Insights
Source: 2025 Varicent Market Spotlight

By linking coaching to plan assumptions, earnings milestones, and future inputs, organizations can turn coaching into a steady bridge between strategy and execution.

"(Our leaders) craft the strategy, but it's on managers to translate it into action. Our coaching is inconsistent... even when we do it, it lacks depth. That's how even the best plans get lost in translation."

Regional Business Director, Global Life Sciences Organization

STRATEGIC IMPLICATION

Coaching can be one of the most valuable tools for improving performance, but only when it is grounded in how results are expected to be achieved and delivered with enough consistency to influence behavior.

In many organizations, coaching is underpowered not because of a lack of effort, but because it is disconnected from the systems that shape seller decisions. Without visibility into territory design, quota assumptions, and compensation mechanics, managers are left responding to activity rather than guiding execution. Without cadence, coaching loses its ability to shape decisions in the moments that matter most.

The opportunity is to elevate coaching from an ad hoc conversation to an embedded part of the commercial system. When coaching is linked to the structure behind the plan, when it tracks to meaningful checkpoints, and when it connects individual guidance to broader strategy, it becomes a lever for performance that can scale.

Companies that make coaching part of the operating rhythm do more than improve rep development. They close the loop between planning and execution, and create the conditions for consistent, coordinated growth.

CONCLUSION

Across all five chapters of this report, one idea rises above the rest. **The greatest barriers to performance are not driven by external market conditions. They are internal, structural, and often reinforced by the very systems designed to manage growth.**

Our research shows that commercial organizations are facing familiar challenges: talent constraints, fragmented execution, misaligned incentives, opaque performance metrics, and coaching models that lack impact. These issues are well known, but they persist because they have been absorbed into day-to-day operations and are no longer treated as urgent.

Each chapter in this report surfaces a different dimension of that problem.

The companies that are outperforming their peers are not simply reacting faster. They are operating with more intention. They are focusing on the systems that shape behavior and performance at scale. They are using data to challenge assumptions, test what is working, and redesign how growth is supported from the inside out.

If this report accomplishes one thing, it should be to help frame how leaders think about improving performance. The goal is not to push people harder, but to create the conditions where performance happens more naturally, more consistently, and with greater resilience.

This is the work that makes growth sustainable and what high-performing organizations are building toward.

METHODOLOGY

About the Study

The 2025 SPM Market Study is one of the most comprehensive research efforts conducted to date on Sales Performance Management. It brings together large-scale, representative survey data with executive-level interview insight to capture both macro trends and operational realities shaping today's commercial organizations.

Varicent's Research and Insight team designed the research framework and partnered with an independent research firm to execute the study. The quantitative survey captured responses from 1,414 revenue and sales professionals across industries, company sizes, and roles. Respondents represented a broad mix of C-suite executives, revenue and sales leaders, operations professionals, and frontline sellers. The margin of error for the survey is ±2.6 percent at a 95 percent confidence level.

To complement the survey, Varicent's Research and Insight team also conducted 37 qualitative interviews with commercial executives and practitioners. These conversations added depth and real-world context to the data, surfacing practical examples of how companies are navigating common challenges and where they are seeing results.

Together, the survey and interviews provide a balanced view of the current state of sales performance, grounded in both scale and specificity.

Survey Sample Overview

Total N = 1,414

Role Breakdown and Analysis Groupings

C-Suite Members	**152**
*Chief Revenue Officer	46
*Chief Sales Officer	60
Other C-Suite Executive	46
Revenue Leaders	**662**
*Chief Revenue Officer	46
*Chief Sales Officer	60
Head of Sales	160
*Sales Operations Leader	196
*Revenue Operations Leader	114
*Other Revenue/Sales Operations Leader	46
Sales/Revenue Operations Professionals	**598**
*Sales Operations Leader	196
Sales Operations Specialist	164
*Revenue Operations Leader	114
Revenue Operations Specialist	78
*Other Revenue/Sales Operations Leader	46
Incentive Compensation Professionals	**18**
Incentive Compensation Manager	18
Salespeople	**486**
*Regional/Area Sales Leader	68
*Frontline Sales Manager	102
*Sales Representative	164
*Business Development Representative	80
*Account Manager/CS Representative	72
Sales Management	**170**
*Regional/Area Sales Leader	68
*Frontline Sales Manager	102
Frontline Salespeople	**316**
*Sales Representative	164
*Business Development Representative	80
*Account Manager/CS Representative	72

Other Sample Details

Annual Revenue Breakdown	
$100 million to $500 million	718 (50.78%)
$500 million to $1 billion	384 (27.16%)
$1 billion to $5 billion	238 (16.83%)
More than $5 billion	74 (5.23%)
Primary Sales Model Breakdown	
Business-to-Business	1414 (100%)
Business-to-Consumer	0 (0%)
Industry Breakdown	
Computer Software	32 (2.31%)
Computer Hardware	30 (2.16%)
Business Services	178 (12.82%)
Life Sciences	40 (2.88%)
Insurance	72 (5.19%)
Financial Services (not insurance)	56 (4.03%)
Hospitality / Travel	48 (3.46%)
Energy	46 (3.31%)
Media / Entertainment	76 (5.48%)
Healthcare	68 (4.90%)
Automotive	60 (4.32%)
Government	6 (0.43%)
Education	56 (4.03%)
Manufacturing	158 (11.38%)
Consumer Products	86 (6.20%)
eCommerce	246 (17.72%)
Other	130 (9.37%)
Not Listed	26 (0.18%)

Interview Sample Overview

Total N = 37

Role Breakdown and Analysis Groupings

C-Suite Members	**7**
*Chief Revenue Officer	4
*Chief Sales Officer	1
Other C-Suite Executive	2

Revenue Leaders	**11**
*Chief Revenue Officer	4
*Chief Sales Officer	1
Head of Sales	2
*Sales Operations Leader	2
*Revenue Operations Leader	1
*Other Revenue/Sales Operations Leader	1

Sales/Revenue Operations Professionals	**8**
*Sales Operations Leader	2
Sales Operations Specialist	2
*Revenue Operations Leader	1
Revenue Operations Specialist	2
*Other Revenue/Sales Operations Leader	1

Incentive Compensation Professionals	**2**
Incentive Compensation Manager	2

Salespeople	**9**
*Regional/Area Sales Leader	2
*Frontline Sales Manager	2
*Sales Representative	2
*Business Development Representative	2
*Account Manager/CS Representative	1

Sales Management	**4**
*Regional/Area Sales Leader	2
*Frontline Sales Manager	2

Frontline Salespeople	**5**
*Sales Representative	2
*Business Development Representative	2
*Account Manager/CS Representative	1

Other Sample Details

Annual Revenue Breakdown	
$100 million to $500 million	8 (22%)
$500 million to $1 billion	17 (46%)
$1 billion to $5 billion	10 (27%)
More than $5 billion	2 (5%)

Primary Sales Model Breakdown	
Business-to-Business	37 (100%)
Business-to-Consumer	0 (0%)

Industry Breakdown	
Computer Software	2 (5.41%)
Computer Hardware	1 (2.7%)
Business Services	1 (2.7%)
Life Sciences	2 (5.41%)
Insurance	2 (5.41%)
Financial Services (not insurance)	4 (10.81%)
Hospitality / Travel	2 (5.41%)
Energy	1 (2.7%)
Media / Entertainment	0 (0%)
Healthcare	4 (10.81%)
Automotive	4 (10.81%)
Government	2 (5.41%)
Education	1 (2.7%)
Manufacturing	1 (2.7%)
Consumer Products	4 (10.81%)
eCommerce	2 (5.41%)
Other	4 (10.81%)

Key Definitions

Sales Go-to-Market (GTM) Strategy
A coordinated approach to reaching revenue goals through territory design, quota setting, compensation, and coaching.

GTM Functions
The teams responsible for planning and executing the GTM strategy, including Sales Ops, Rev Ops, Finance, and Sales Leadership.

Sales Performance Management (SPM)
The orchestration of modern, connected GTM processes enabled by real-time data and cross-functional alignment to drive execution and deliver on revenue outcomes.