INSIDE SALES FOR SAAS

2015 RESEARCH ON
METRICS AND COMPENSATION

The **Bridge** Group, Inc.

Build. Expand. Optimize.
Sales Strategies

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INTRODUCTION

Since 2007, we have produced five rounds of research on the topic of Inside Sales. We are focused on how metrics & compensation change over time.

For this report, we surveyed **342 B2B SaaS companies** with inside sales teams tasked with closing business.

We've organized the report into five sections:

1. Group structure
2. Ramp & retention
3. Quota & compensation
4. Activity & technology
   -and-
5. Sales Leadership.

Feel free to skip around and dive into whichever section corresponds to your needs. We want you to use this information to build a better business.

To receive ongoing updates on Inside Sales methods, metrics, and trends, you can subscribe to our Inside Sales Experts blog.

If you have any questions, please reach out to us directly. We want to hear from you.

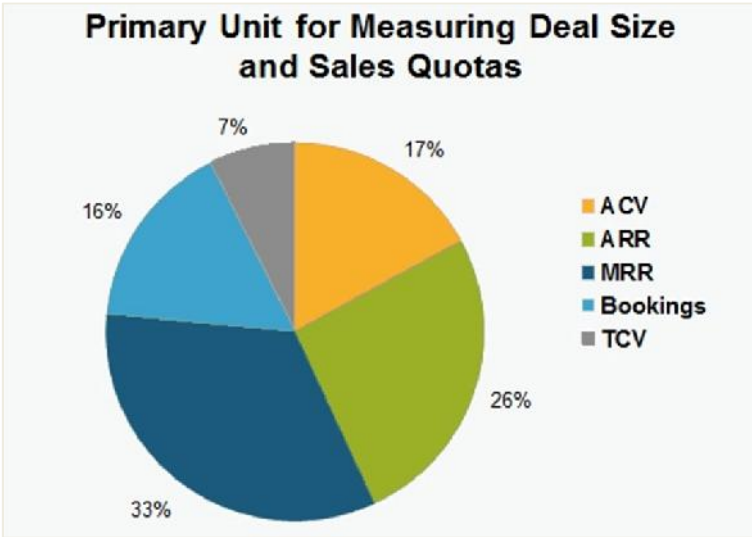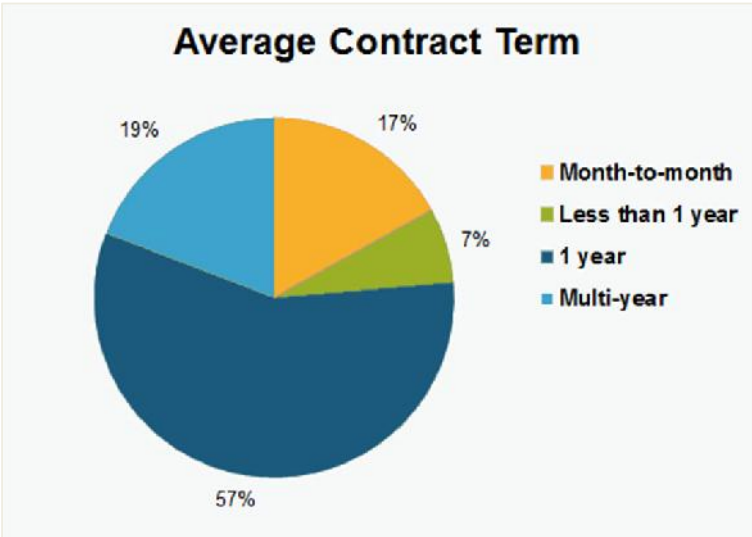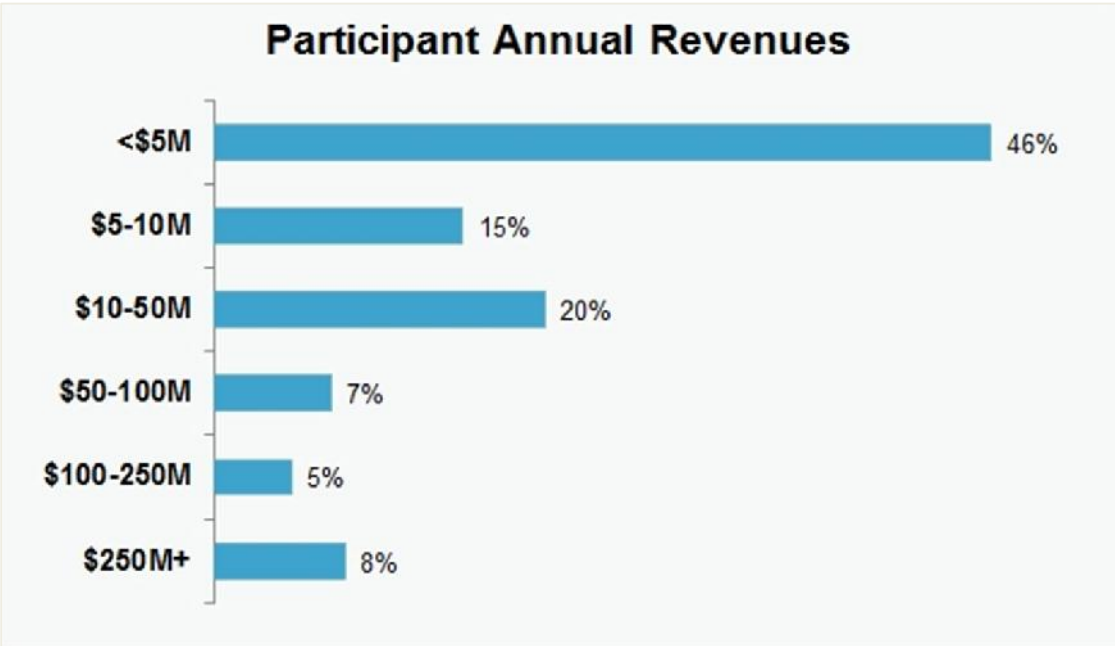Email us at **community@bridgegroupinc.com**.

SURVEY PARTICIPANTS

ABOUT THE COMPANIES WHO PARTICIPATED

A large and diverse group of SaaS companies participated. This year's research involved 342 B2B SaaS companies.

Our thanks go out to David Skok (@BostonVC) and Joel York (@chaoticflow) for their assistance and support.

Respondent demographics are as follows.

Participant Annual Revenues

Revenue	Percentage
<$5M	46%
$5-10M	15%
$10-50M	20%
$50-100M	7%
$100-250M	5%
$250M+	8%

Average Contract Term

- Month-to-month: 17%
- Less than 1 year: 7%
- 1 year: 57%
- Multi-year: 19%

Primary Unit for Measuring Deal Size and Sales Quotas

- ACV: 17%
- ARR: 26%
- MRR: 33%
- Bookings: 16%
- TCV: 7%

To simplify analysis and make findings more consistent throughout the report, we will use **Annual Recurring Revenue** (ARR) as our primary unit of measurement.

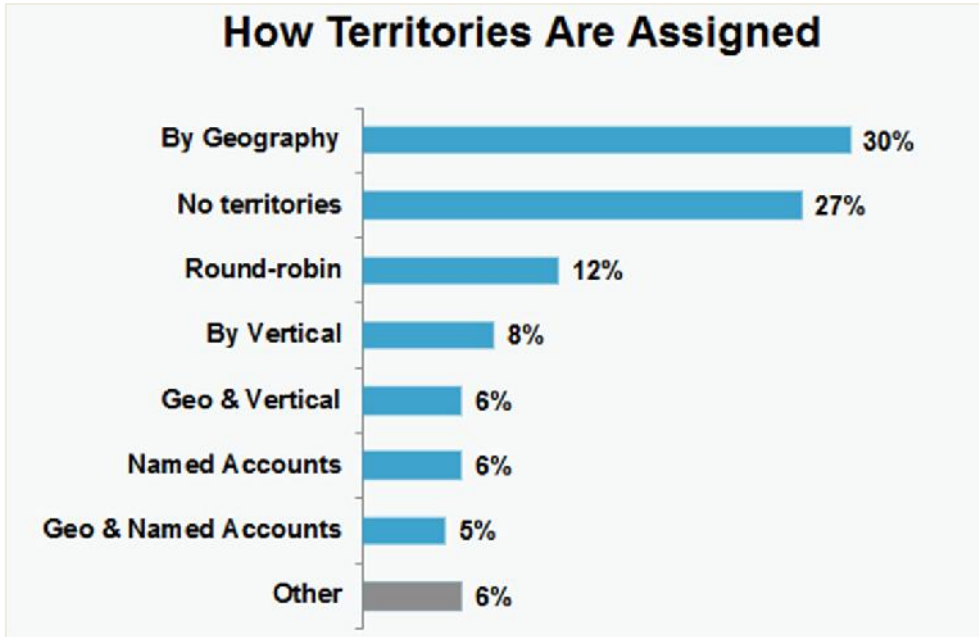Respondents had a median ARR of $13K, with 23% below $5K and 11% above $100K.

Participant Average ARR

ARR	Percentage
<$1K	3%
$1-5K	20%
$5-25K	40%
$25-100K	26%
$100-250K	7%
$250K+	4%
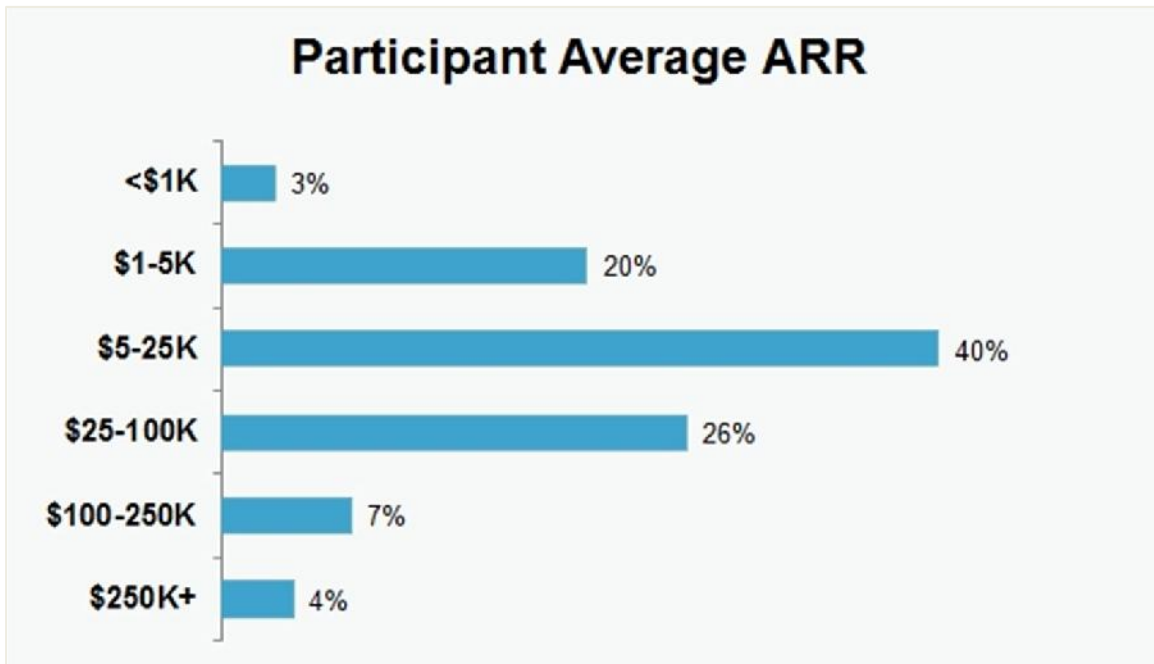
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GROUP STRUCTURE

HOW ARE TERRITORIES ASSIGNED?

While the occasional company uses 2, or even 3 factors, the vast majority (81%) use **a single factor** to assign territories.

For all companies surveyed, we found the following:

How Territories Are Assigned

Assignment Method	Percentage
By Geography	30%
No territories	27%
Round-robin	12%
By Vertical	8%
Geo & Vertical	6%
Named Accounts	6%
Geo & Named Accounts	5%
Other	6%

As you can see, geographic territories remain the leading approach. That lead, however, is eroding.

In 2010, 20% of companies reported deploying *no territories* or *round-robin*. That number has nearly doubled, now sitting at **39%**.

Round-Robin or No Territories

Year	Percentage
2010	20%
2012	33%
2015	39%
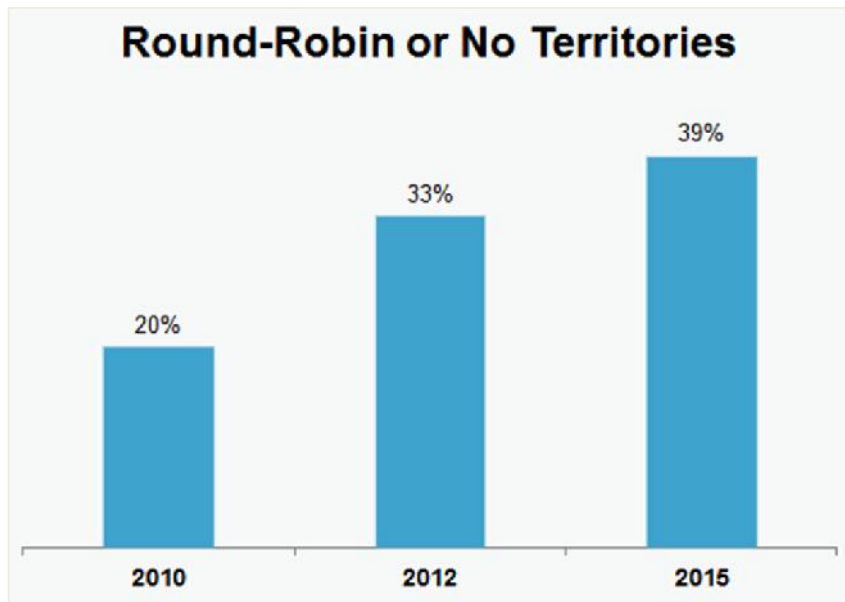
Round-robin is an approach most often adopted by companies with lower price points and/or selling into more mature markets. These companies are, in all likelihood, filling the sales funnel with inbound (marketing-generated) opportunities.

Setting equitable, geographic territories in an inbound environment is like a Rubik's cube – you can spend a lot of time on it and get nowhere. It is much easier to set uniform quotas, go to a round-robin approach, and remove the potential for human error or bias.

Some companies take this approach outbound and adopt **no territories**. This can be deployed in many flavors:

- **Pack leader**
  These companies give their "best" leads to their best salespeople. In essence, reps must "earn" the highest quality leads.

- **Shark tank**
  Another approach allows reps to claim ownership by remaining 'active' in an account. If they fail to do so, the account is redistributed away.

- **Account sprinkler**
  Where accounts are randomly assigned in an effort to remove any human error or bias. This is essentially round-robin for a universe of fixed, named accounts.

To give more context to the types of companies adopting these approaches, here are a few things to consider:

1. Companies with lower ARRs are more likely to adopt *no territories* or *round-robin*.

% Companies with Round-Robin or No Territories

Less than $5K	77%
$5K-25K	61%
$25K+	26%
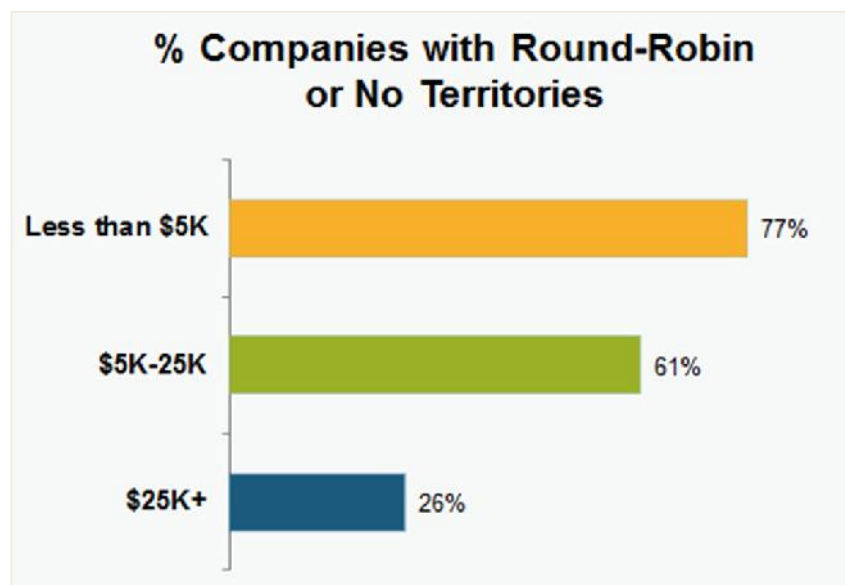
2. As ARR rises, companies are more likely to include *Named Accounts* as a factor in territory assignment.

% Companies with Named Accounts

Less than $5K	9%
$5K-25K	14%
$25K+	24%
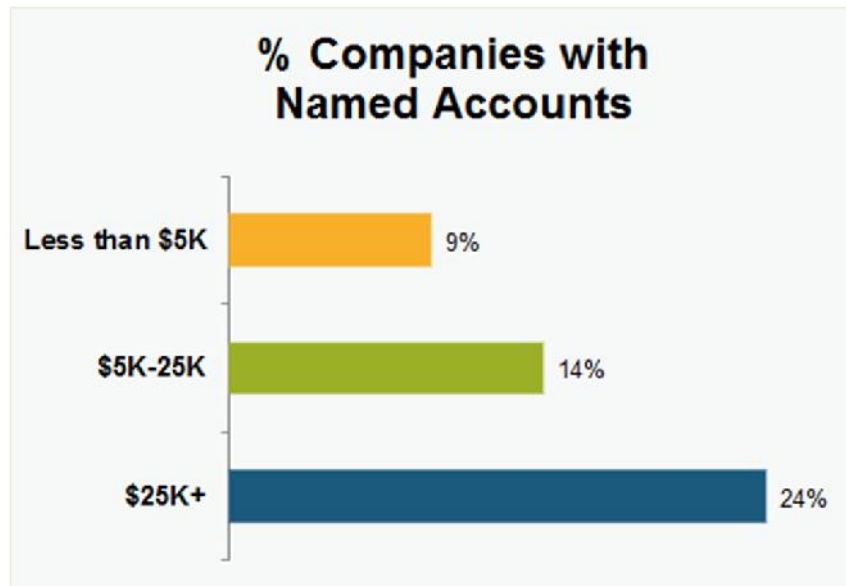
At higher ARR, deals are more complex and there is less marketing-sourced pipeline. This necessitates some form of outbound selling where reps are focused on penetrating strategic, high-value, and hopefully high-probability accounts.

In this and many other decisions, ARR is a critical variable. Joel York of Chaotic Flow shares his view:

I don't know any single statistic that provides more insight on a SaaS startup, or any business for that matter, than average selling price (ASP). Average selling price is the intersection of supply and demand and as such it measures external factors like customer value and competitiveness, while it constrains operational metrics like costs, volume and risk.

Your ASP places a ceiling on your customer acquisition cost, which in turn limits your SaaS sales model options. The volume requirement implied by ASP flows back through the sales process to put pressure on every upstream metric.

Low ASPs require large target markets, more leads, more pipeline, higher conversion rates, shorter sales cycles, and so on to deliver a high volume of customers.

Read the full post >>

Reps own an average of **207 accounts**. This number decreases as ARR rises.

Accounts per Rep

ARR	Accounts
Less than $5K	287
$5K-25K	209
$25K-100K	155
$100K+	138
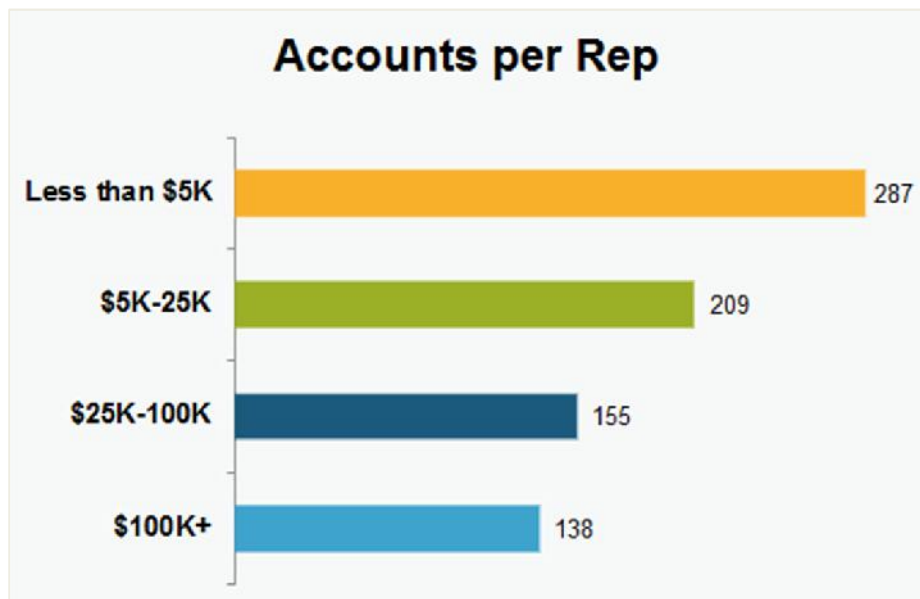
It is no secret that right-sizing territories is a bit of a dark art.

Give too few accounts and your reps are forced to chase anyone with a pulse. "Bad breath is better than no breath" strategies lead to wasted energy on non-ideal prospects. Give too many accounts and your reps will skim the cream via a Goldilock's 'too hot/too cold' tendency leaving money on the table for your company.

Two professors at the Kellogg School of Management published an interesting paper on this dilemma.

Only you can decide how best to balance the need to increase productivity per territory and reduce the likelihood of mutiny and in-fighting, that comes from territory re-aligns.

WHAT % OF PIPELINE IS SOURCED BY MARKETING?

On average, **44%** of an inside group's pipeline is generated by Marketing.

This is down sharply from our 2012 finding of 57% and much more in-line with our non-SaaS (*software, hardware, other B2B technology*) average of 38%.

Notice that the percentage of Marketing-sourced pipeline decreases as ARR rises.

% of Pipeline Sourced by Marketing

Less than $5K	51%
$5K-25K	43%
$25K-100K	41%
$100K+	35%
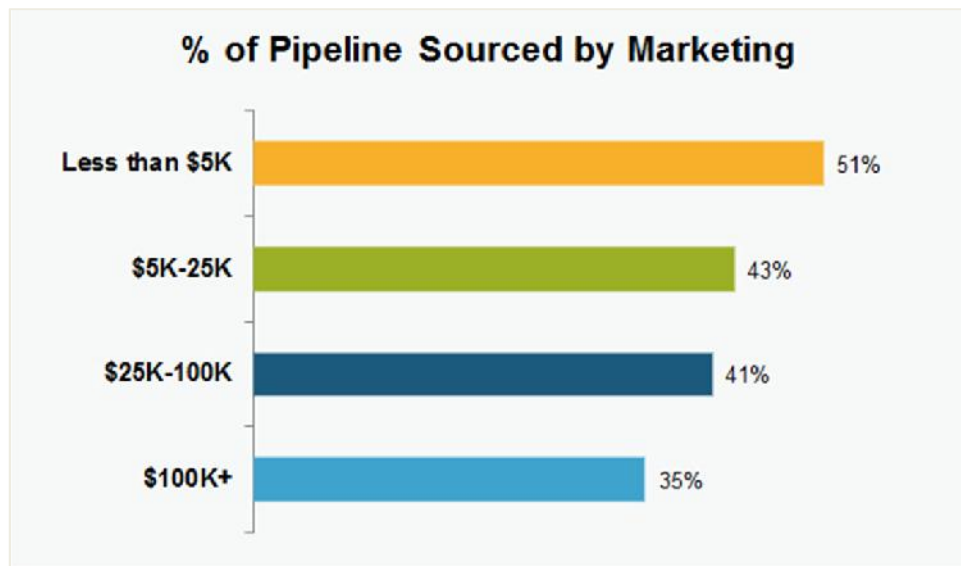
SiriusDecisions advises clients to think about marketing contribution based on three go-to-market strategies: Tier 1: Enterprise, Tier 2: Commercial, and Tier 3: SMB.

They share the following:

SiriusDecisions ▶
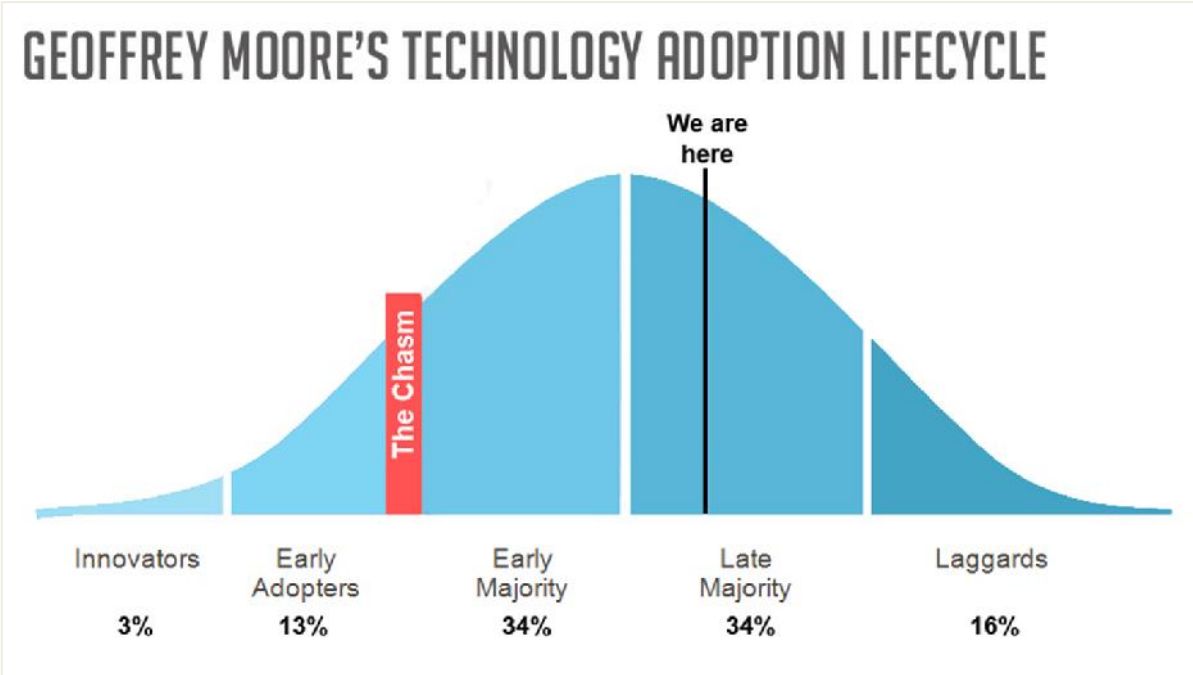Intelligent Growth™

Tier 3: SMB/Channel Accounts
Marketing continues to play a strong role in influencing purchasers (50 to 60 percent) and plays a much larger role in sourcing leads (30 to 45 percent) as the lead pool is much larger in this space. Whereas enablement and demand generation are marketing's primary tasks for Tier 1 and 2 accounts, the main focus for SMB/channel accounts tends to be driving awareness, followed by demand generation and then enablement.

[Read the full post >>](#)

ARE THE GROUPS FRONT-ENDED BY AN SDR TEAM [ADR, BDR, LGR, ETC.]?

Nearly six out of ten companies front-end their closing reps with an SDR team. Excluding companies below $5M in revenue, that number rises to **67%.**

In terms of Moore's chasm, we are in the late majority for this role -- at least in the SaaS space.

GEOFFREY MOORE'S TECHNOLOGY ADOPTION LIFECYCLE

We are here

The Chasm

Innovators	Early Adopters	Early Majority	Late Majority	Laggards
3%	13%	34%	34%	16%

Much as you would expect, as ARR rises, so does the percentage of companies deploying the SDR function.

% Companies with SDR Teams by ARR

Less than $5K	48%
$5-25K	66%
$25-100K	69%
$100K+	89%
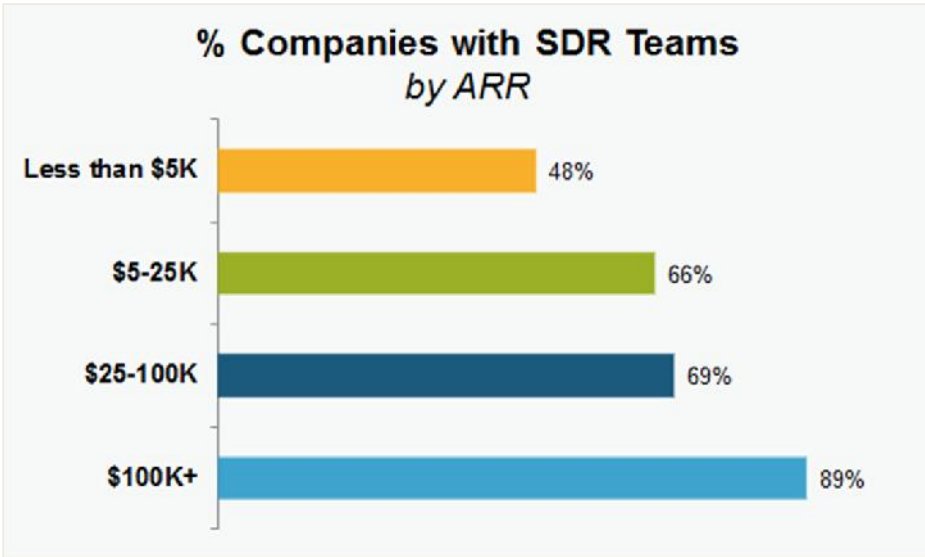
Unfortunately, there is no glaring dividing line between "**Never!**" and "**Always!**" for building an SDR group to support the closing team.

We will say this: at **roughly $20-40K ARR,** the scales tip in favor of the "Yes SDR!" camp.

In the chart below, each blue diamond is the percentage of companies specializing (in $5K ARR increments). The black curve is the trend line.


Specialize Prospectors and Closers

— Log. (SDR Y/N)

ARR in 1,000s
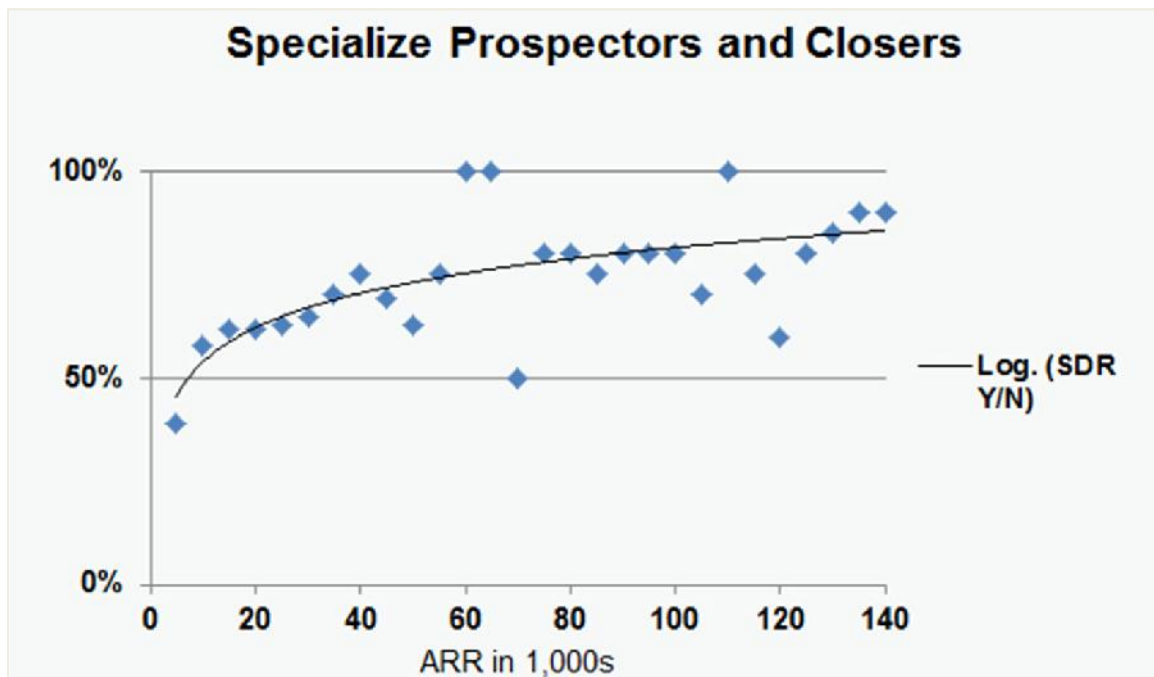
HOW MANY 'LEADS' DOES EACH CLOSING REP RECEIVE?

Fair warning: the definitions of 'meetings' and 'opportunities' vary from organization to organization.

For those teams supported by *appointment setting SDR teams*, on average, 14 meetings are received per rep per month. For those groups supported by SDR teams *generating qualified opportunities*, on average, 7 opportunities are received per rep per month.

As you might expect, this number ranges widely based on ARR.
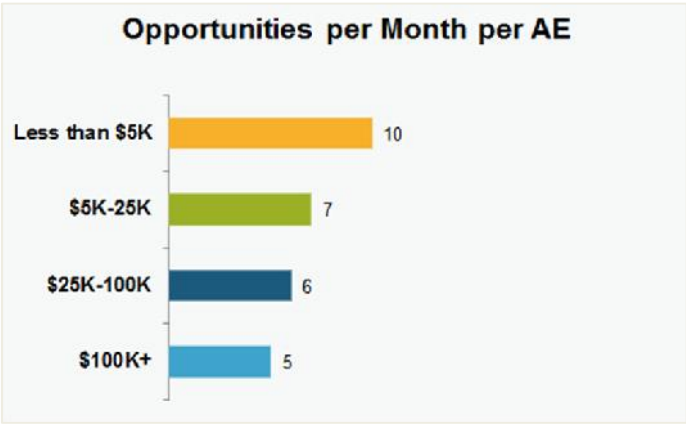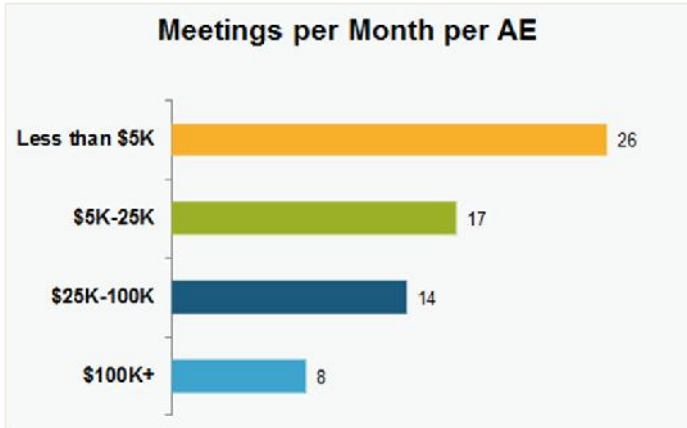
Thanks to respondents who provided both meeting and converted opportunity counts, we are able to calculate an average Meeting-to-Opportunity conversion rate of **43%**.

Conversion rate was remarkably consistent across ARR, size of company, and other factors.

DO YOU SEGMENT INTO 'HUNTERS' AND 'FARMERS'?

For all respondents, 49% of companies separate hunters and farmers. Excluding companies below $5M in revenue, that number rises to **58%.**

We found that two factors were highly correlated with the decision to segment: **ARR** and **average contract length**.

1. The higher the ARR, the more likely companies are to keep their closing reps focused exclusively on new logo acquisition.
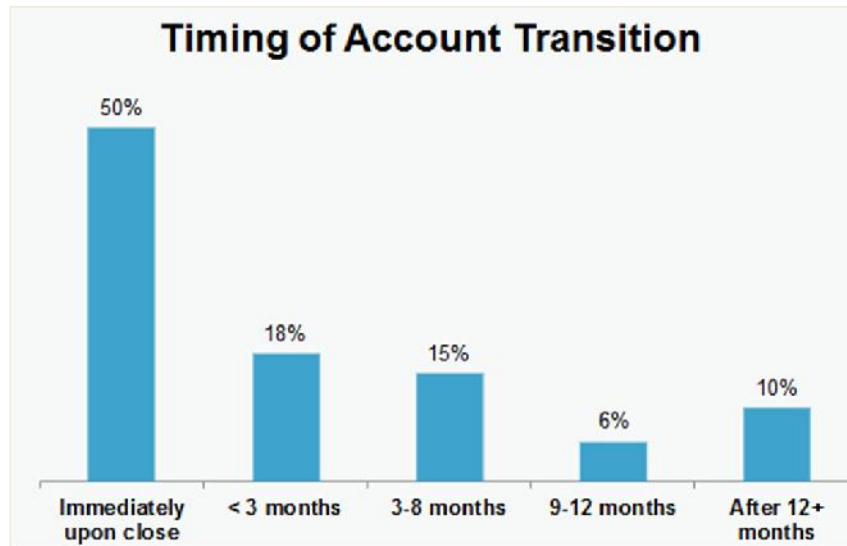

Segment Hunters and Farmers

Less than $5K	43%
$5K-25K	50%
$25K-100K	61%
$100K+	63%
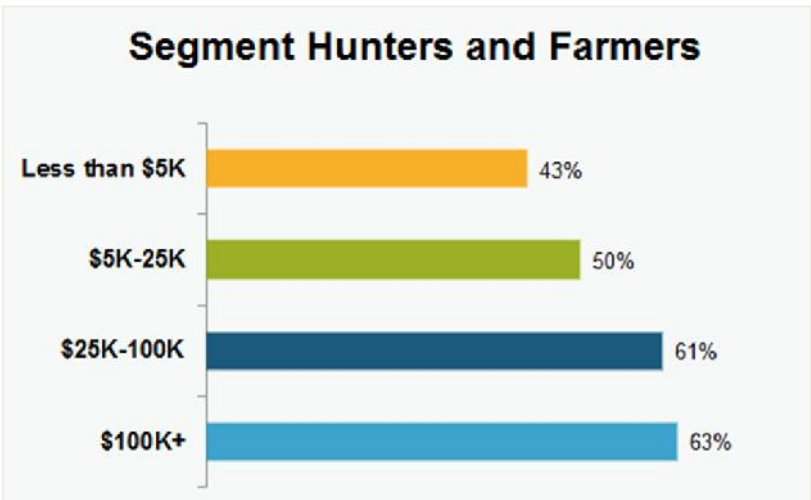
2. The shorter the new contract length (e.g., month-to-month), the greater the likelihood of a dedicated farming team.

Segment by *Average Contract Length*

| Month-to-month	Less than 1 year	1 year	Multi-year
71%	67%	55%	49%
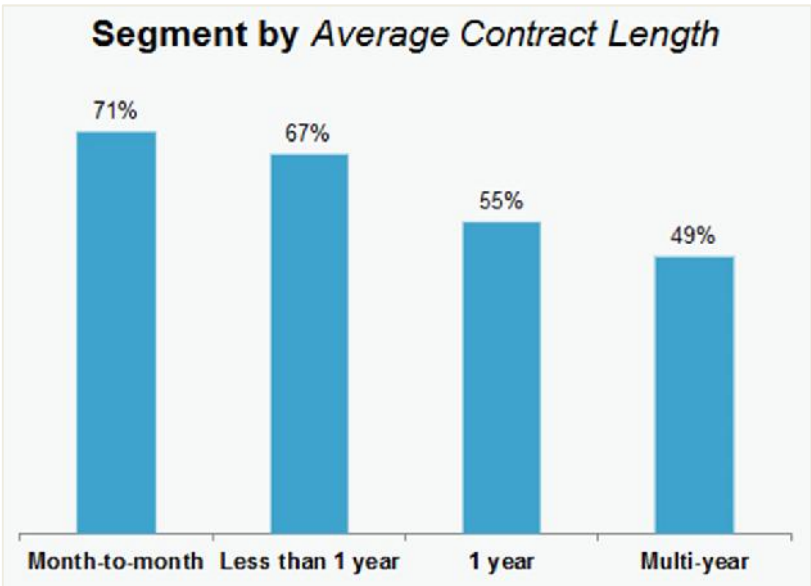
WHEN ARE NEW ACCOUNTS TRANSITIONED?

Half of companies transition new customers to farmers **immediately upon closing.**

Timing of Account Transition

- Immediately upon close: 50%
- < 3 months: 18%
- 3-8 months: 15%
- 9-12 months: 6%
- After 12+ months: 10%

Companies with higher ARRs are much more likely to transfer new customers immediately post-sale. Although, a fair portion of that variation can be attributed to longer initial contract length.

Transfer Immediately upon Close

- Less than $5K: 29%
- $5K-25K: 50%
- $25K+: 62%
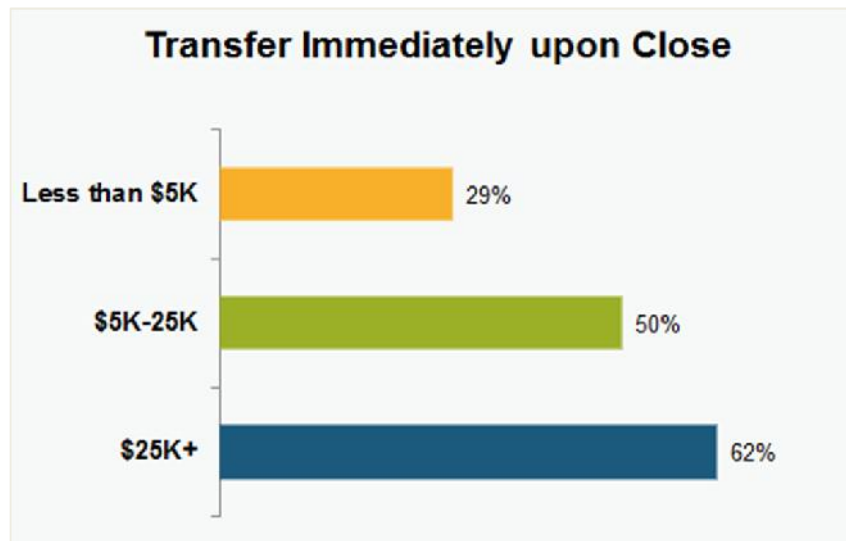
Higher ARRs typically require a longer sales cycle with more decision makers involved. Moving the account immediately to the farming (or customer success) team applies the right resources to the right job: getting the customer up, running and successful. Churn is the enemy of growth.

HOW MANY REPS ARE INVOLVED IN PROSPECTING, CLOSING, AND GROWING A NEW CUSTOMER?

As we saw above, 67% of companies segment SDRs and closers while 58% segment hunters and farmers.

So how many companies do both? Turns out, **roughly 4 out of 10**. These organizations have triply specialized roles: *prospector, closer, and farmer*.

This degree of role specialization has cost of sale implications. It follows that a larger ARR would be required to "afford" a three rep team.

Prospector, Closer, and Farmer Specialization

ARR	Percentage
Less than $5K	27%
$5K-25K	40%
$25K-100K	45%
$100K+	63%
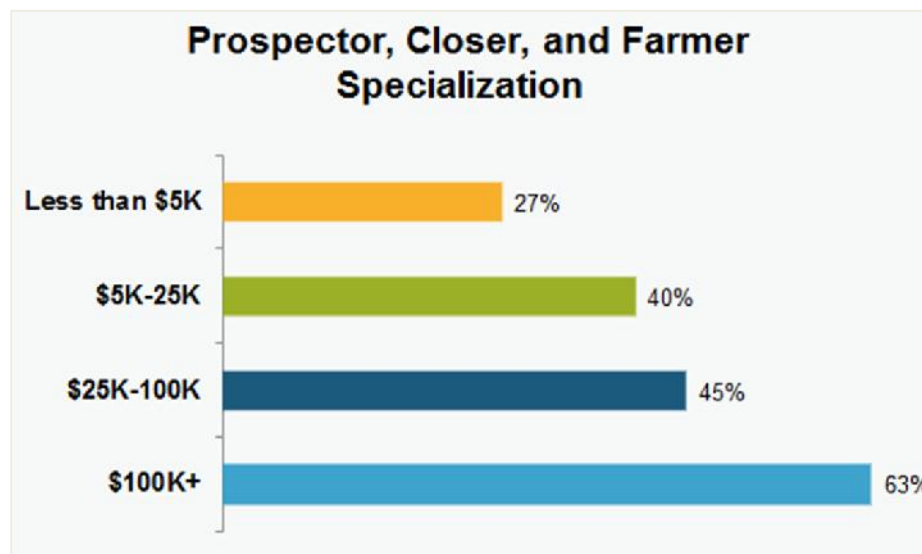
As you can see, at lower ARRs, three rep teams are rare. At higher ARRs, they're the norm.

At lower ARRs, the sales cycle is typically very short. An initial call can lead from uncovering needs, qualification, to and through demo. Adding another person adds needless complication (and cost).

Unfortunately, there isn't a definitive number that cleanly divides the yes's from the no's. Each company needs to weigh their customer acquisition costs and customer lifetime values, to best balance the economics of their operations.
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SAAS BUSINESS MODEL RESOURCES

In terms of SaaS inside sales approaches, one thing is clear: *one size does not fit all*.

You can't simply superimpose another company's strategy. There are too many variables to consider.

Luckily, there are some amazing resources out there to support you. Our favorite four include:

|	
Cindy Padnos	([@IlluminateVC](#) | http://www.illuminate.com)
David Skok	([@BostonVC](#) | www.forentrepreneurs.com)
Joel York	([@chaoticflow](#) | http://chaotic-flow.com)
Lincoln Murphy	([@lincolnmurphy](#) | http://sixteenventures.com)

If you are a SaaS business, you need to follow this team religiously. We certainly do.
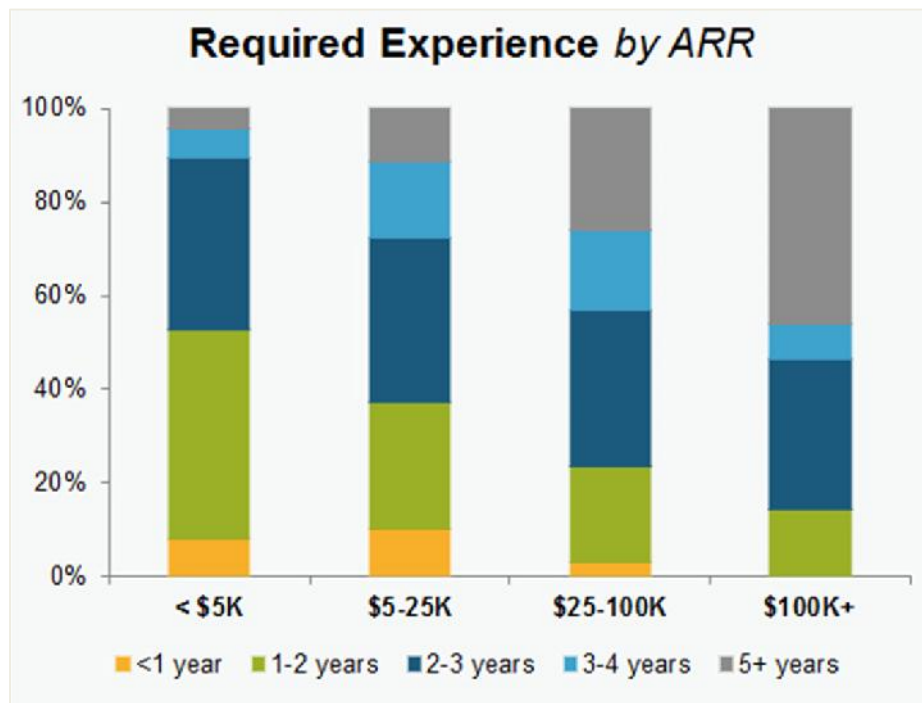
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RAMP & RETENTION

WHAT DO YOU REQUIRE AS EXPERIENCE WHEN HIRING?

Average experience prior to hire is **2.6 years**. This is up slightly from 2.5 years in 2010.
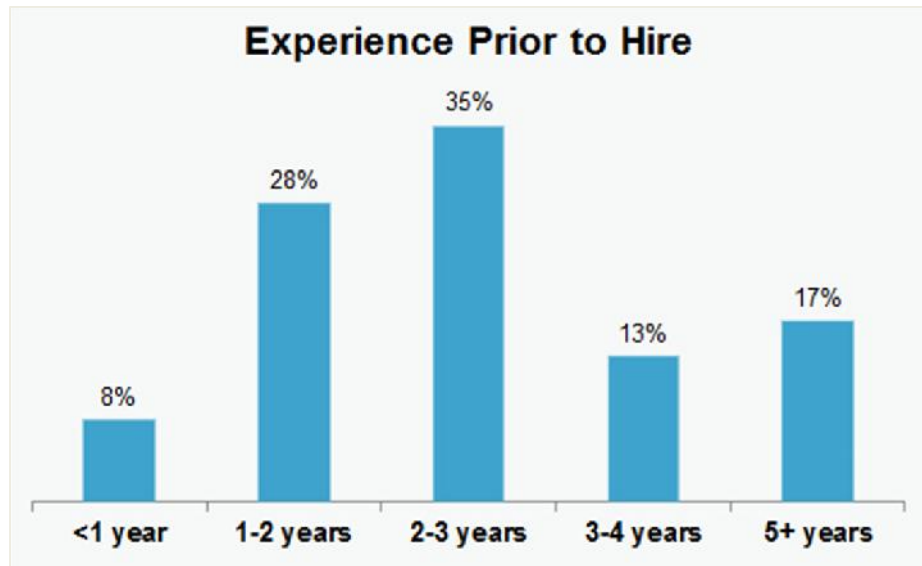
Not surprisingly, as ARR rises, more sales experience is required. Companies with ARRs greater than $50K require nearly double the experience of those with ARRs below $5K, 3.5 years and 2.1 years respectively.

HOW LONG UNTIL A NEW REP BECOMES FULLY PRODUCTIVE?

Average ramp time jumped sharply from 4.2 months (2010) to **5.3 months** (2015). The long-term trend shows a steady rise in the percentage of companies with 5+ month ramp time.

Ramp Time in Months

5+ Month Ramp *Trending*
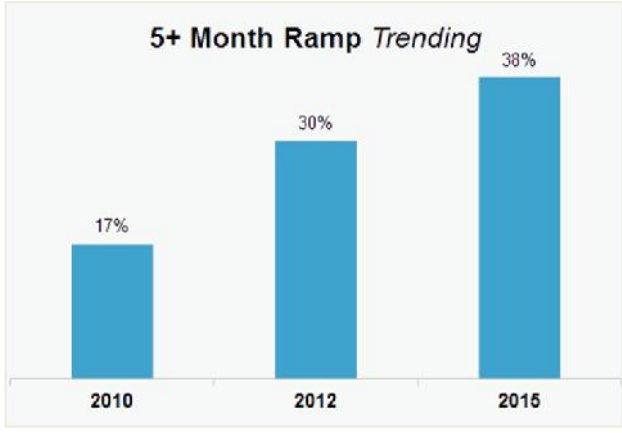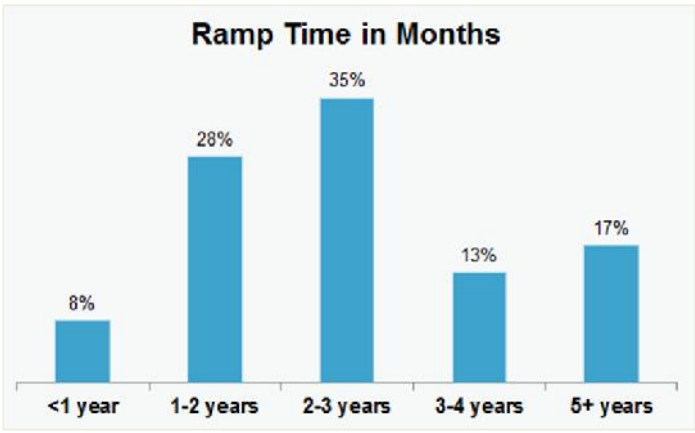
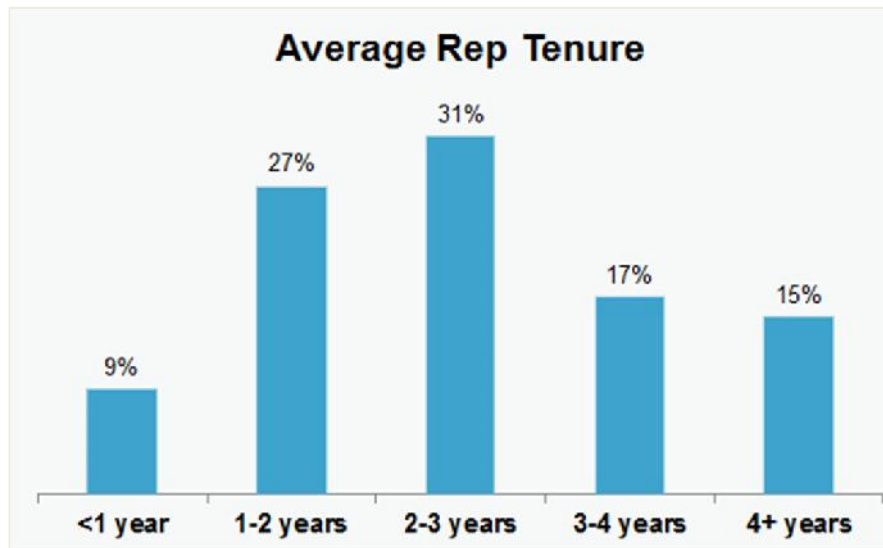Companies with ARRs greater than $50K report average ramp time of 6 months while those with ARRs below $5K average 4.8. That's 25% longer.

You might think that insignificant, but recall that higher ARR companies are hiring more senior reps. It appears that more experience alone isn't able to offset the complexities of a larger ARR – with longer sales cycles, more buyers, and assorted other challenges.

Ramp Time *by ARR*
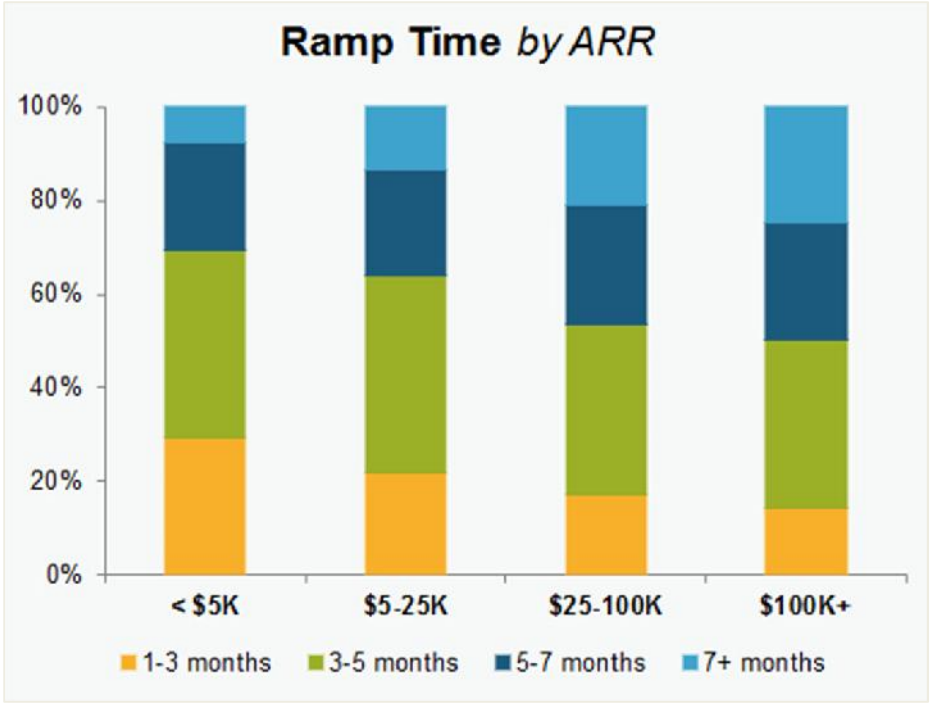
Virtually unchanged since 2010, average rep tenure sits as **2.5 years**.

Average Rep Tenure

Tenure	Percentage
<1 year	9%
1-2 years	27%
2-3 years	31%
3-4 years	17%
4+ years	15%

Interestingly, as ARR rises, average rep tenure grows.

Companies with ARRs greater than $50K experience 17% longer tenure than those with ARRs below $5K.

Average Tenure by ARR

Legend: <1 year, 1-2 years, 2-3 years, 3-4 years, 4+ years

Categories: < $5K, $5-25K, $25-100K, $100K+
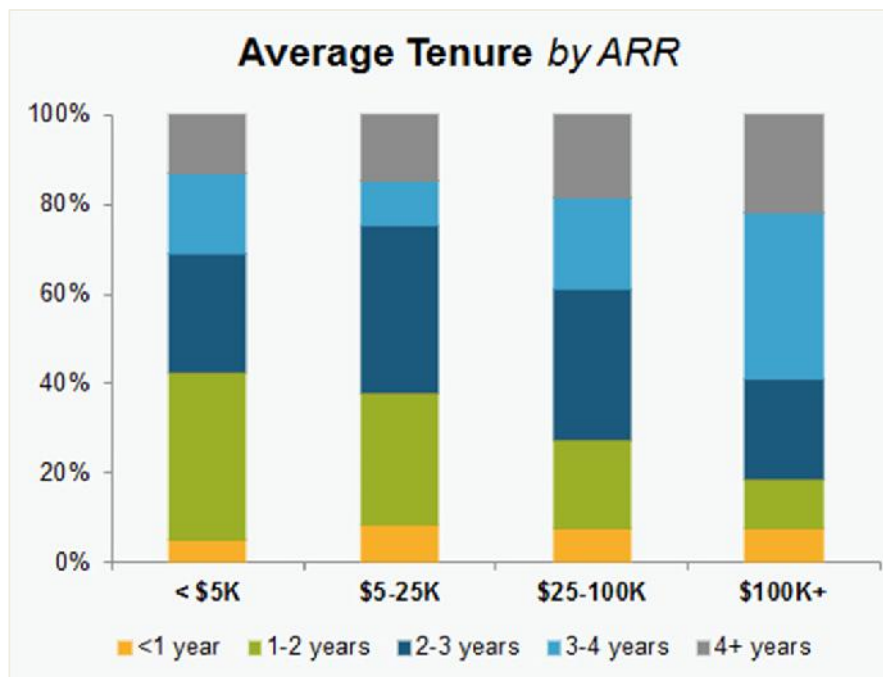
Would you be surprised to learn that companies hiring less experienced reps have shorter average tenure? *We didn't think so.*

EXPERIENCE AT HIRE & AVERAGE TENURE	
< 1 year	21 months
1-2 years	26 months
3-4 years	30 months
4+ years	35 months

Less experienced reps leave faster. They are often in search of their next big thing.

Providing a rep with their entrée into the wonderful world of sales doesn't prevent them from jumping ship. They have their eye on the prize and they are being recruited heavily.

As you'll see in the following chapter, for each additional year of sales experience, fair market base pay jumps. Additionally, the more experienced you are, the more attractive you are to companies with higher ARRs - *those companies tending to offer the largest OTEs*.

Every Sales Leader wants a stable and predictable team. As you build out future plans, take average tenure into account.

Despite the longer ramp times we shared above, companies with higher ARRs are experiencing greater months at full productivity (*defined as TENURE minus RAMP*).

Months at Full Productivity

Category	Months
Less than $25K	24
$25K-100K	27
$100K+	29
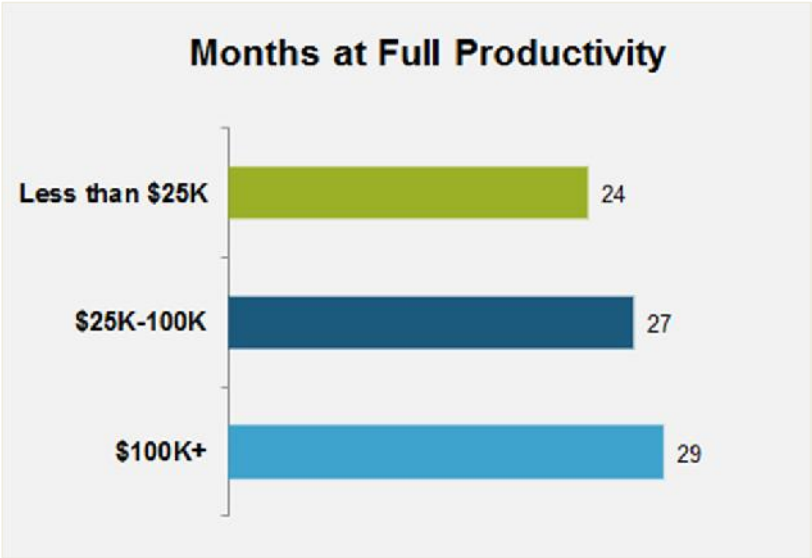
An important question remains: *do more months at full productivity correlate with better company performance?*

The only yardstick available for making this comparison is *percentage of reps at quota*. Here's what we found:

% Reps at Quota
by Months at Productivity

| Category	% Reps at Quota
< 20 months	63%
20+ months	69%

Companies experiencing 20+ months at full productivity had roughly 10% more reps achieving quota. Neither insignificant, nor earth shattering.

A more pronounced difference emerges when comparing *quota attainment* and *turnover*.

WHAT IS AVERAGE ANNUAL TURNOVER?

Excluding internal promotions, we found average annual attrition to be **34%**. Involuntary turnover makes up nearly two-thirds of that number.
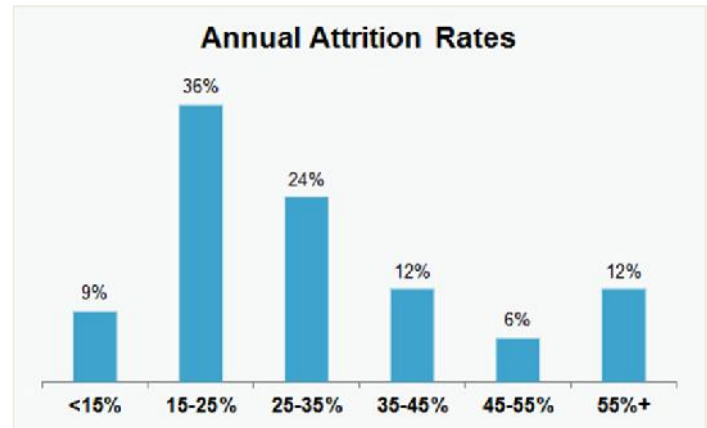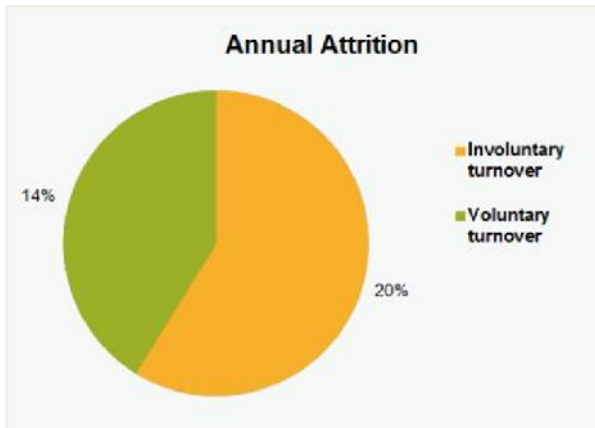
The distribution of attrition rates surprised us. Notice the spike at the right -- more than 1 in 10 companies experience turnover rates in excess of 55% annually. Wow.

MIT Sloan MBA candidate Victoria Young recently urged companies to conduct and act on insights from exit interviews. She argues:

> Employees are able to be honest during the exit interviews, so gleaning insights on ways to improve the organization from their feedback is extremely valuable. These types of questions can yield interesting answers:
>
> • Why did you decide to leave the company?
> • What did you find most and least satisfying about working for the company?
> • What kind of performance feedback did you receive?
> • Did any company policies or procedures inhibit you from performing your job duties to the best of your ability?
> • How would you rate the level of support you received to perform your job duties?
> • What advice would you pass on to the next person selected to perform your job duties?
>
> The next step is to develop a review process for revising management strategy and policies to reflect the feedback from employees who are leaving. Too often, this feedback is left dormant in the files of employees who have left.
>
> Read the full post >>

Again, we must ask ourselves: *does lower attrition correlate with better company performance?*

Using our yardstick of *percentage of reps at quota,* it appears **it does**.

% Reps at Quota *by Attrition Rate*

- 60% — 25%+ annual
- 68% — <25% annual
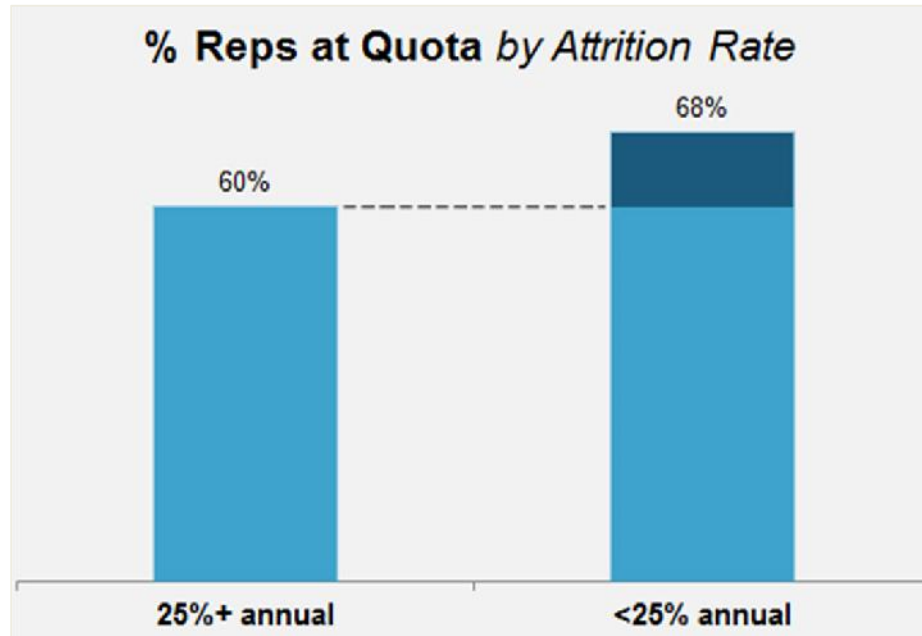
Companies below 25% in annual attrition have 12% more reps at quota than those with 25%+.
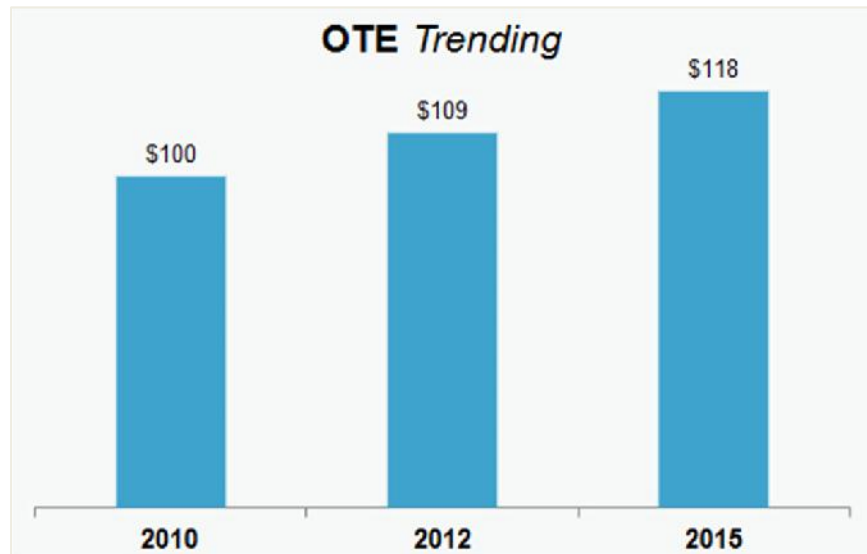
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COMPENSATION & QUOTA

WHAT ARE BASE SALARY AND OTE?

Continuing a five year trend, average Inside Sales compensation rose to record highs in 2015.

We found an average base salary of $60K and average on-target earnings (OTE) of $118K. This reveals a roughly 50% : 50% (base : variable) split.

Although a smaller subset of respondents shared customer success compensation, we found average farmer compensation as follows.

FARMER COMPENSATION	
Base	$65K
OTE	$109K
Mix	60% : 40%

As a general rule, Customer Success reps earn lower OTE with a higher percentage of total compensation delivered as base.

Notice the small delta between hunter and farmer OTEs. At one point in time, hunter compensation far outpaced that of farmers. It appears that in the SaaS world, the role has evolved from "relationship / implementation" to "success / upselling / expansion."

Companies are seemingly investing in talent than can go beyond retention and deliver revenue expansion (i.e., negative churn).

IF I'M A REP, WHAT DOES THIS TELL ME?

It tells me that for every year I'm in the SaaS sales game, my base salary should increase by roughly 15%. This is market rate, not raise-reality.

It also tells me that to find higher OTE, I should seek out companies with higher ARR.

OTE by ARR

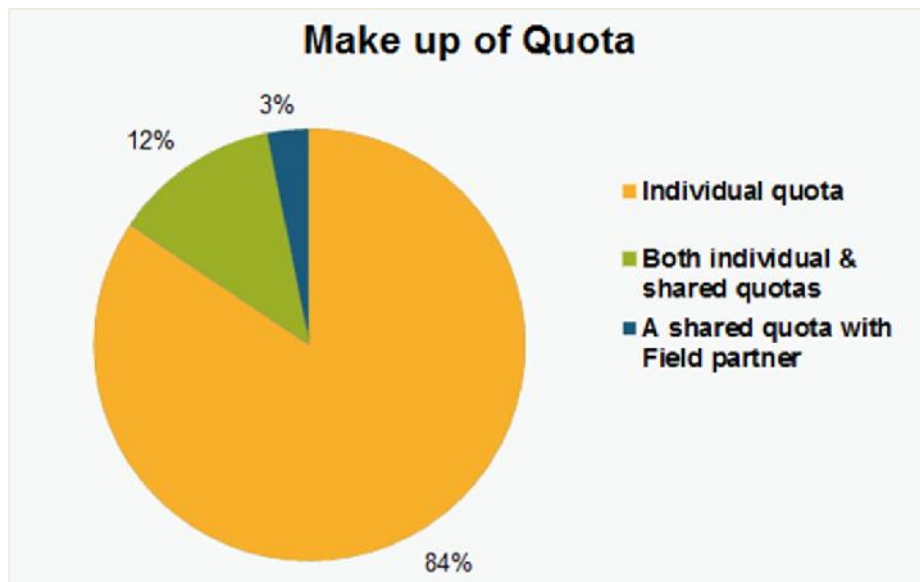| ARR	OTE
Less than $5K	$94
$5K-25K	$112
$25K-100K	$130
$100K+	$146
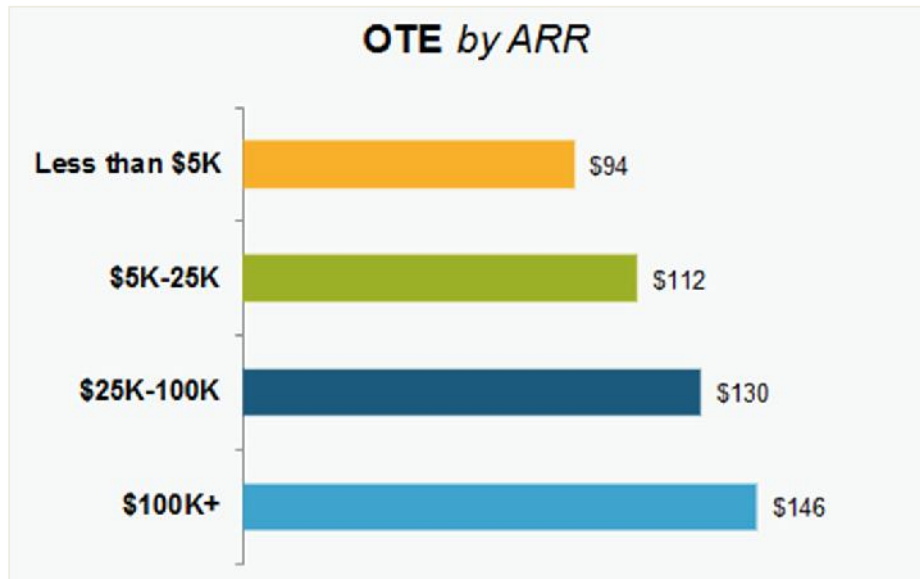
In the current hiring market, and for better or worse, there's no shortage of companies like those to choose between.

As sales leaders, we need to be aware of the market reality. If you are working hard to develop your people, know that five others are working just as hard to poach them away.

WHAT MAKES UP REPS' REVENUE QUOTAS?

The vast majority of companies, 84%, assign their inside sales reps individual quotas.

Make up of Quota

- 3%
- 12%
- 84%

- ■ Individual quota
- ■ Both individual & shared quotas
- ■ A shared quota with Field partner

WHAT PERCENTAGE OF REPS ARE AT QUOTA?

In a given group, **67%** of reps are achieving quota. This is down from our 74% in 2012.

Percentage of Reps at Quota

<50%	50-59%	60-69%	70-79%	80-89%	90%+
22%	16%	15%	22%	17%	8%
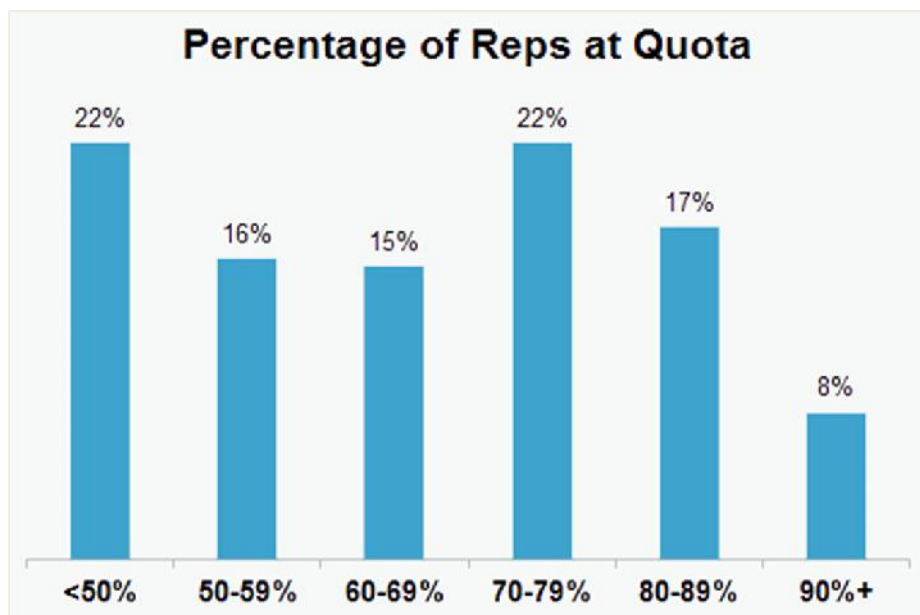
WHAT ARE REVENUE QUOTAS?

For those reps holding an individual number, average quota is **$705K**.

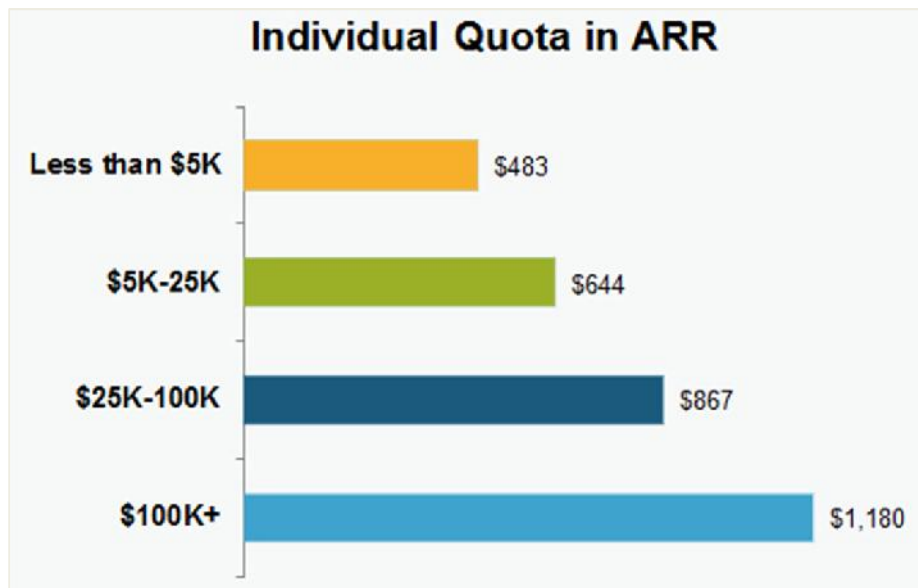| INSIDE SALES QUOTAS	
Individual	$705K
Individual & Shared	$497K : $1.2M
Shared with Partner	$2.5M

There is wide variation in quota based on company ARR.

Individual Quota in ARR

|	
Less than $5K	$483
$5K-25K	$644
$25K-100K	$867
$100K+	$1,180

Companies with ARRs over $100K set quotas 140% higher than those with ARRs below $5K.

Recall that earlier in this chapter, we reported the delta in OTE between the two was only 55%. It is clear that the relationship between quota and OTE isn't linear.

AT 100% OF QUOTA, WHAT IS THE COMMISSION RATE?

The average commission rate for new business is **10.1%**. Unsurprisingly, we found a lot of variation in commission rates. However, roughly two-thirds of companies pay between 6% and 12% of ARR.

Commission Rate

Range	Percentage
3-6%	6%
6-9%	27%
9-12%	33%
12-15%	5%
15%+	29%
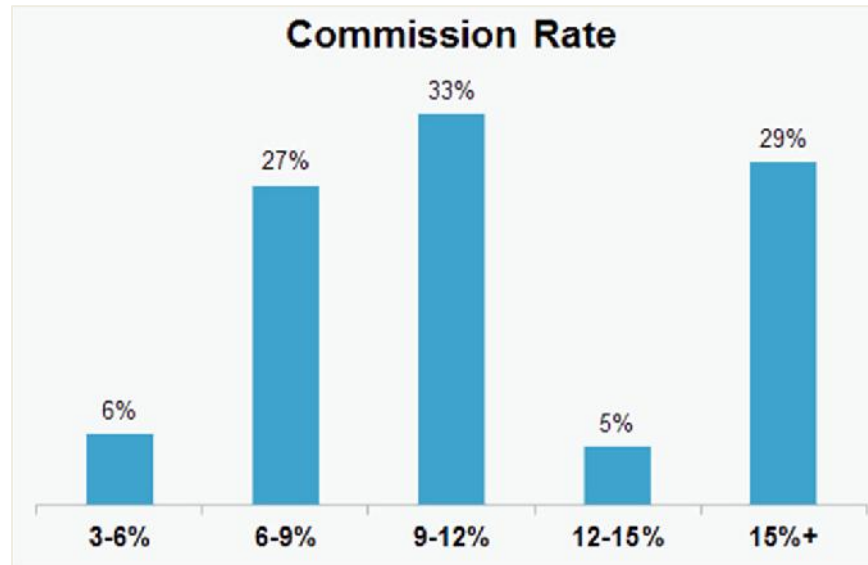
We found no correlation between ARR, OTE, size of company, or other factors and the commission rate.

WHEN ARE COMMISSIONS PAID?

Commissions Paid

	Percentage
When cash collected	38%
At booking	35%
At invoice	20%
50% at booking 50% on cash	7%
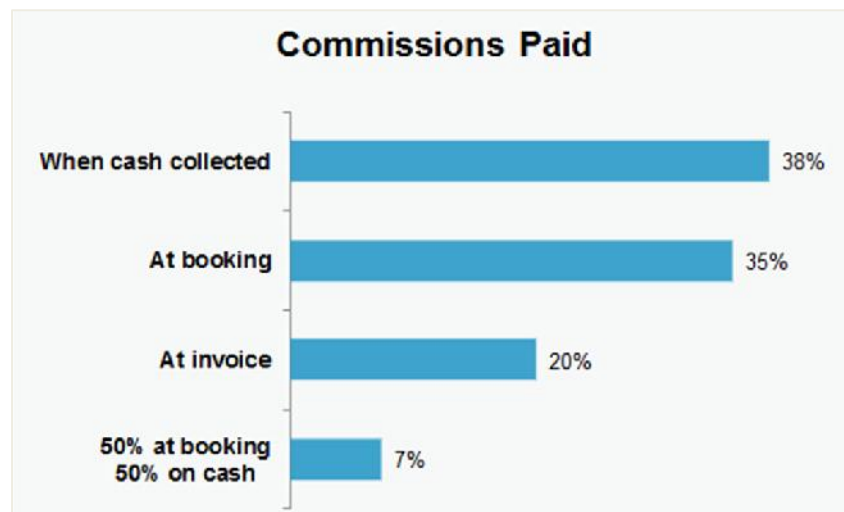
DOES THE COMP PLAN INCLUDE ACCELERATORS AND/OR DECELERATORS?

For those unfamiliar, these are a method of adjusting commission rates up to incent over-achievement (*accelerators*) and down to punish under-achievement (*decelerators*).

Roughly **65% of companies use accelerators, decelerators, or both** in their compensation plans. As you can see below, accelerators-only plans are much more common than decelerator-only.

ACCEL & DECEL	
Accelerators	34%
Decelerators	5%
Both	61%

Forty-three percent of companies use a cliff in their comp plans.

Sometimes called a wall, a cliff sets a percentage of quota below which reps earn no commission. Nearly half of those using a cliff set it at 25% of quota (i.e., reps only begin to earn incentive compensation when they reach 25% of goal).

CLIFF BREAKPOINT	
At 25% of quota	47%
At 50% of quota	35%
At 75% of quota	18%

WHAT IS THE SHAPE OF COMPENSATION?

Taking a closer look at the various compensation plans, we found three basic flavors: **flat, gradual, and steep.**
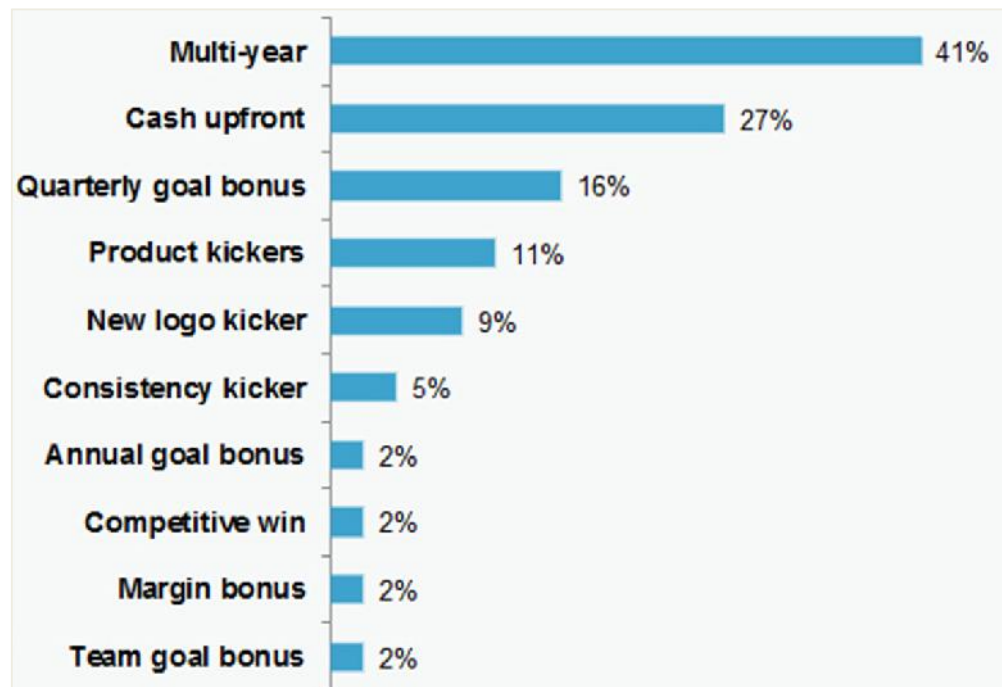
- **Flat plans** are, well, flat. They pay 1X the commission rate linearly across attainment. Hit 80% of quota, earn 1X the base rate. Hit 130%, still earn 1X the base rate. Thirty-five percent of plans are flat.

- **Gradual plans** often use accelerators and sometimes decelerators. Their most prominent characteristic is accelerating gradually. Hit 80% of quota, earn .9X the base rate. Hit 130%, earn 1.25X. Twenty-eight percent of plans are gradual.

- **Steep plans** always use accelerators and sometimes decelerators. Their most prominent characteristic is significant acceleration for overachievement. Hit 80% of quota, earn .5X the base rate. Hit 130%, earn 1.5X. Thirty-seven percent of plans are steep.

Flavors of Compensation
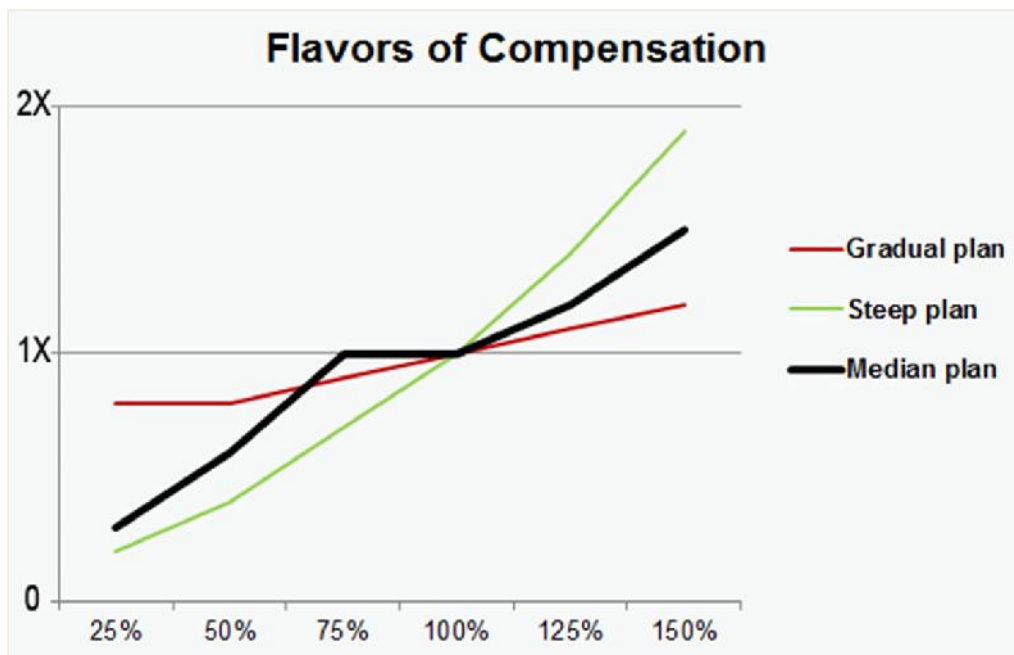
WHAT OTHER COMPONENTS ARE INCLUDED?

Other kickers or motivators can also play a part in the compensation.

Multi-year incentives are the most popular with 41% of companies offering them.

| Component	Percentage
Multi-year	41%
Cash upfront	27%
Quarterly goal bonus	16%
Product kickers	11%
New logo kicker	9%
Consistency kicker	5%
Annual goal bonus	2%
Competitive win	2%
Margin bonus	2%
Team goal bonus	2%

4

Activity & Technology

WHAT DAILY ACTIVITY METRICS?

We found an average of **33 dials per day**. This is down from 38 in 2012.

Average Daily Dials per Rep

| < 19	20-39	40-59	60-79	80+
41%	32%	19%	4%	4%
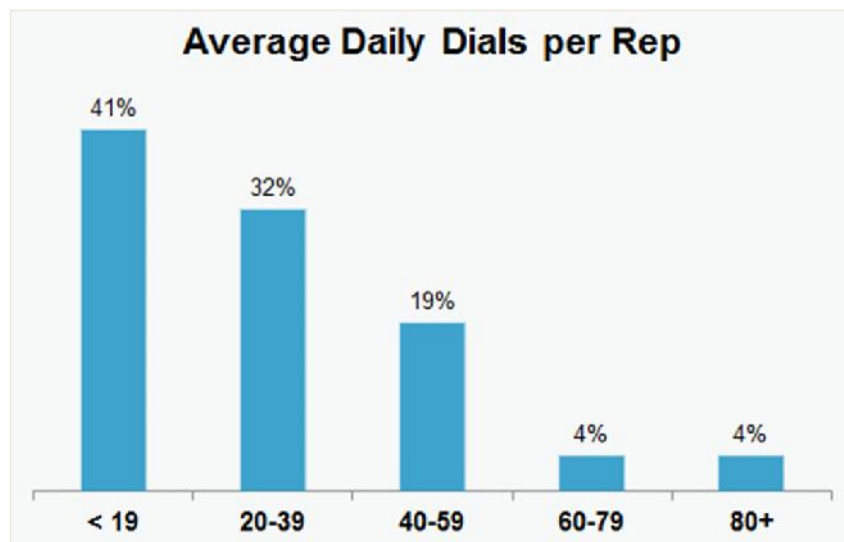
For many closing groups, dials per day is a problematic measure and there is much debate over its value. However, it remains one of the few levers that reps are able to pull. Remember, dials are 100% under your reps' control - conversations, demos, and meetings are not.

A more popular metric is **conversations per day**. On average, reps are having 6.6 conversations per day. This is down from 9.5 in 2012 – that's nearly a 34% drop.

Average # of Meaningful Conversations per Rep

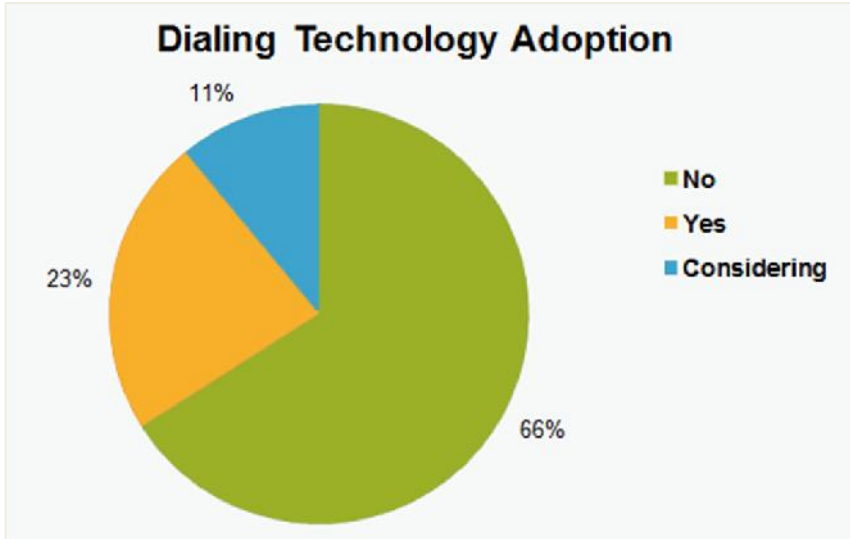| < 2	2-5	5-8	8-11	12+
7%	31%	30%	22%	9%
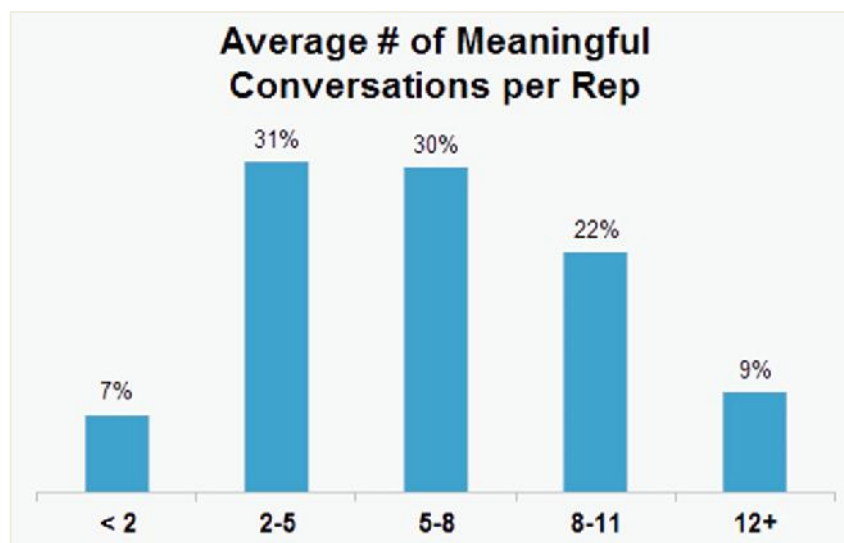
We aren't willing to offer a cause for this drop. But we will caution – **this matters**.

This year and in each other report we've produced, we have found that more conversations per day is correlated with higher quota attainment. (*And yes, we did find statistical significance p= .05.*)

**% Reps at Quota
by Conversations per Day**

70%

63%

Fewer 5 convos

5+ convos
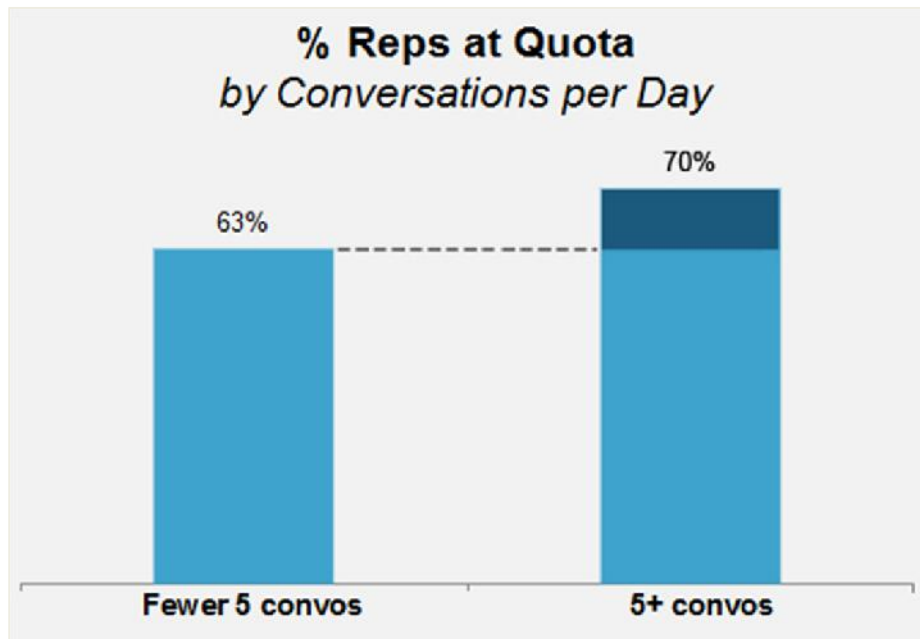
Twenty-three percent of companies are using these technologies

Dialing Technology Adoption

- No — 66%
- Yes — 23%
- Considering — 11%
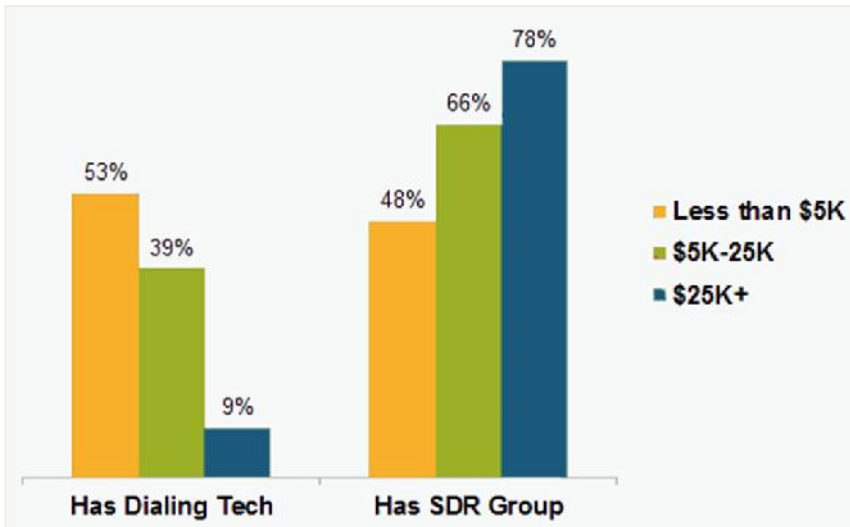
In terms of results, teams using dialing technology engage in **22% more** conversations per day.

USING DIALING TECHNOLOGY	
No	5.9 meaningful conversations per day
Yes	7.2 meaningful conversations per day

Teams that *are not* front-ended by SDR groups are **1.6X more likely** to use dialing technology than those that are.

For some companies, providing closing reps with dialing technology can serve as a replacement for SDR support. You can see adoption by ARR below.
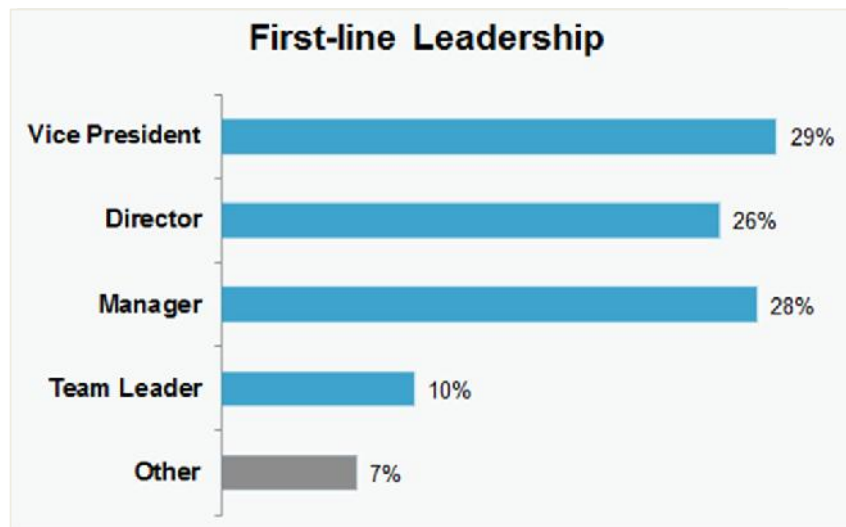
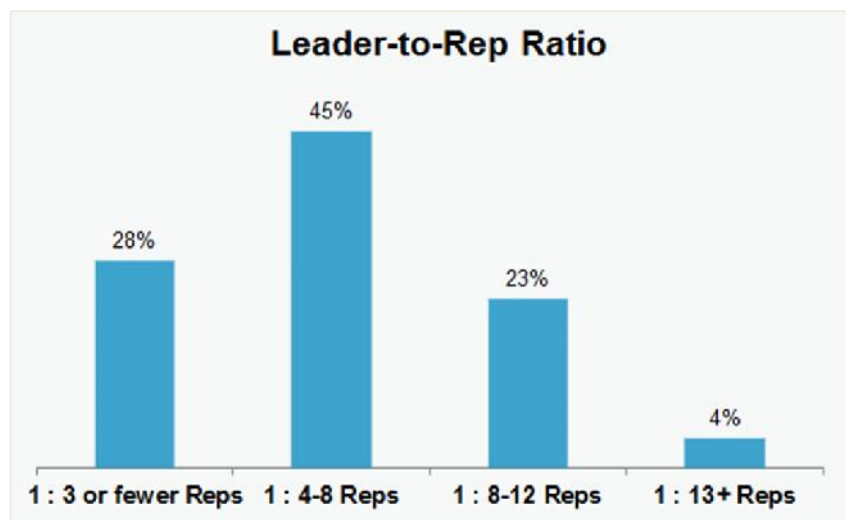

- Has Dialing Tech: Less than $5K — 53%, $5K-25K — 39%, $25K+ — 9%
- Has SDR Group: Less than $5K — 48%, $5K-25K — 66%, $25K+ — 78%

5

Sales Leadership

Executives with **VP titles** lead the largest share of groups.

First-line Leadership

Vice President	29%
Director	26%
Manager	28%
Team Leader	10%
Other	7%

The ratio of leader to direct reports fell from 1:7 in 2012 to **1:6**.

Leader-to-Rep Ratio

1 : 3 or fewer Reps	1 : 4-8 Reps	1 : 8-12 Reps	1 : 13+ Reps
28%	45%	23%	4%

Direct manager to rep ratio needs to take into account:

- **The skillsets of the reps**
  Reps with less experience will require more coaching and mentoring

- **The sophistication of your strategy**
  The more sophisticated your sales strategy, the more time you will need to spend with each rep.

LEADER COMPENSATION

LEADERSHIP OTE	2012	2015
MANAGER	$135K	**$140K**
DIRECTOR	$178K	**$173K**
VICE PRESIDENT	$212K	**$209K**

Leader compensation has remained flat since 2009.

Much like rep OTE, target income rises as ARR increases.

Leader OTE *by ARR*

ARR	OTE
Less than $5K	$133
$5K-25K	$166
$25K-100K	$181
$100K+	$192
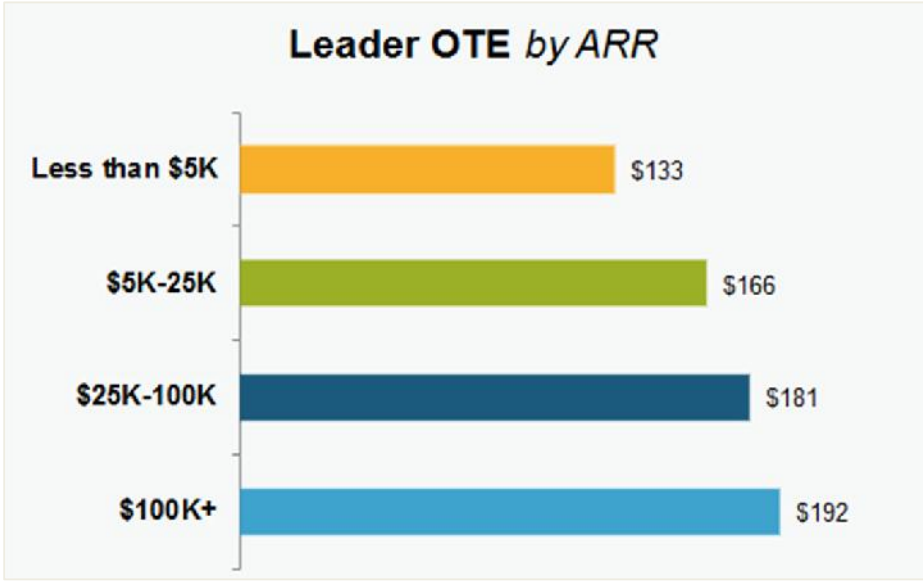
TOP CHALLENGES

We asked respondents to identify their top two challenges in managing their groups.

Challenge	Percentage
Productivity/performance	46%
Recruiting & hiring	29%
Ramping new hires	22%
Forecast accuracy	21%
Professional development	16%
Metrics & reporting	15%
On-going training	13%
Motivation	11%
Technology & enablement tools	9%
Compensation	9%
Retention	5%
Other	6%

In previous years, responses to this question suggested we were in a 'mastering tools & technology' phase.

Now, it appears we are struggling with 'leading & motivating people' (recruiting, ramping, and developing).

Based on separate research, we recently published an ebook on this topic. You can learn about the **4 Pillars for Motivating & Retaining Sales Reps**.

Shameless self-promotion

I hope you've found this research useful. If you have any questions or comments, please let me know. I'm always interested to hear from the Inside Sales community.

Thank you!

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