

SAAS AE REPORT

MODELS, METRICS, AND COMPENSATION RESEARCH



INTRODUCTION

Hello! And welcome to our ninth round of research focused on Account Executives (AE) at SaaS companies.

Since 2007, we've been tracking the AE role with a focus on how metrics and compensation change over time. For this report, **172 B2B SaaS companies** participated. We've organized the report into five sections:

1. Organizational Structure
2. Ramp & Retention
3. Metrics & Quota
4. Compensation
5. Leadership

We offer this report to provide guidance as you build out your strategy and contemplate what changes could align you closer to industry standards

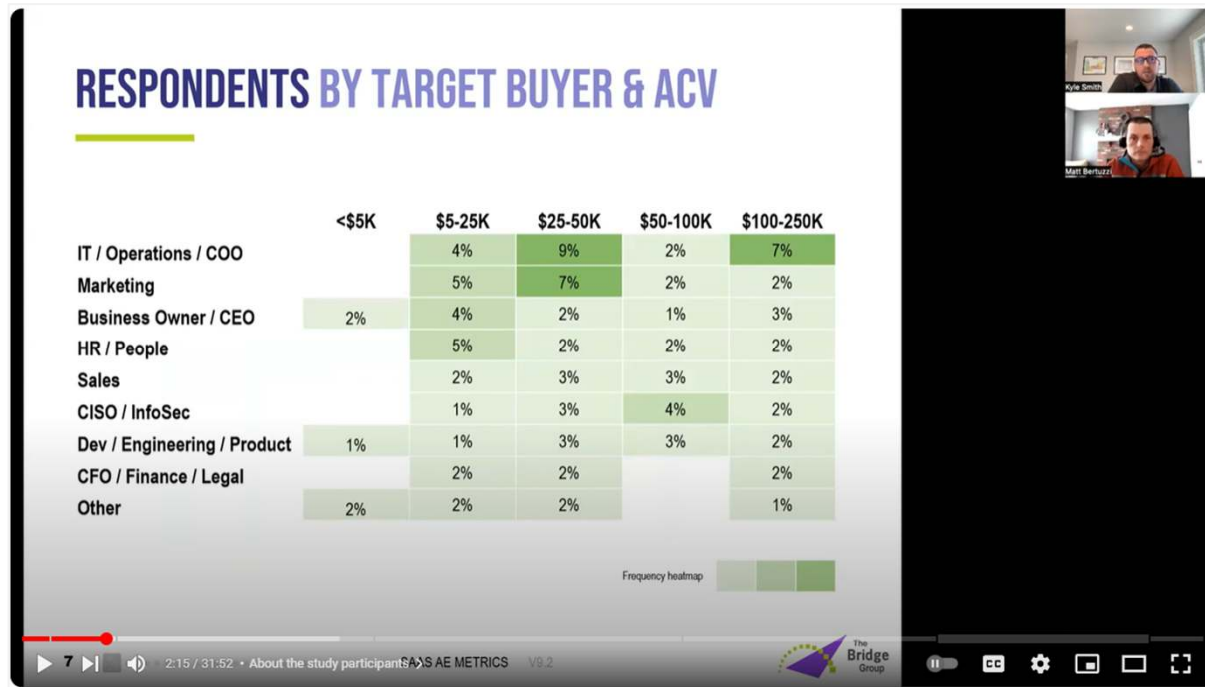
Please reach out to us directly with comments and questions. We want to hear from you. Our email is: community@bridgegroupinc.com.



The Bridge Group is an SDR, AE & AM consulting firm dedicated to understanding the *models, metrics,* and *motions* that deliver scalable growth.

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2024 AE Metrics Compensation breakdown

https://www.youtube.com/watch?v=0D9B3_A9S4s

Our own Kyle Smith and Matt Bertuzzi walk through the full report to discuss the findings, recent changes since the last edition, and long-term trends over the past 12+ years.

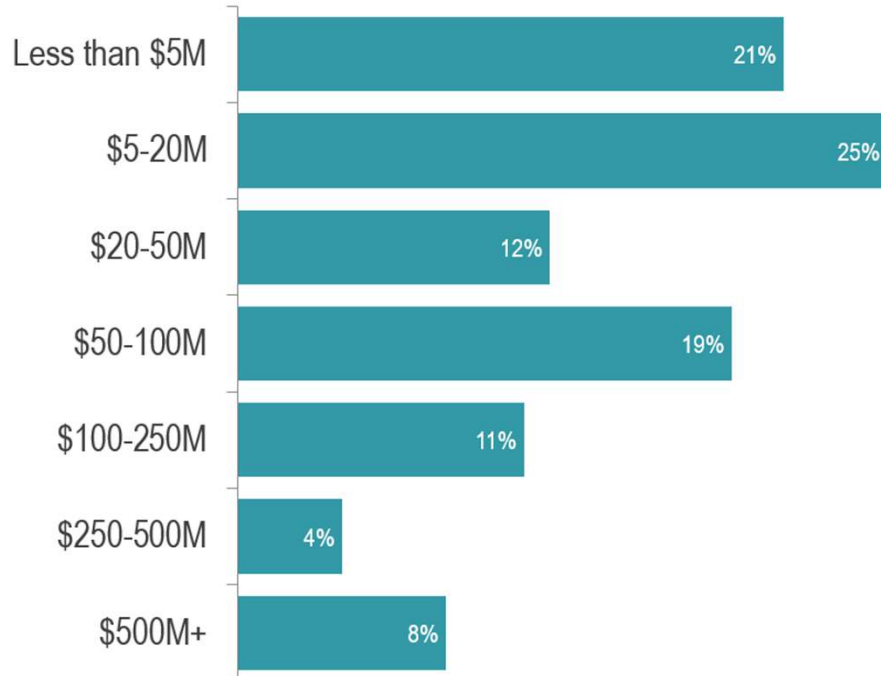


COMPANIES THAT PARTICIPATED

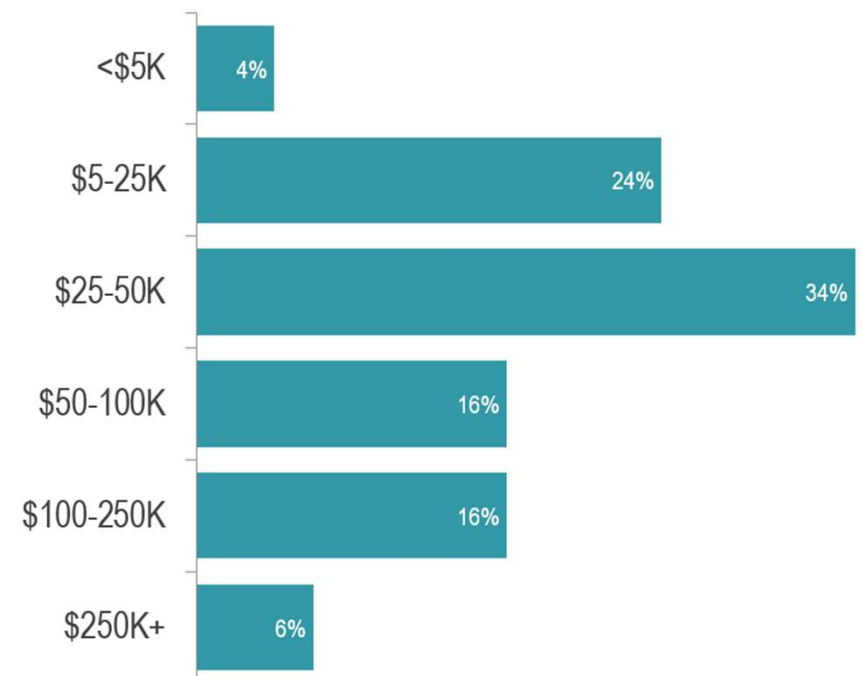
PARTICIPANTS

- 172 executives from a diverse set of SaaS companies
- 87% with headquarters in North America
- \$24M median annual revenues
- \$47K median annual contract value (ACV)

Respondents by revenues

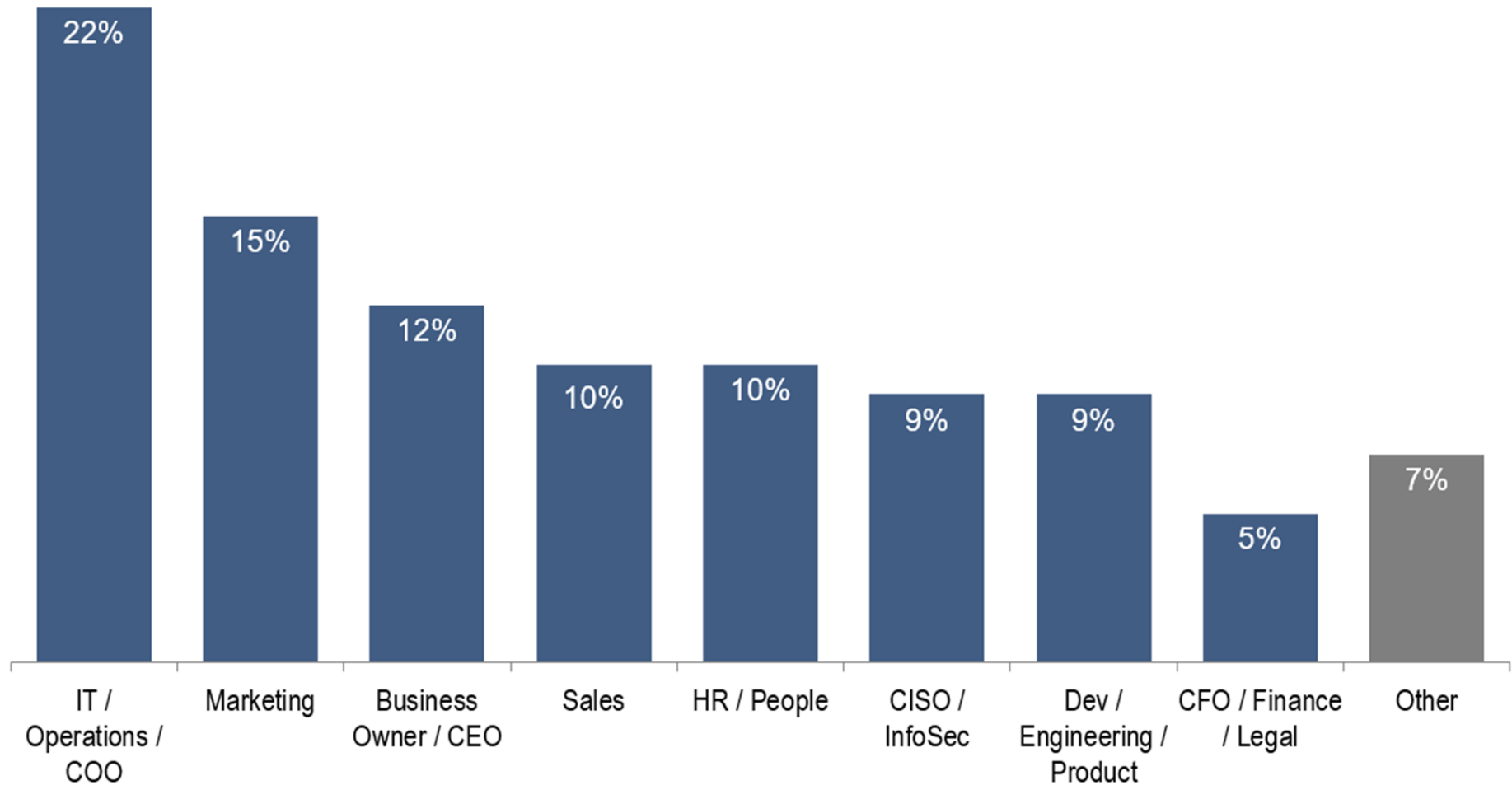


Respondents by ACV



TARGET BUYERS

We asked each respondent which functional area is their primary sales target.



RESPONDENTS BY TARGET BUYER & ACV

	<\$5K	\$5-25K	\$25-50K	\$50-100K	\$100-250K
IT / Operations / COO		4%	9%	2%	7%
Marketing		5%	7%	2%	2%
Business Owner / CEO	2%	4%	2%	1%	3%
HR / People		5%	2%	2%	2%
Sales		2%	3%	3%	2%
CISO / InfoSec		1%	3%	4%	2%
Dev / Engineering / Product	1%	1%	3%	3%	2%
CFO / Finance / Legal		2%	2%		2%
Other	2%	2%	2%		1%

Frequency heatmap



PART 1

ORGANIZATIONAL STRUCTURE

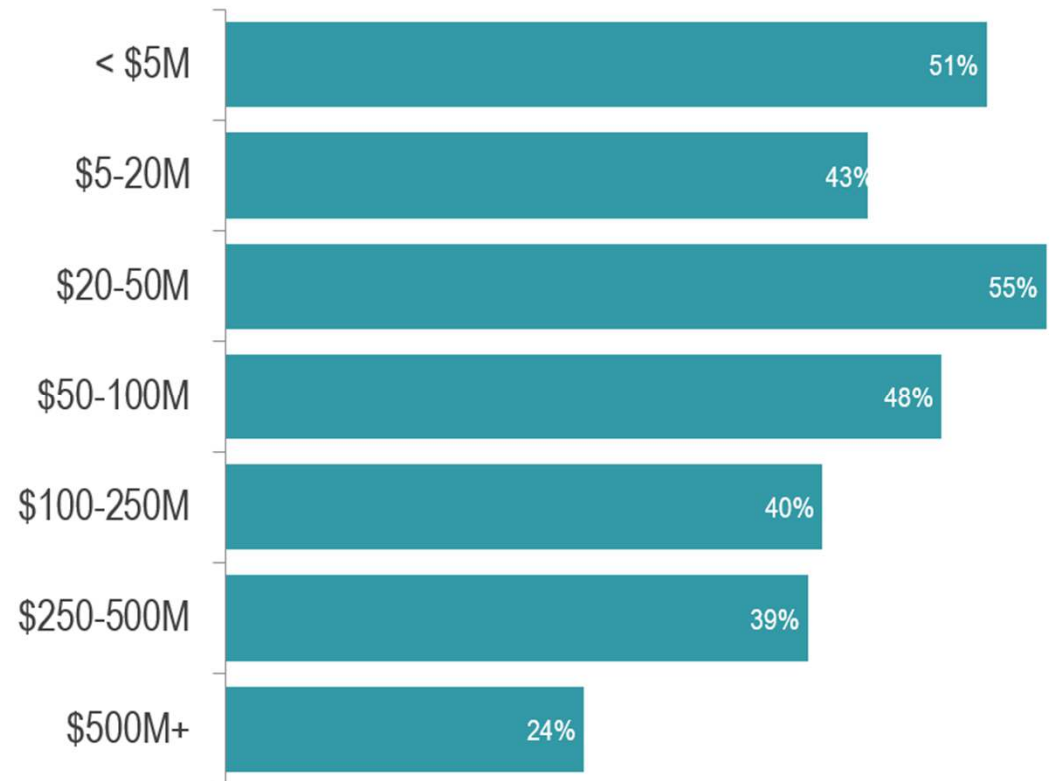
MARKETING CONTRIBUTION BY REVENUE

The share of an AE group's pipeline sourced by Marketing ranges widely. The median response was 40%.

This includes inbound SDR support and excludes outbound sales development efforts (discussed later).

Marketing's share of pipeline rose sharply from 33% in 2022 to 40% today.

% of pipeline sourced by Marketing *by revenues*



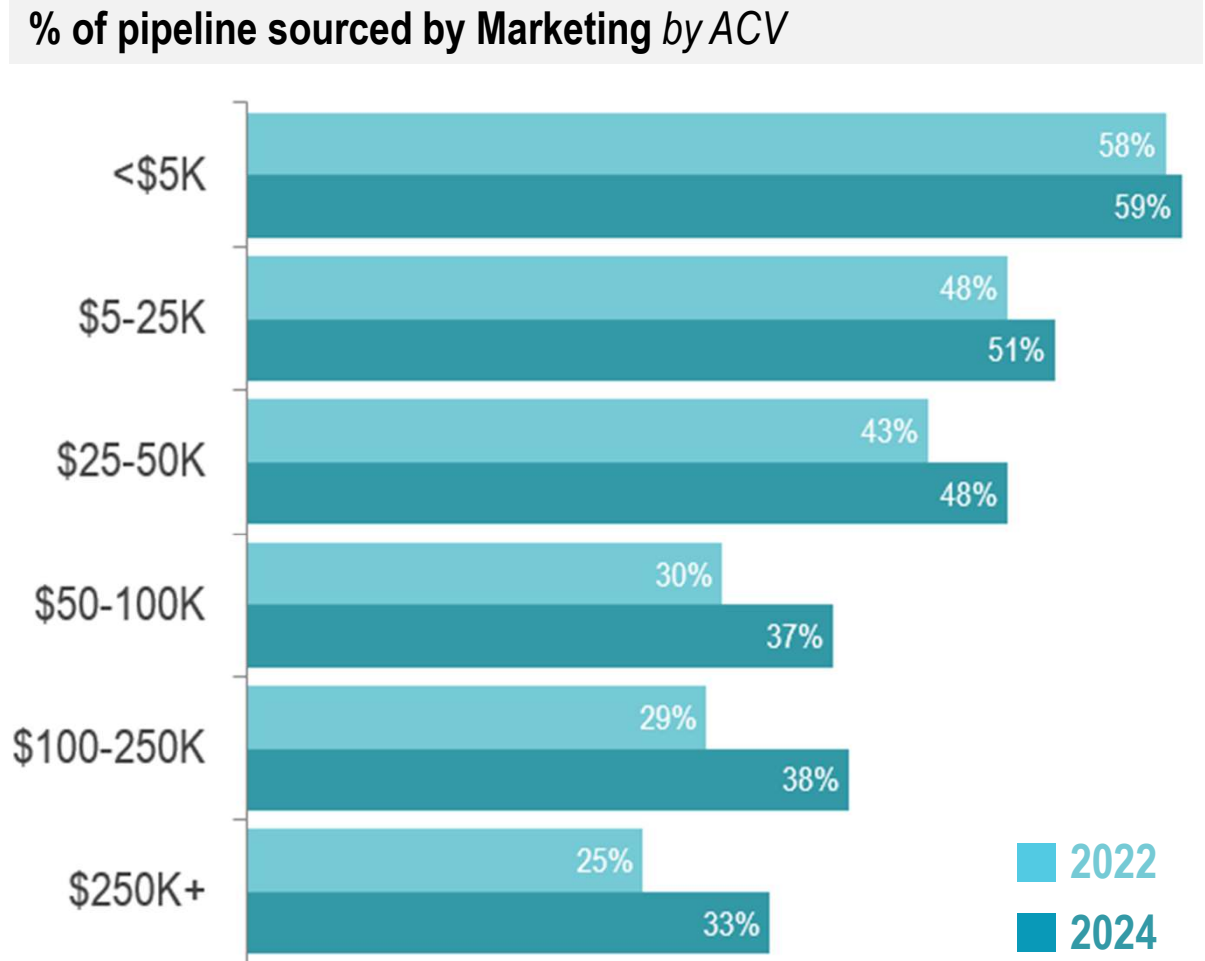
Median share of AE pipeline sourced by Marketing is 40%.



MARKETING CONTRIBUTION BY ACV

Controlling for revenues, the percentage of pipeline sourced by Marketing falls as ACV rises.

Marketing contribution increased significantly from 2022 in nearly every ACV band.



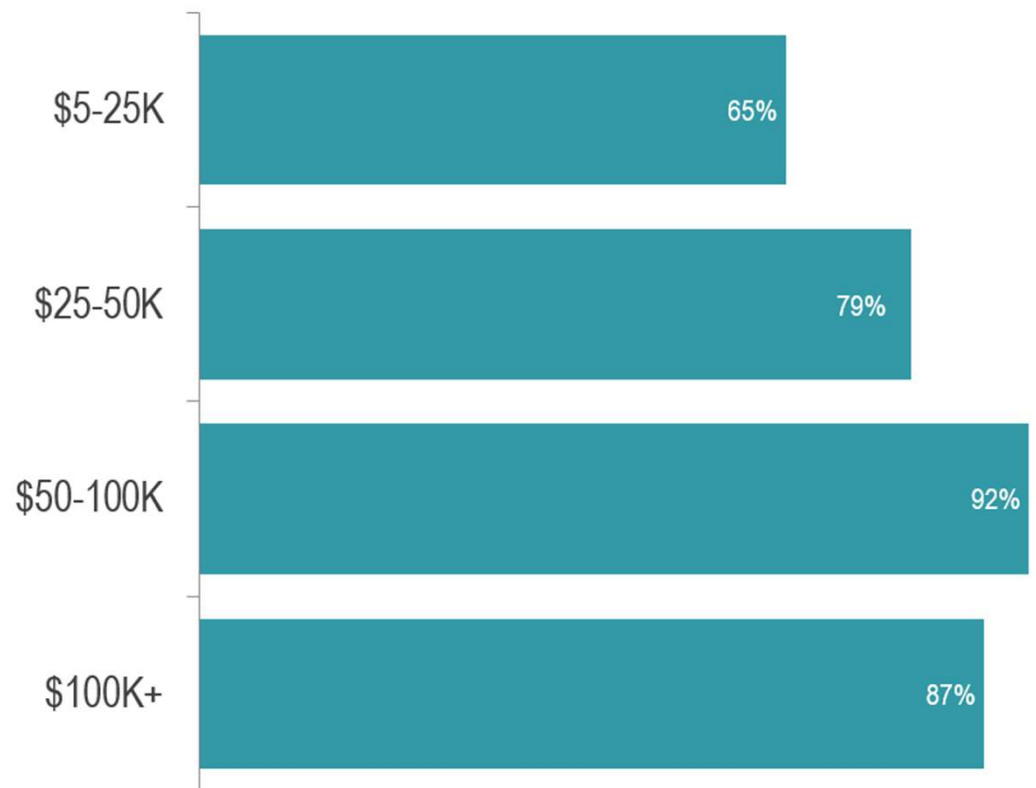
OUTBOUND SALES DEVELOPMENT SUPPORT

Across all respondents, 68% of AE groups are supported by outbound sales development teams. Excluding companies below \$5M in revenues, that figure rises to 74%.

The inflection point for outbound SDR support has risen significantly since 2022. Ten percentage points fewer \$5-25K ACV companies run outbound SDR motions than did so in 2022.

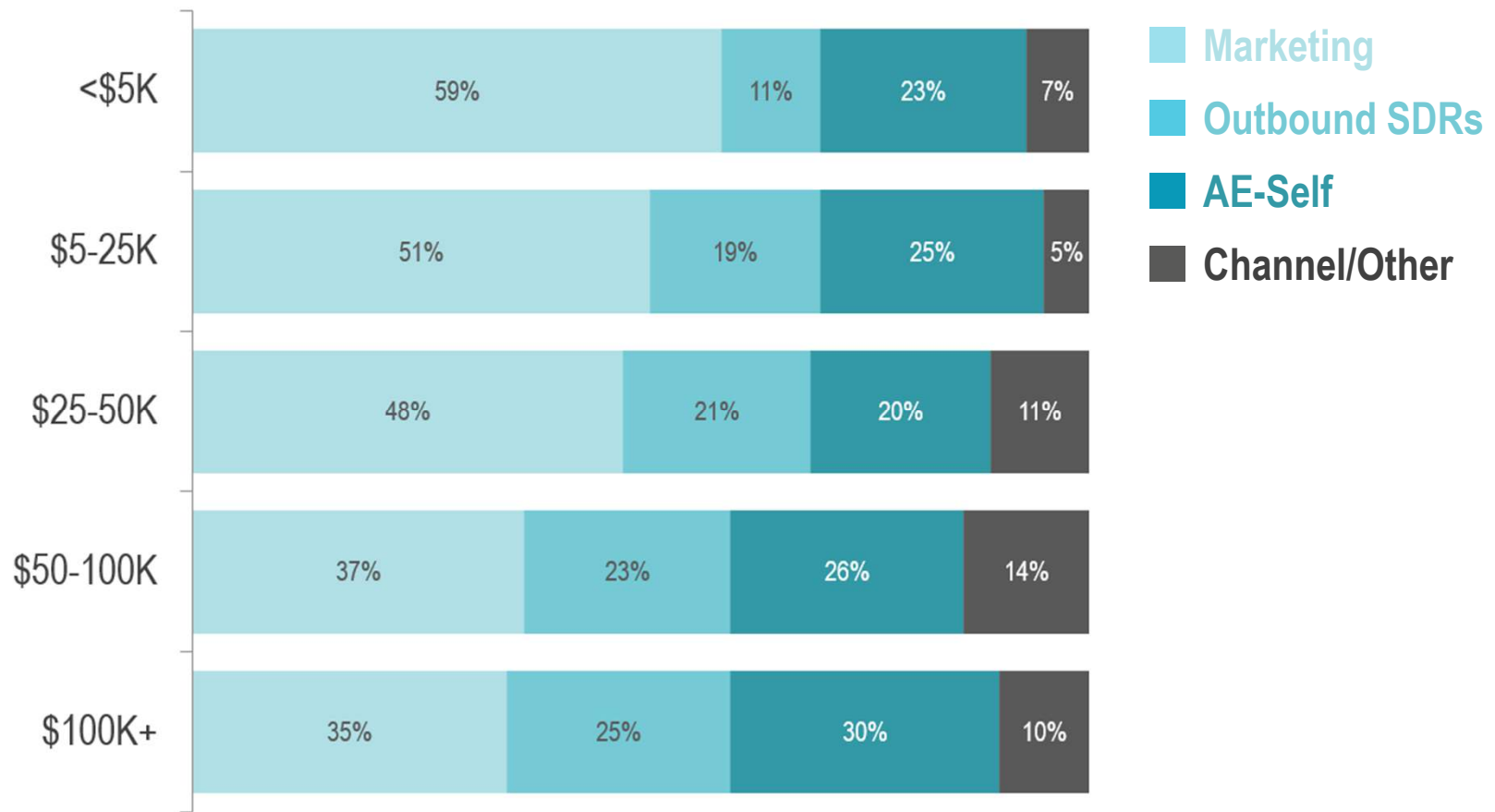
74% of AE groups are supported by outbound SDR motions.

% of AE groups supported by SDRs by ACV



PIPELINE SOURCES BY ACV

As Marketing's contribution rose, outbound Sales Development's fell in nearly equal measure.



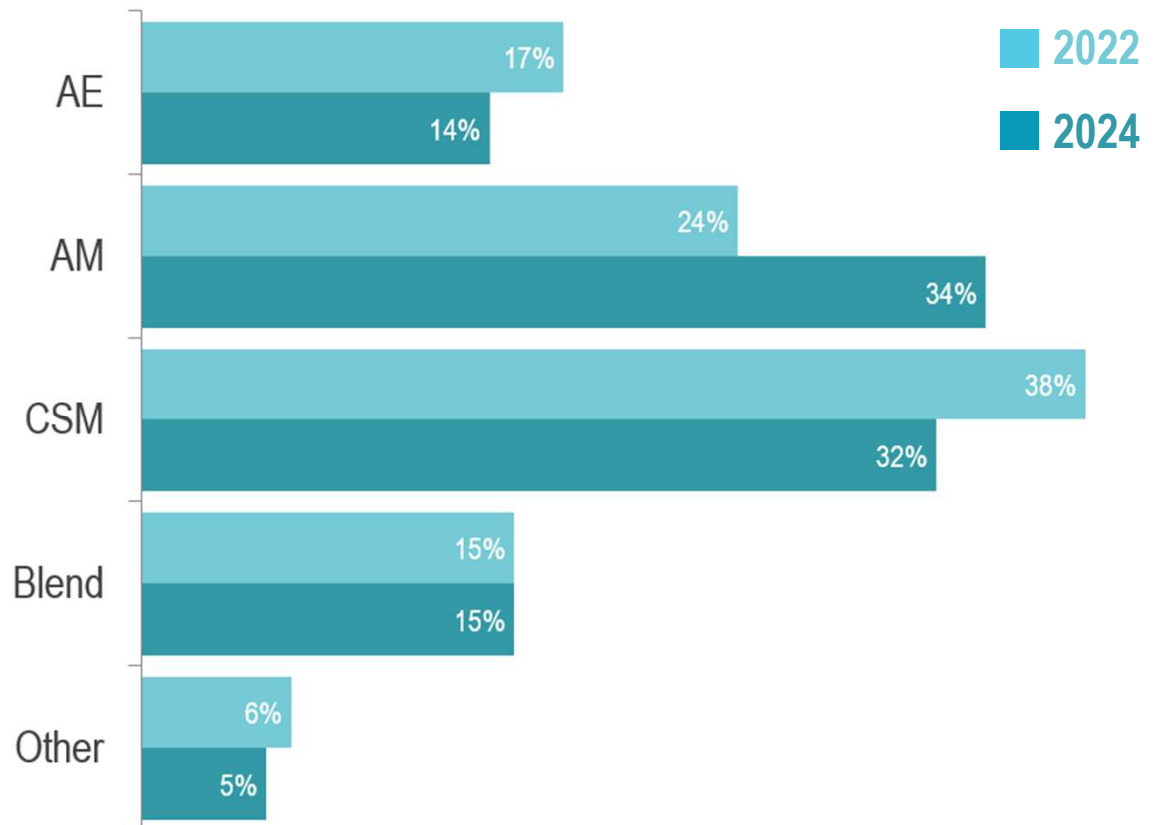
RENEWAL RESPONSIBILITIES

Since 2022, we note a sharp shift away from AE / CSM ownership of renewals and a return towards the AM role (+10 percentage points).

[This post](#) from SaaStr founder Jason Lemkin discusses the “end of customer success as we knew it.”

And [this post](#) from Kristen Hayer covers if “Customer Success the same as Account Management” well.

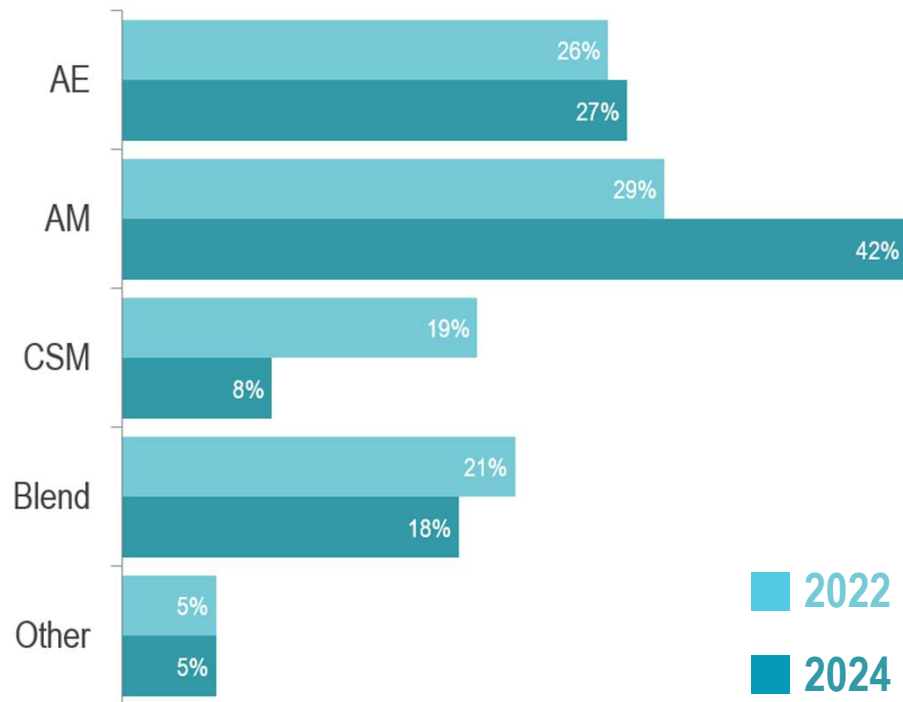
Who is responsible for renewals?



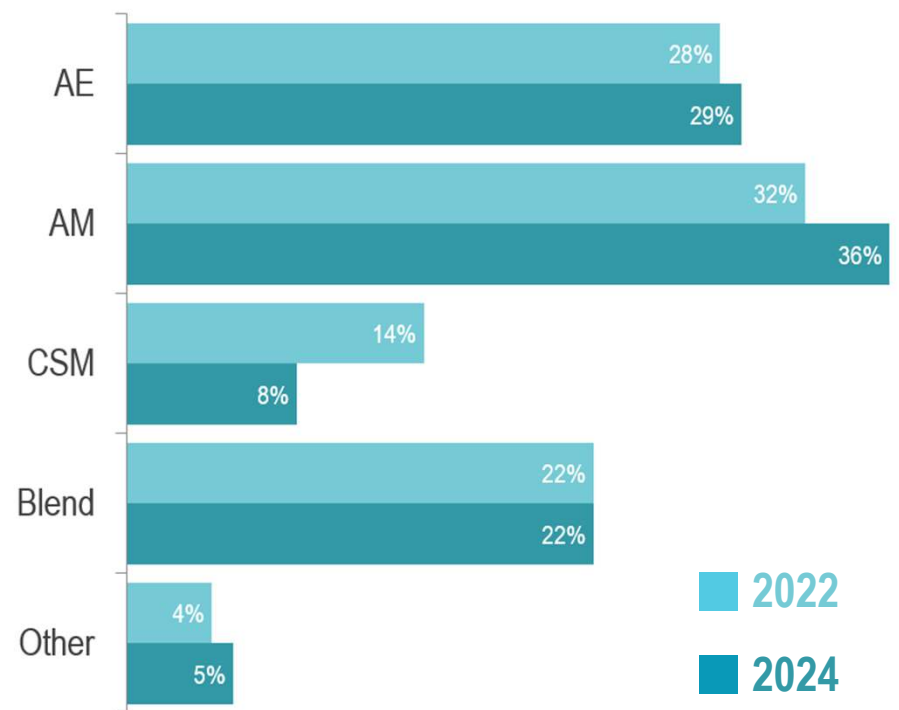
EXPANSION RESPONSIBILITIES

Note the similar story with expansion—the resurgence of the AM role.

Who is responsible for upsell?



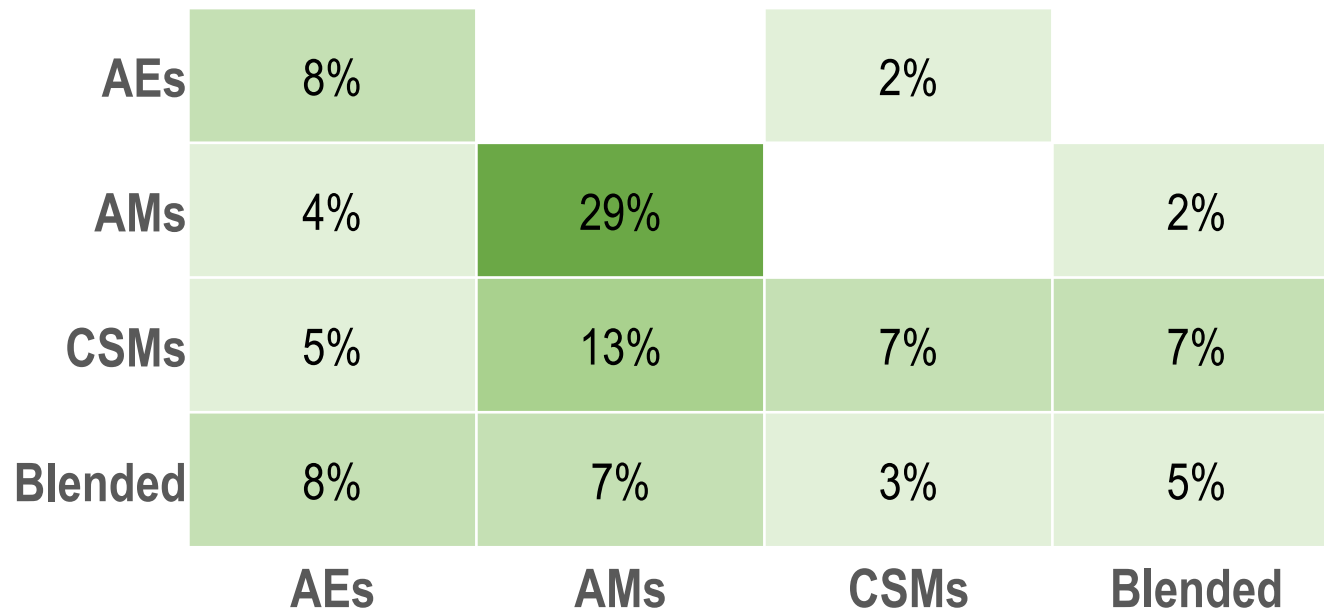
Who is responsible for cross-sell?



RENEWAL & EXPANSION PAIRINGS

At companies below \$5M in revenues, AEs own both renewal and upsell responsibilities. When we remove those from the sample, the following picture emerges.

WHO OWNS RENEWAL



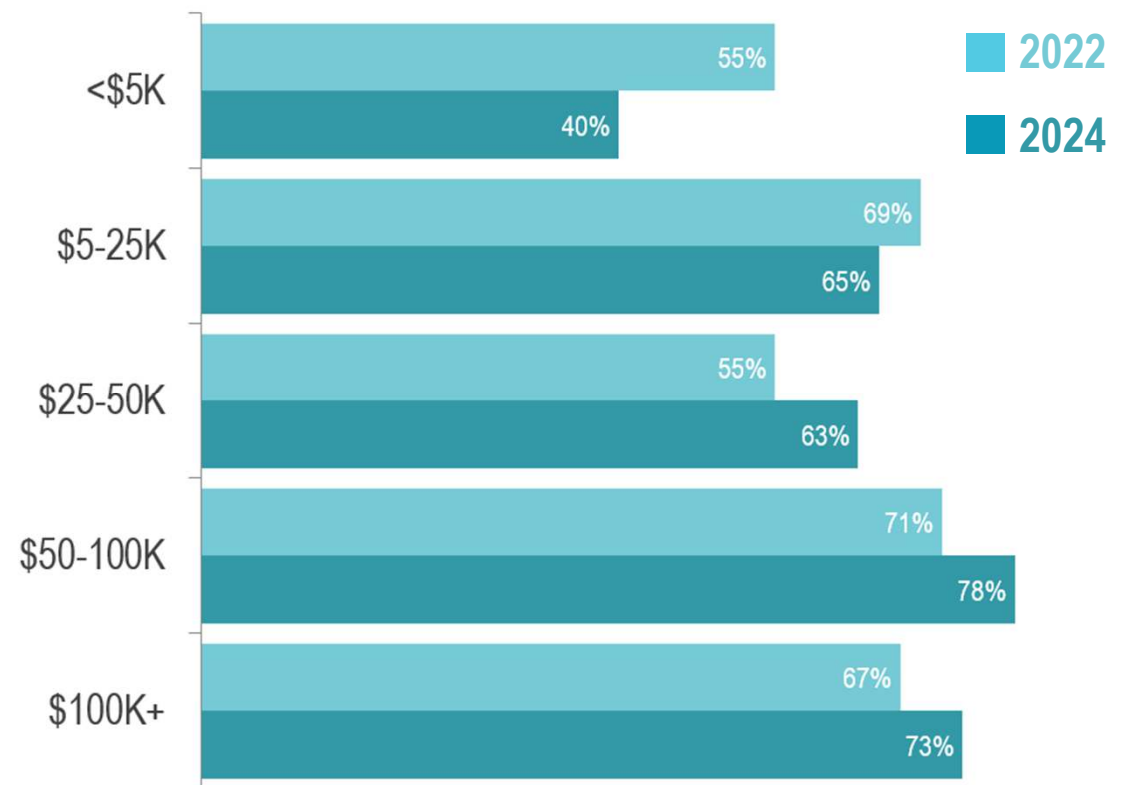
WHO OWNS EXPANSION



SDRs + AEs + AMs/CSMs

58% of companies support the customer lifecycle with at least three distinct sales roles—SDRs, AEs, and AMs/CSMs/etc. When we remove companies under \$5M in revenues, that number rises to 68%.

% of respondents who triple specialize by ACV



Companies above \$50M are 1.6X as likely to segment engage, land, and expand into 3+ distinct roles.

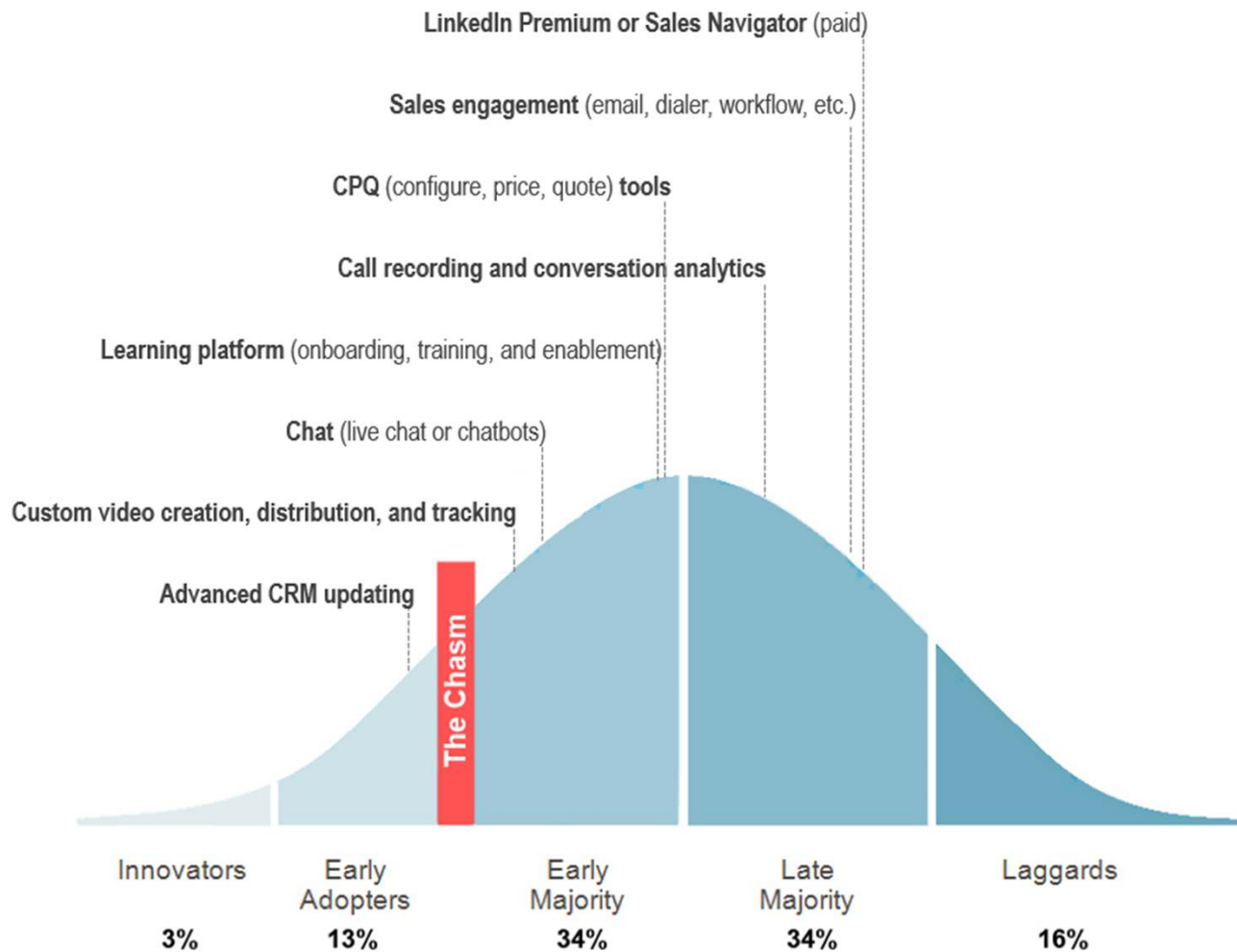


ACCELERATION TECHNOLOGIES

The median sales tech stack consists of CRM plus 4 additional “core” tools. This is down from 2022 (and consolidation was consistent across respondents).

On average, larger companies deploy more technologies than smaller (3.3 at <\$20M and 4.5 at \$100M+).

Controlling for revenues, no pattern emerges across ACV.



PART 2

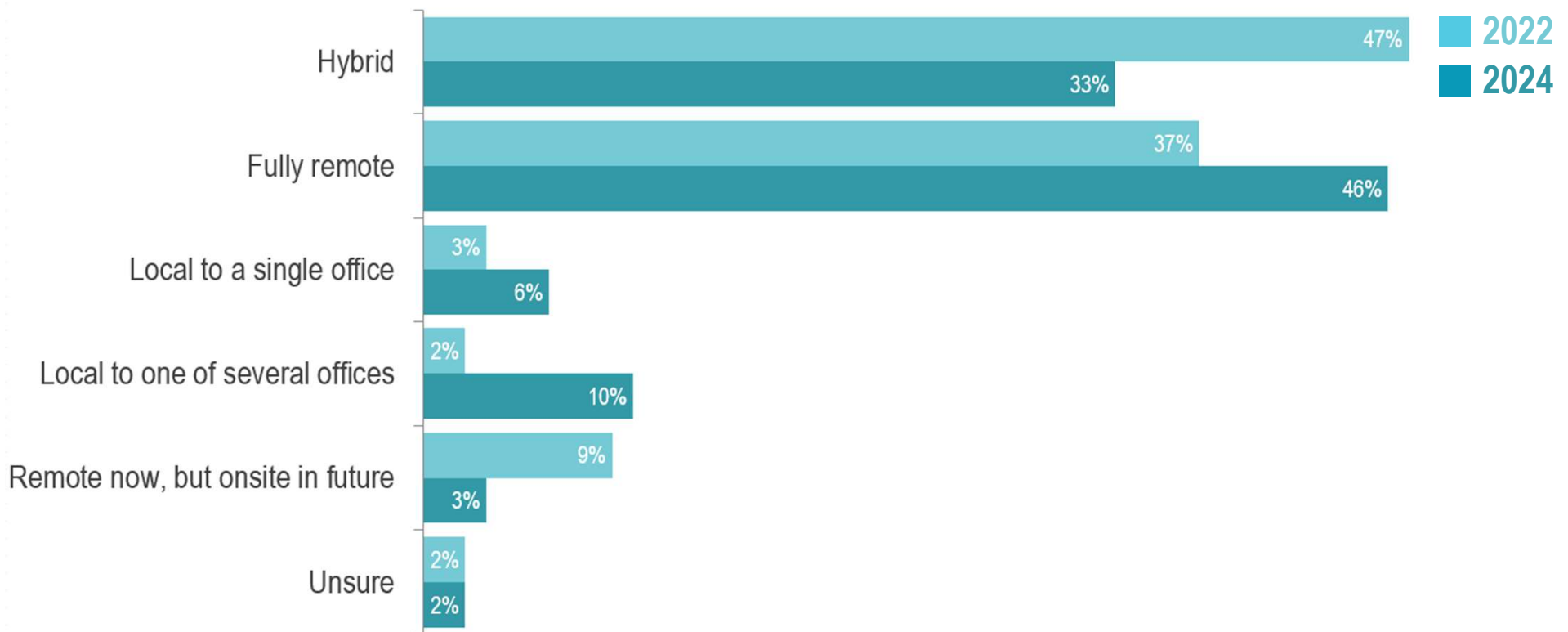
RAMP & RETENTION

CENTRALIZED, HYBRID & REMOTE

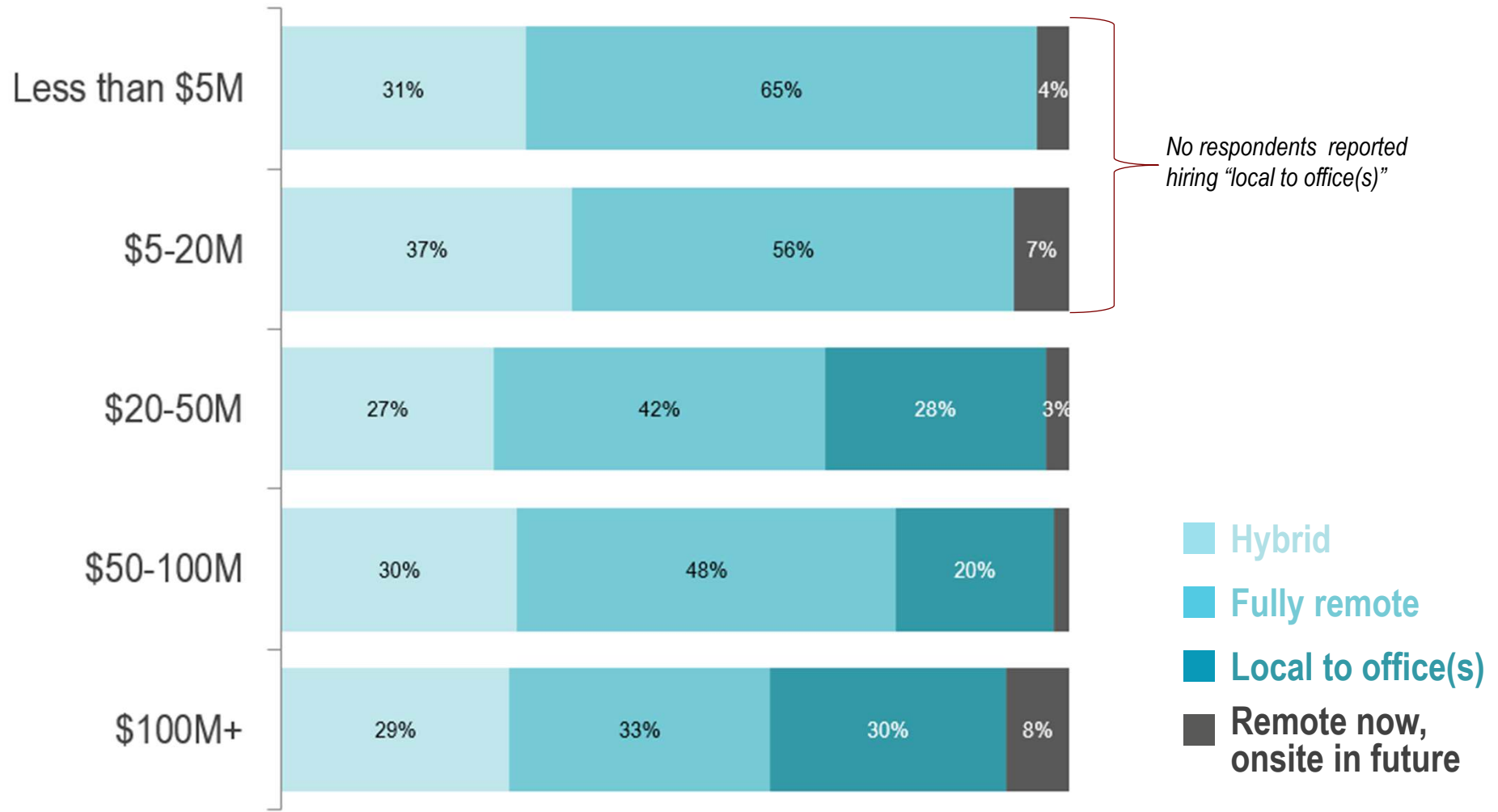
We asked respondents how they are hiring candidates “for current (or near-term) open positions.” Since 2022, there has been movement towards *fully remote* or *local* and away from *hybrid*.

Stage 2 Capital’s Liz Christo recently [shared advice](#) on “navigating the remote work landscape.”

Distribution of responses *excluding <\$5M*



CENTRALIZED, HYBRID & REMOTE BY REVENUES



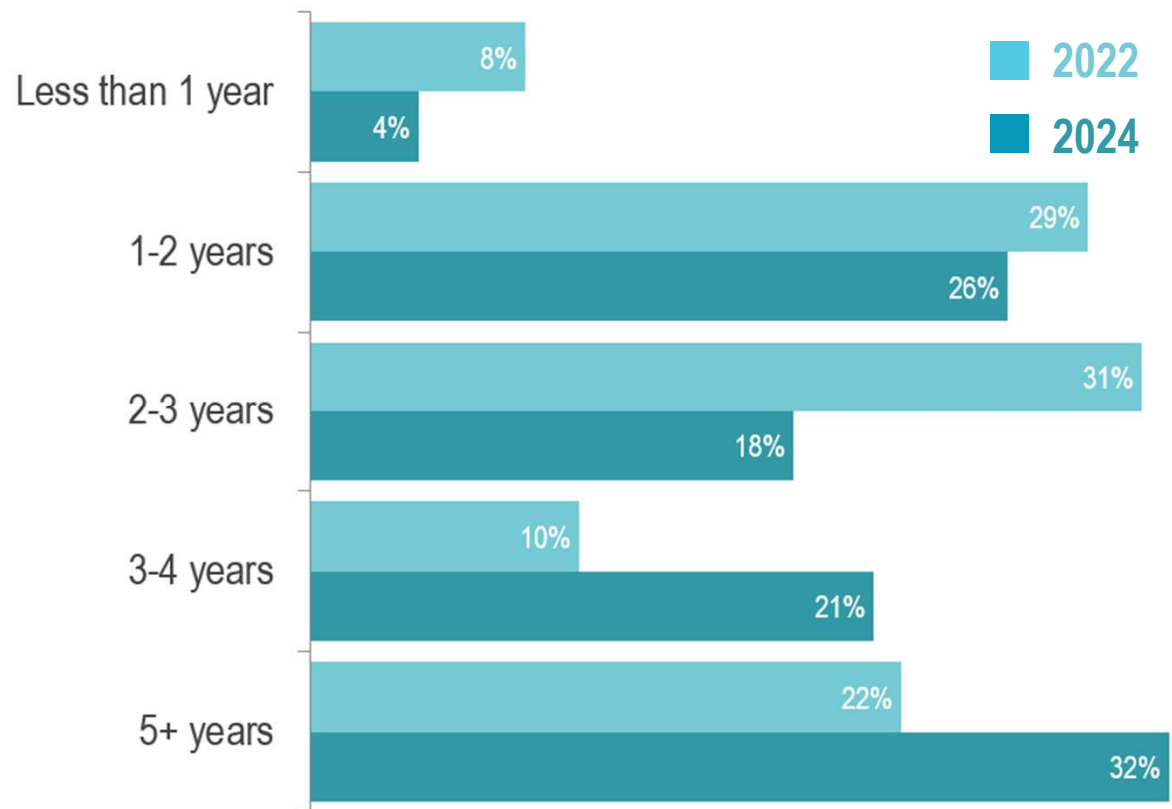
EXPERIENCE REQUIRED AT HIRE

Average experience prior to hire rose 0.9 years above 2022's level to an average of 3.6 years. It's hard to understand how large a shift that is.

Notably, we found a 66% increase in the share of companies requiring 3+ years of experience.

Average experience prior to hire rose sharply to 3.6 years.

Distribution of required experience

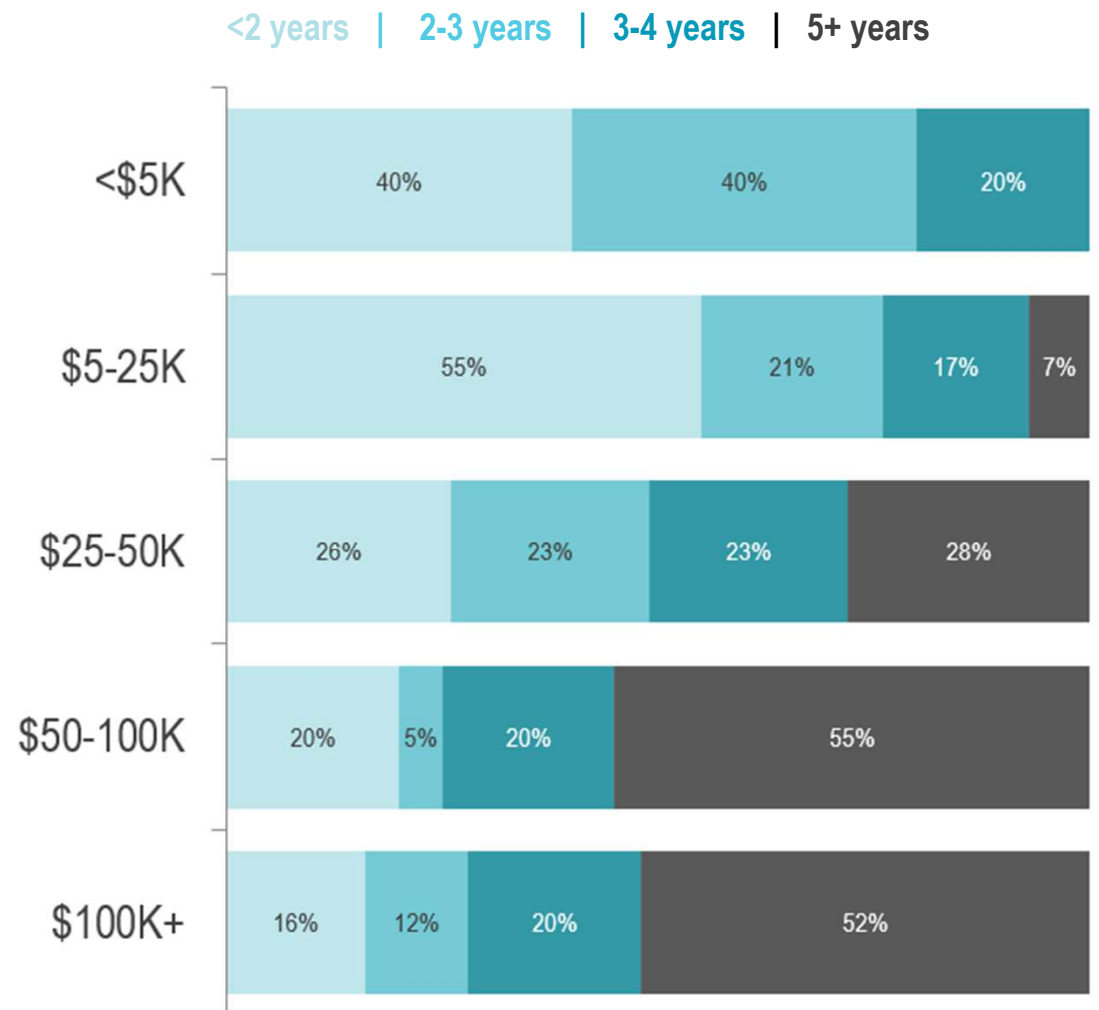


REQUIRED EXPERIENCE BY ACV

As ACVs rise, companies require more experience. Nothing too surprising here.

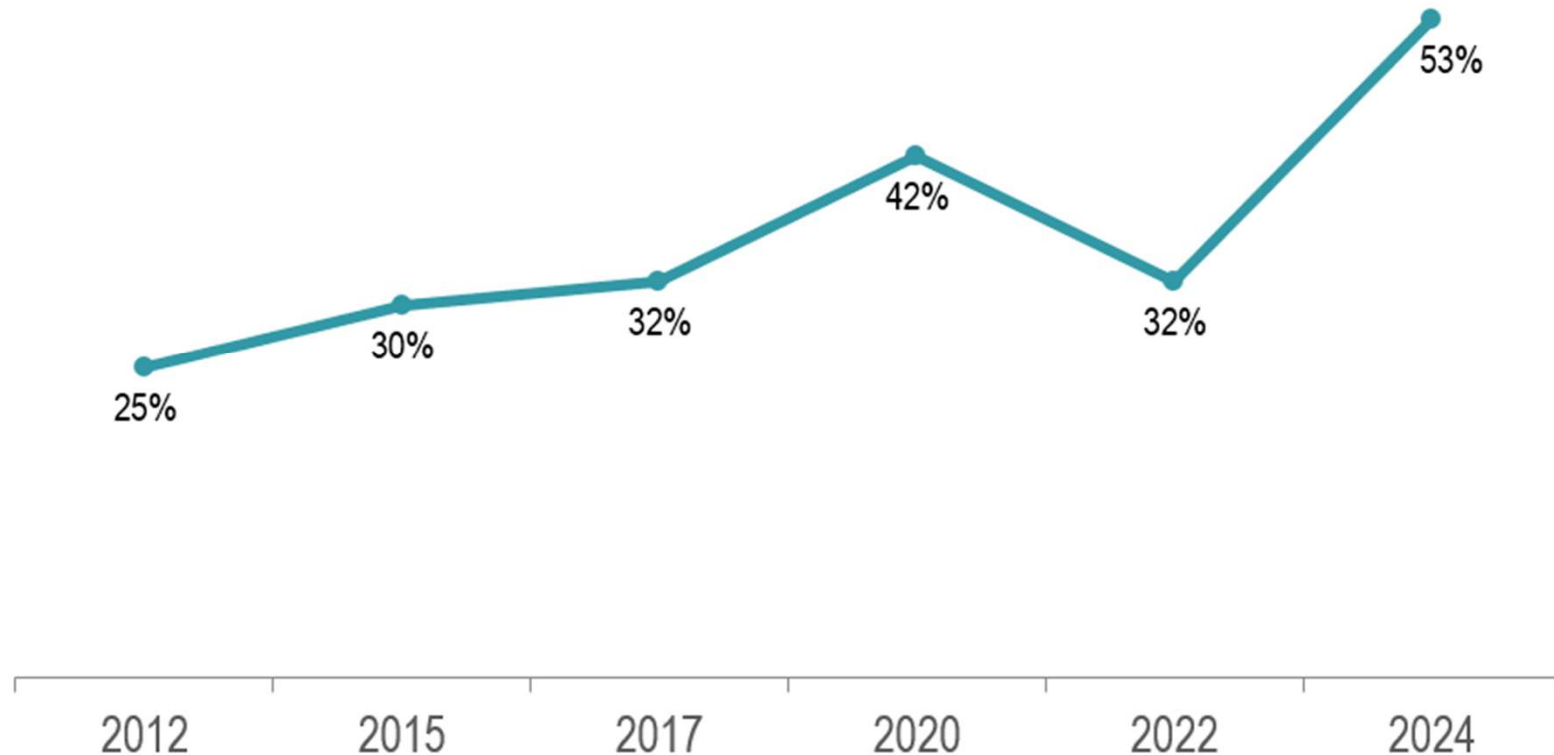
Respondents with ACVs above \$25K require 1.8X more experience than those with ACVs below that mark.

Distribution of required experience by ACV



REQUIRED EXPERIENCE IN EXCESS OF 3 YEARS

The share of companies requiring more than 3 years of experience rebounded sharply from 2022.



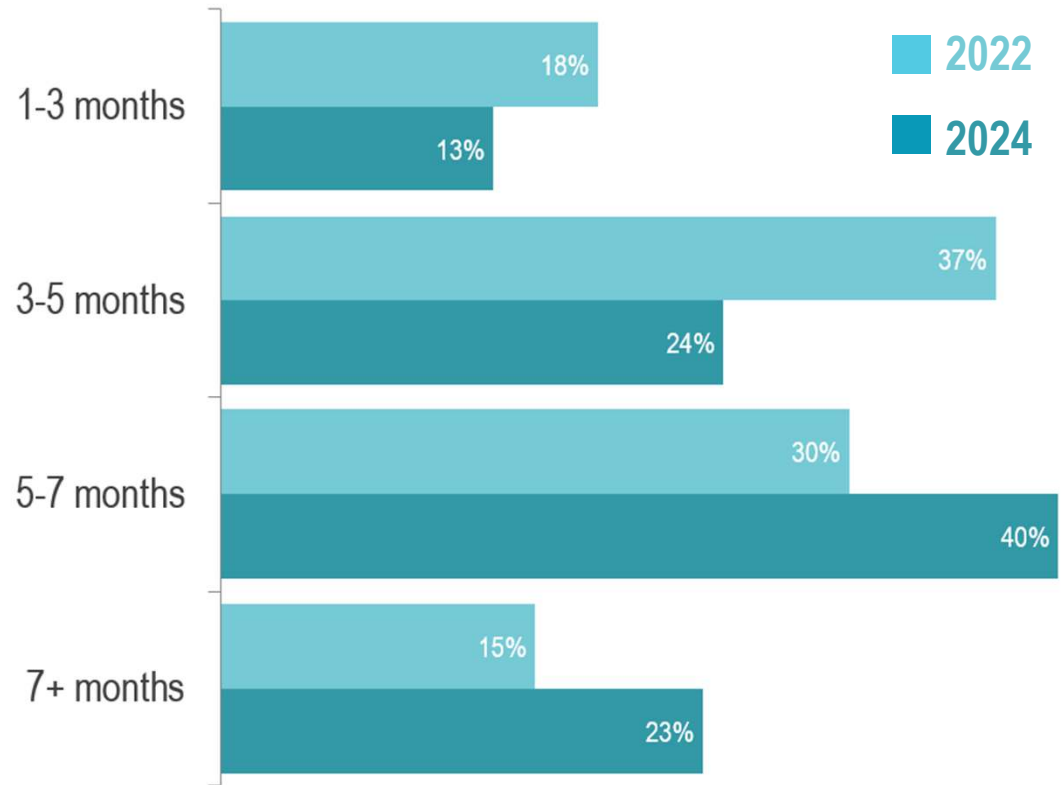
RAMP TIME

Average ramp times sits at 5.7 months.

This is a modest increase over 2022's finding of 5.3 months. And a 32% increase above 2020's 4.3 months.

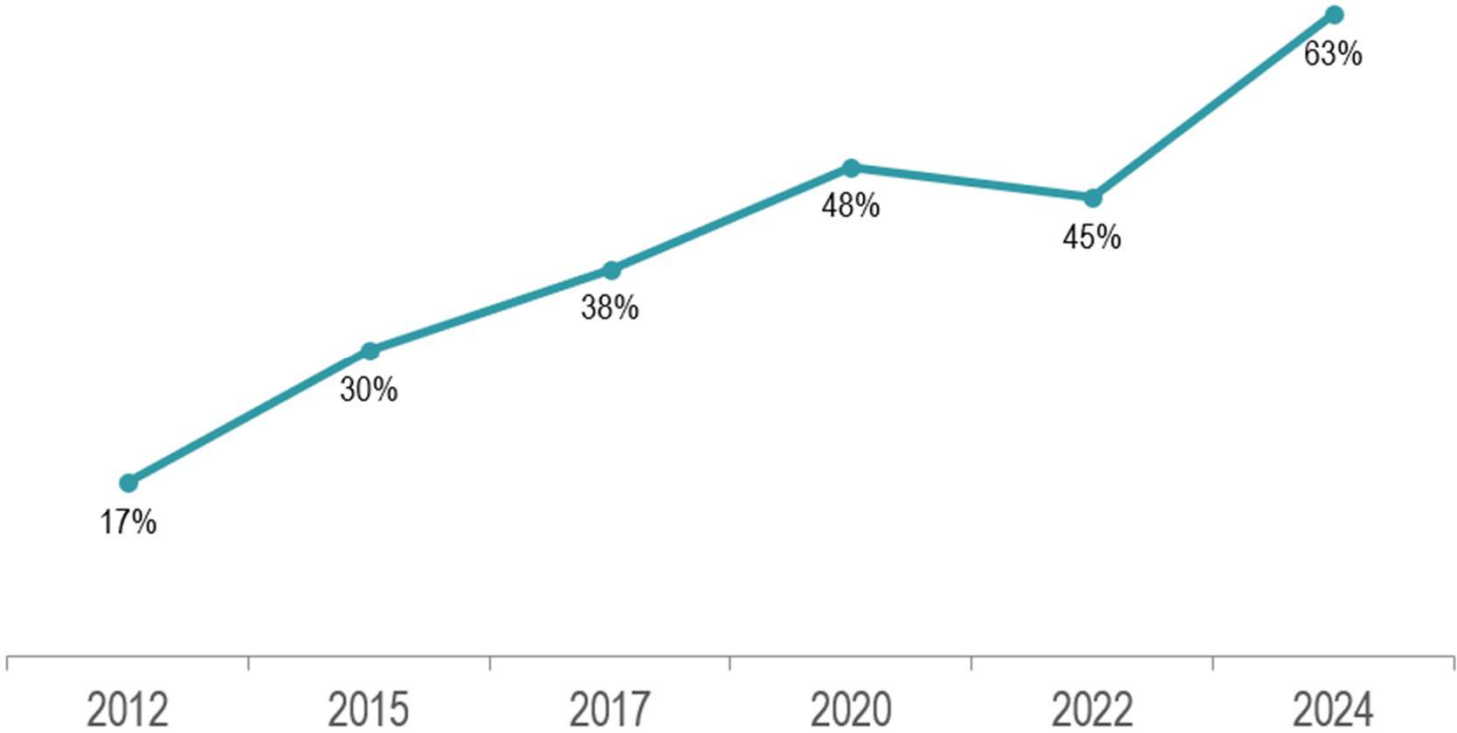
Average ramp rose to 5.7 months.

Distribution of ramp time



RAMP TIMES IN EXCESS OF 5 MONTHS

The share of companies with average ramp at five months or higher continues to steadily grow.



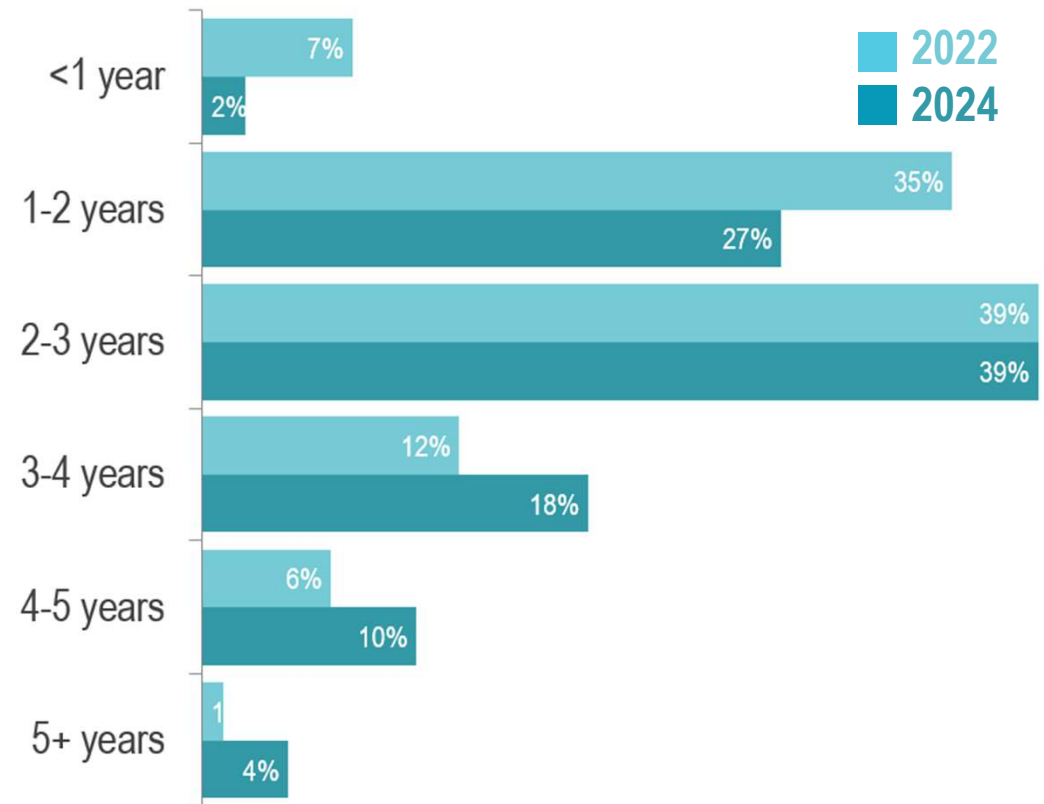
TENURE

Following the period known as the *Great Resignation*, tenure rebounded to new highs in 2024.

Average tenure is now 2.8 years (up from 2.2 years in 2022). Tenure in excess of four years has doubled since 2022.

Average tenure rose to 2.8 years.

Distribution of tenure



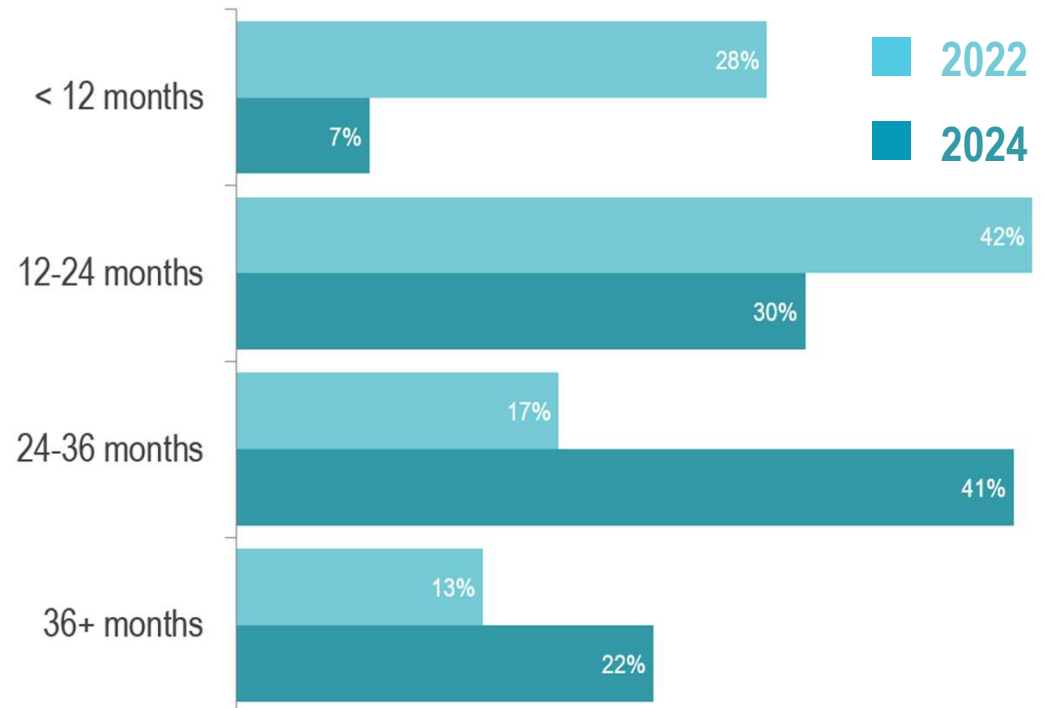
PRODUCTIVITY = TENURE - RAMP

We calculated *months at productivity* by subtracting ramp time from tenure. Doing so, we find a median of 24 months at productivity.

This is a nearly complete snapback to the more “normal” times of 2015-2020.

Productive time is up from 2022. The increase in tenure has more than offset the increase in ramp time.

Distribution of months at productivity



Median time at productivity now sits at 24 months.



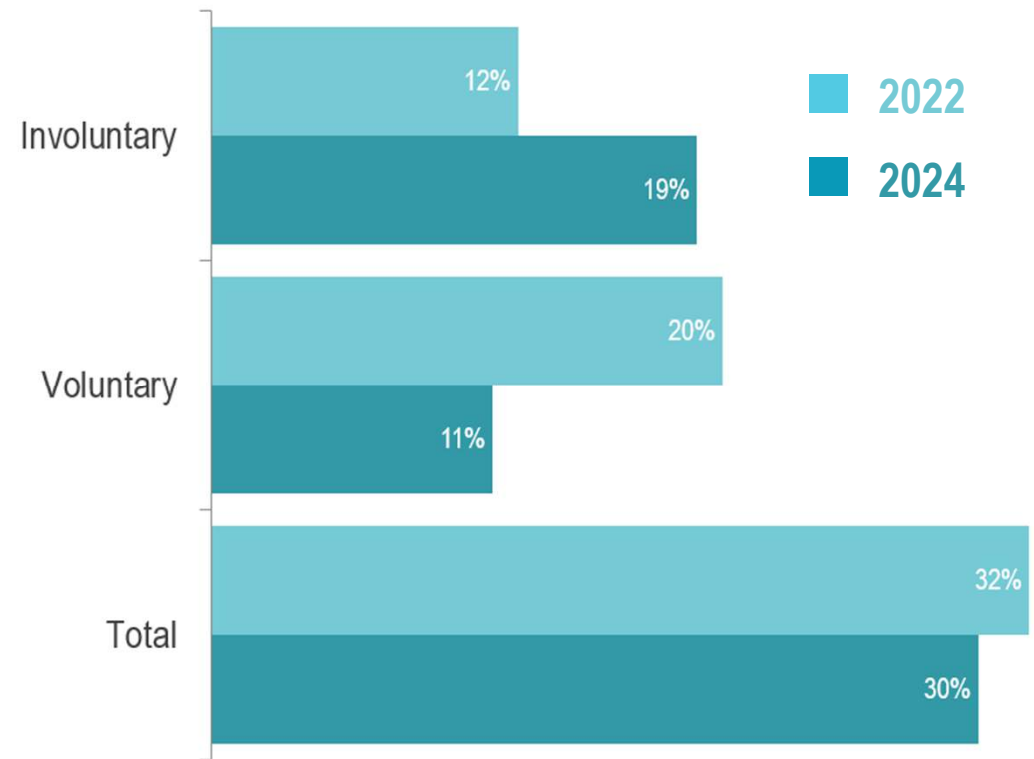
ATTRITION

Median annual turnover sits at 30% split between 19% *involuntary turnover* (attrition resulting from discharges, layoffs, or termination) and 11% *voluntary turnover* (aka quits) .

Unsurprisingly, with layoffs being broadly publicized and stiffer job market conditions, voluntary turnover was down sharply from 2022. In fact, this result is the lowest “quit” rate we have observed since 2015.

Median annual turnover fell slightly to 30%.

Attrition rates over time

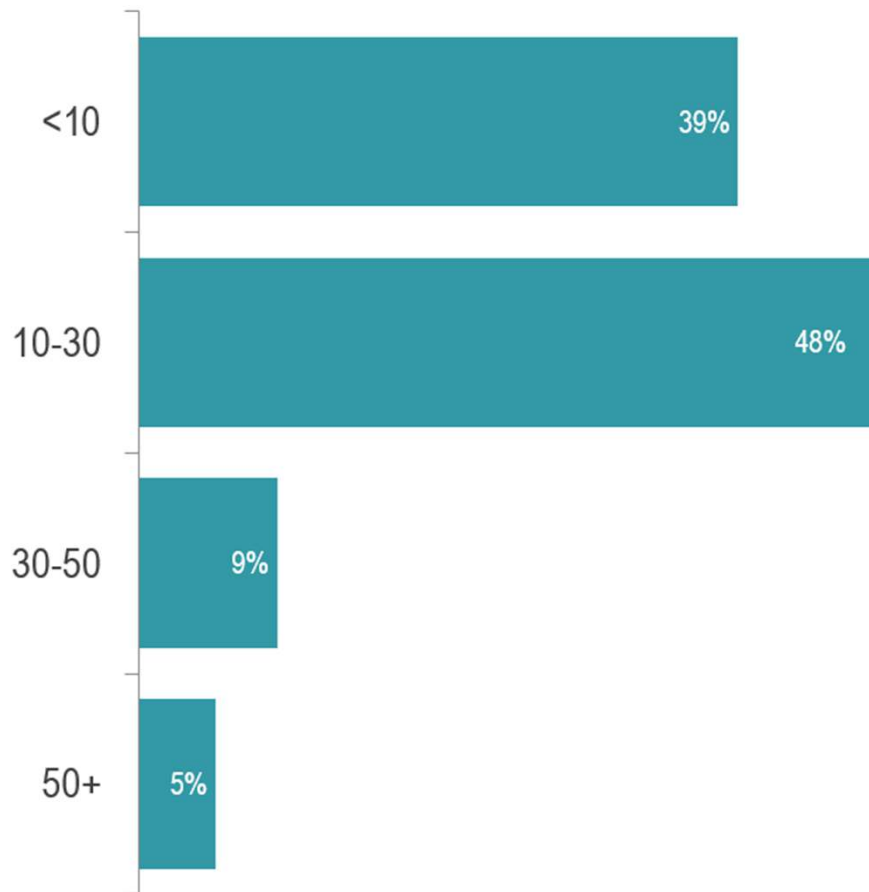


PART 3

METRICS & QUOTA

DAILY ACTIVITIES

Dials per day



Median activities per day by type

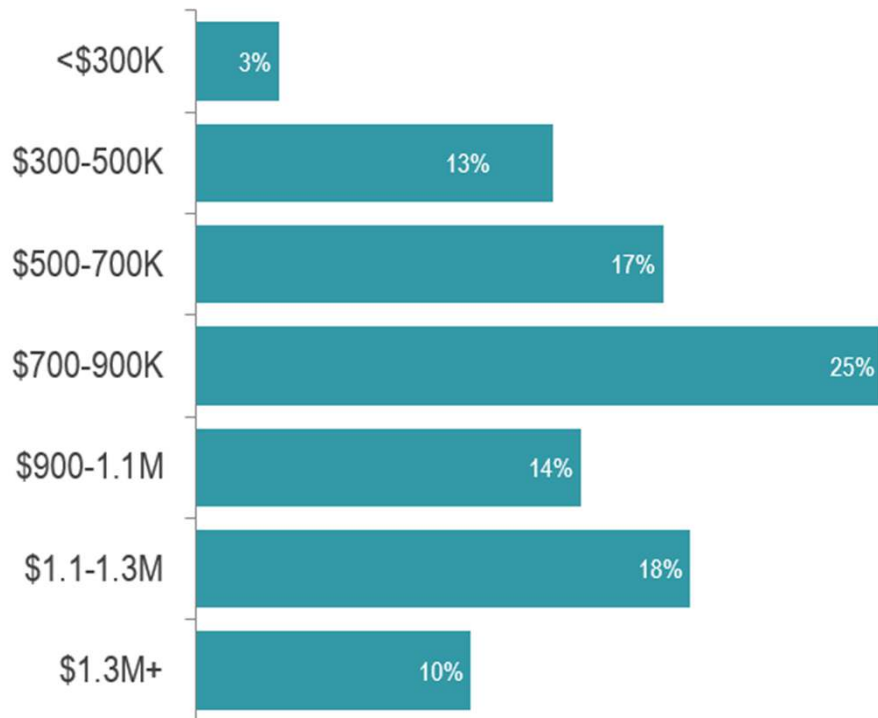
TOTAL	60
PHONE	17
EMAIL	23
LINKEDIN	12
OTHER	8



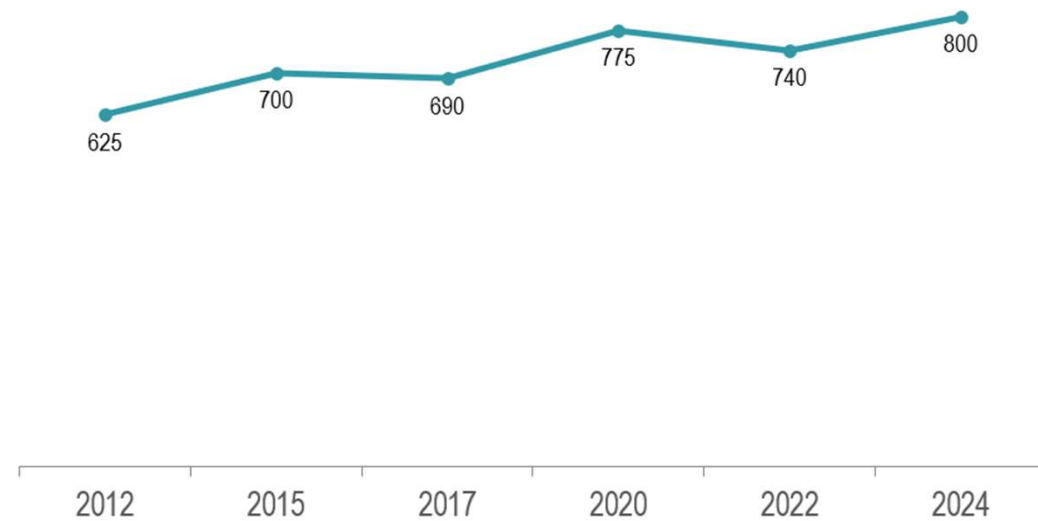
NEW ACV QUOTAS

Median annual ACV quota is now \$800K. Quotas have risen modestly, at a 2% compound annual growth rate, since 2012.

Distribution of annual quotas



Median quotas in \$Ks over time

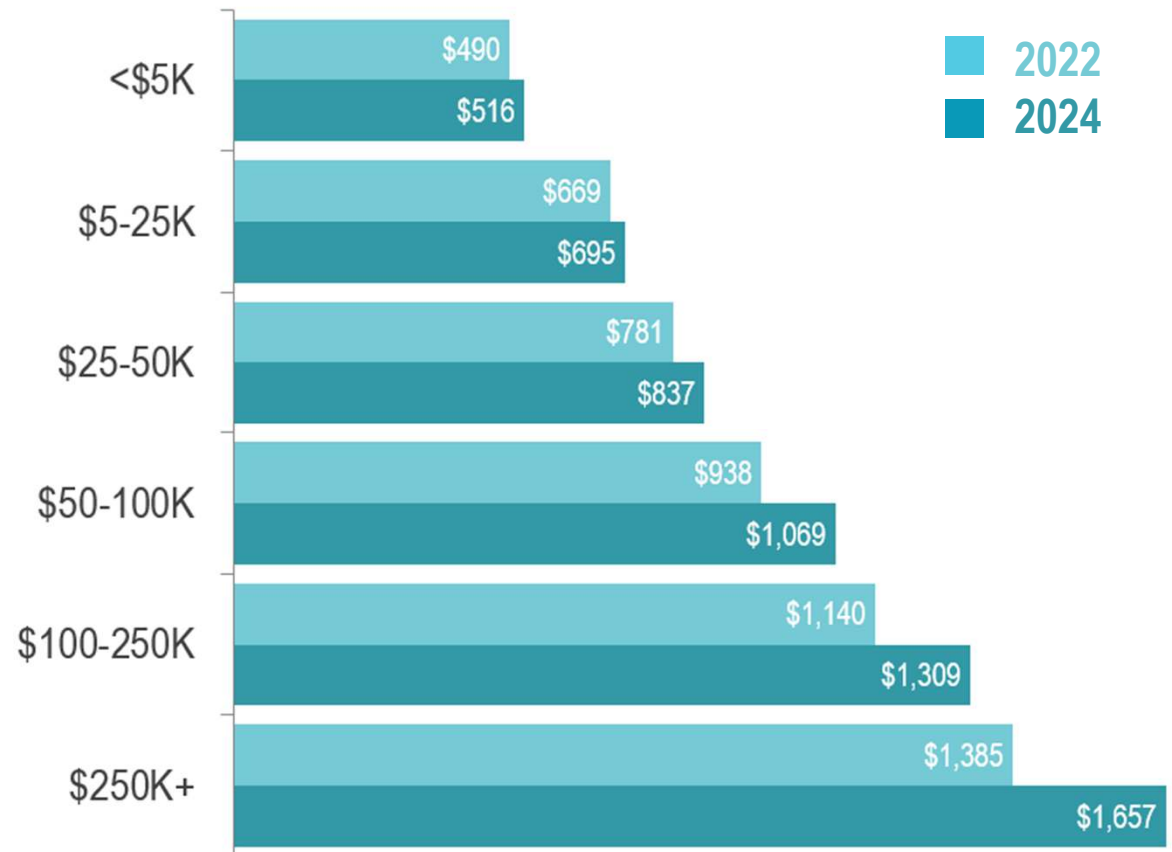


QUOTAS BY ACV

Compared to 2022, quotas grew across all ACV bands.

But larger—double-digit percent—increases were concentrated at higher ACVs.

Quotas in \$Ks by ACV



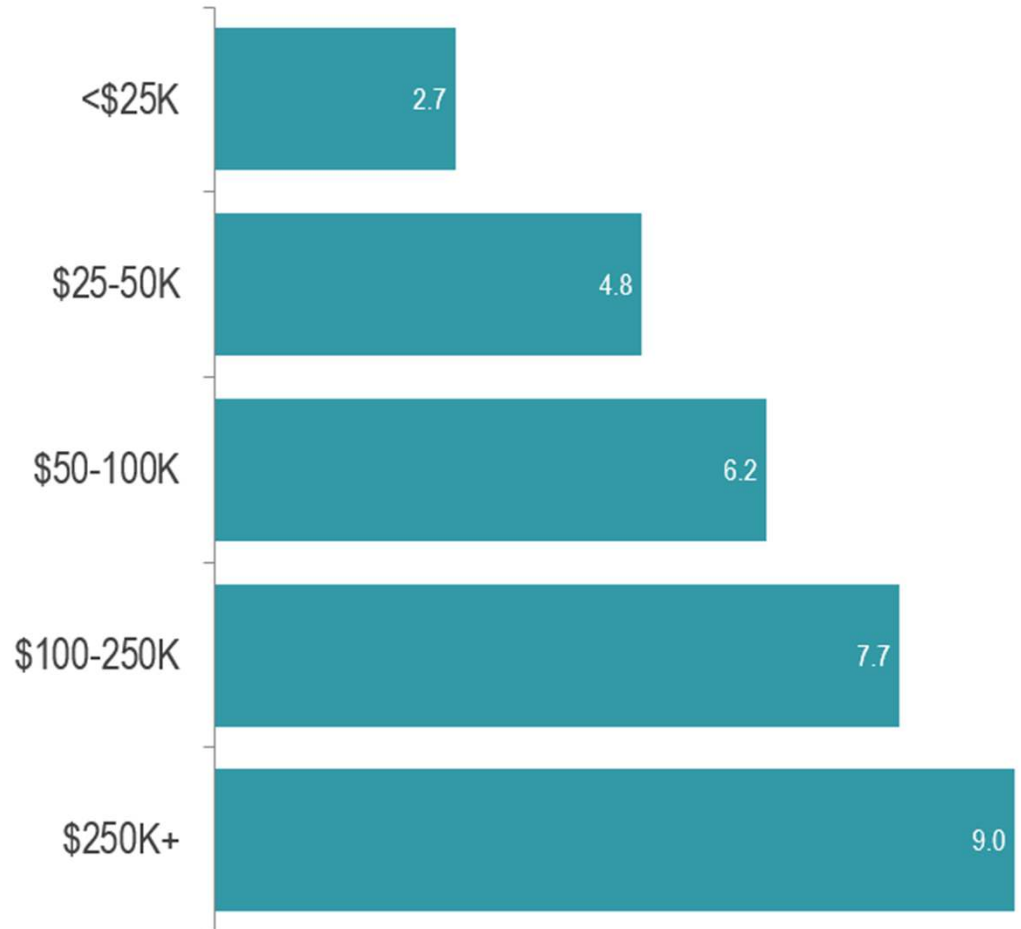
SALES CYCLE

We note an extension of both median and average sales cycles above 2022 levels.

Research from [capchase](#) reports a 3.8 week increase across all companies over the prior year.

The median sales cycle is 5.0 months.

Sales cycle (in months) by ACV



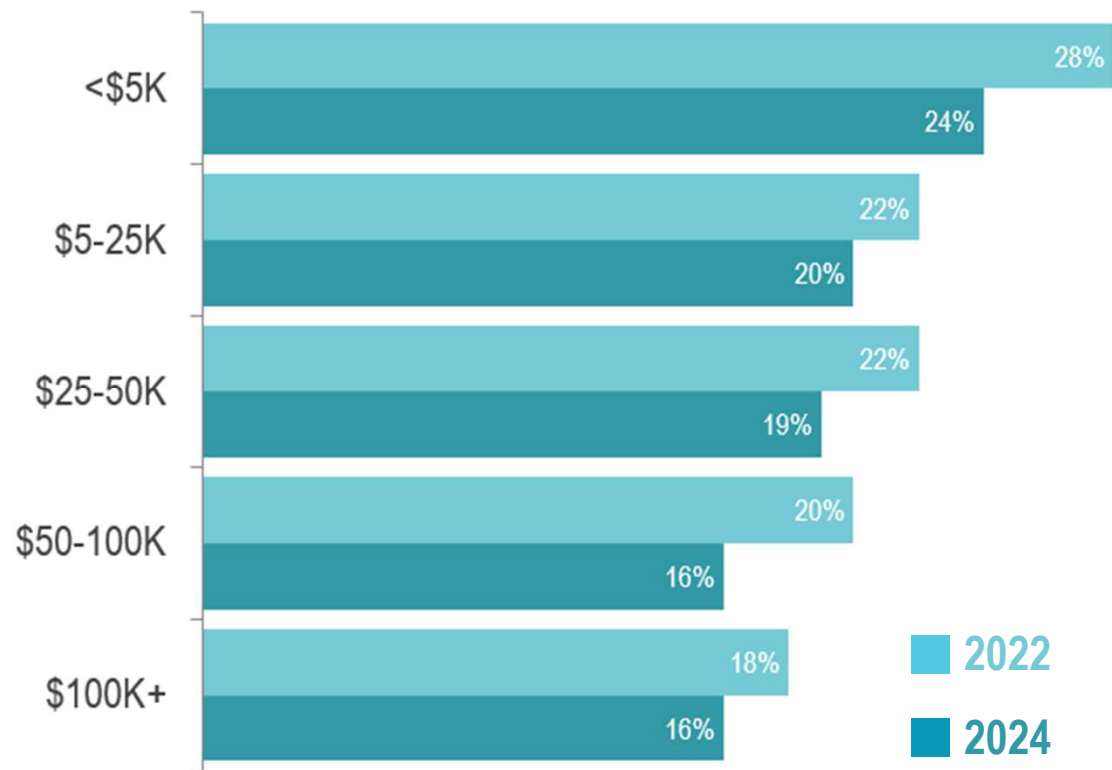
WIN RATES

Perhaps most notably of all, win rates fell sharply from 2022 levels. This held true across ACV bands and company revenues.

Win rates declining from 23% to 19% (in 2022 and 2024 respectively) might not seem all that significant. But in terms of required pipeline, it represents a dramatic shift from 4.3X to 5.3X coverage.

The median win rate is 19% across all respondents.

Win rates by ACV



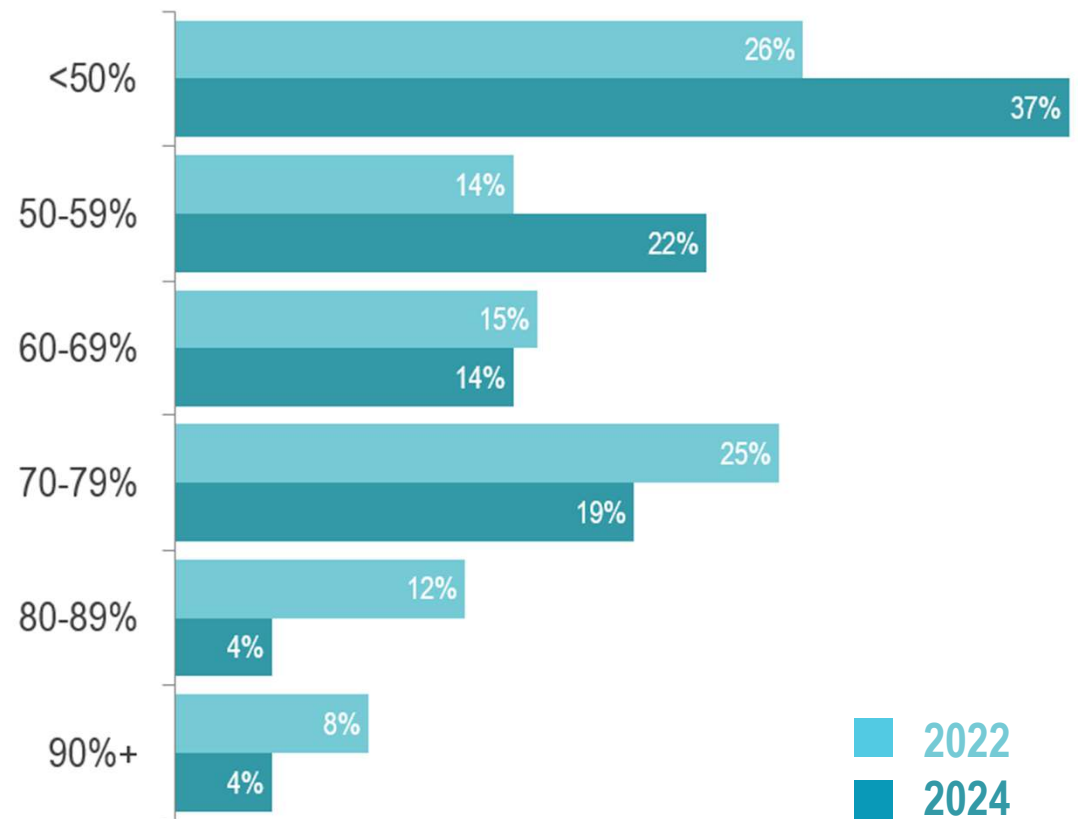
QUOTA ATTAINMENT

On average, 51% of reps in a given group achieve quota. This is a sharp drop from 2022's result of 66%.

Further, we found the highest share of respondents with "<50%" of reps at quota in the history of this project.

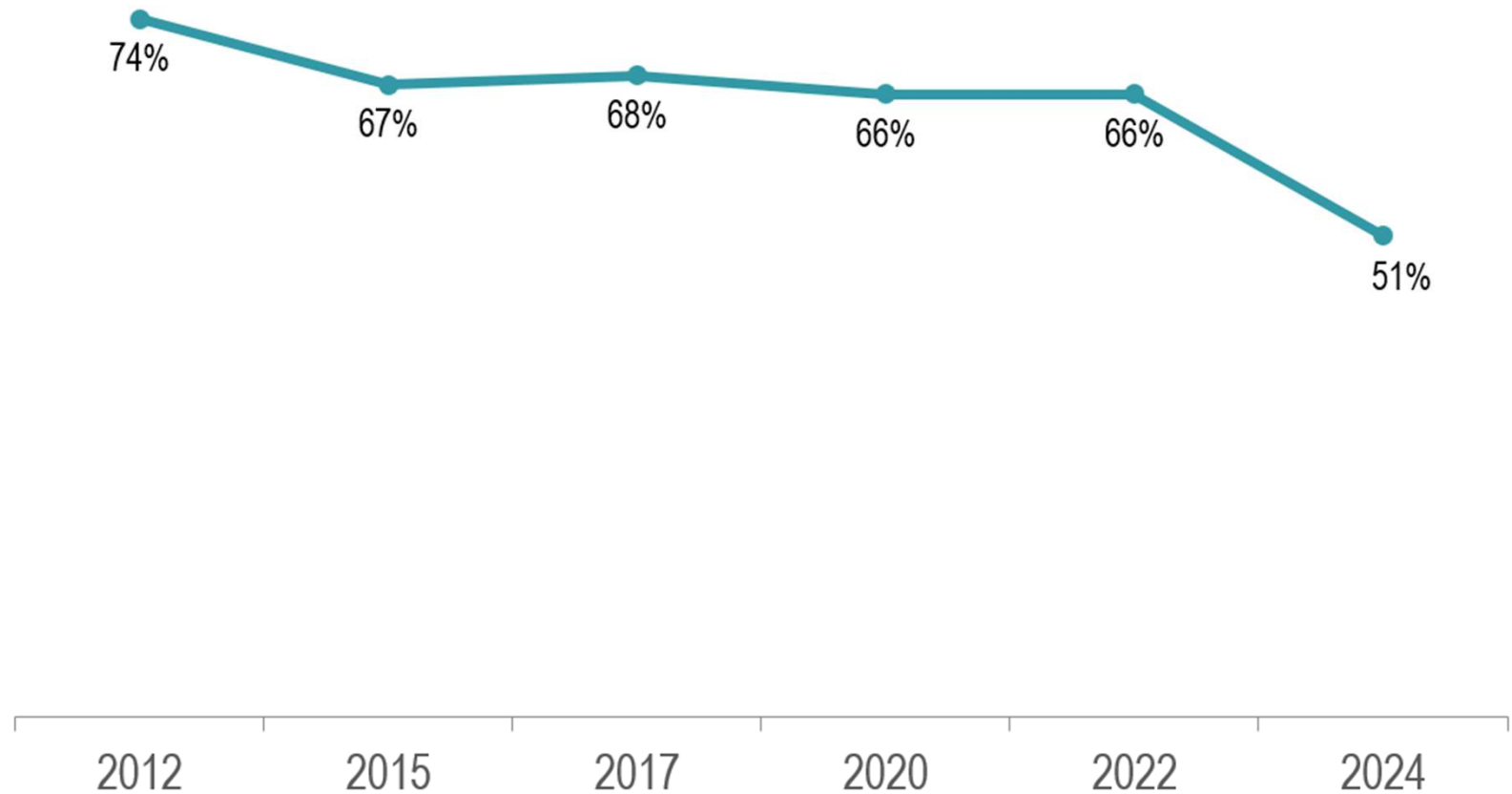
51% of AEs in a given group achieve quota annually.

Distribution of % of reps at quota



QUOTA ATTAINMENT OVER TIME

Taken together with the modest quota increases mentioned earlier, the fall in attainment gives some perspective on how challenging selling in 2023 truly was.



PART 4

COMPENSATION

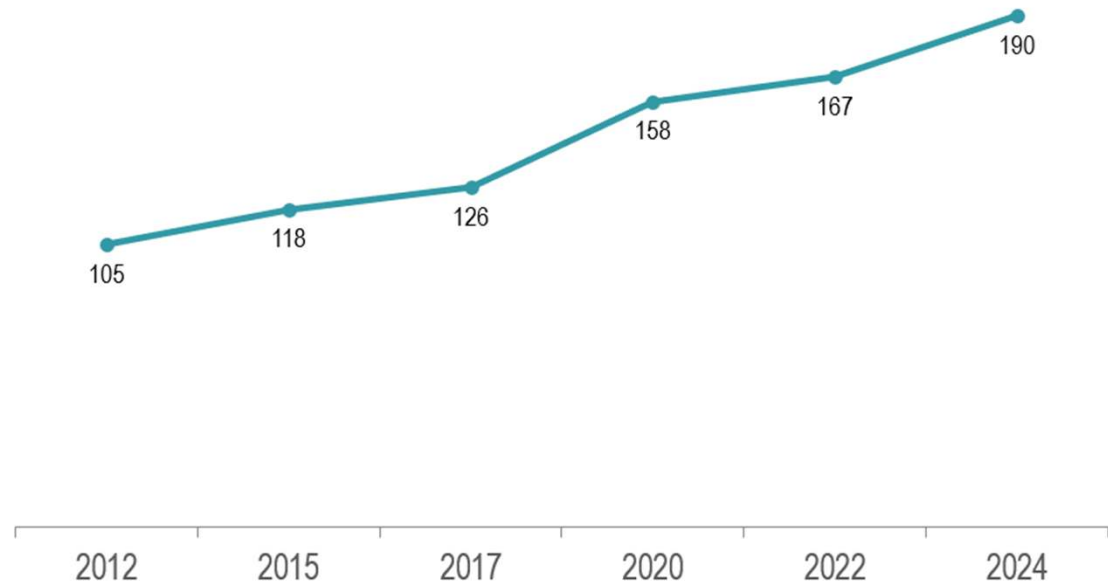
COMPENSATION

Median on-target earnings are \$190K with a 53:47 (base : variable) split.

Continuing a decade-long trend, median OTE rose to record highs in 2024. While quotas have increased at roughly 2% annually, OTEs have risen at more than 5% compounded annually over that same period.

ON-TARGET EARNINGS	\$190K
BASE	\$100K
VARIABLE	\$90K

OTE in \$Ks over time



Median AE on-target earnings are now \$190K.



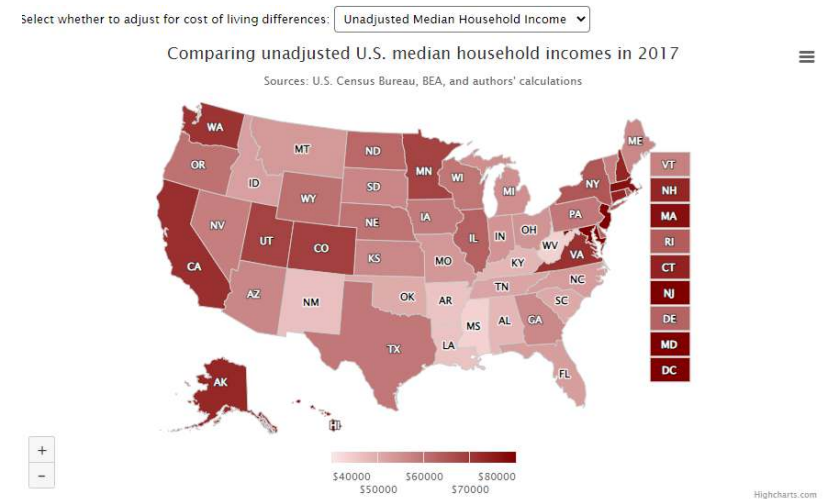
A NOTE ON OTEs

Two things are worth mentioning regarding OTEs.

1. The \$190K figure is the median—half of groups pay above and half below that level.
2. It is the *national* median and local markets range widely.

We recommend the MSA Cost of Living Calculator from the Federal Reserve Bank of St. Louis to localize. As a starting point, use either:

- Dallas-Fort Worth-Arlington, TX
or
- Tampa-St. Petersburg-Clearwater, FL

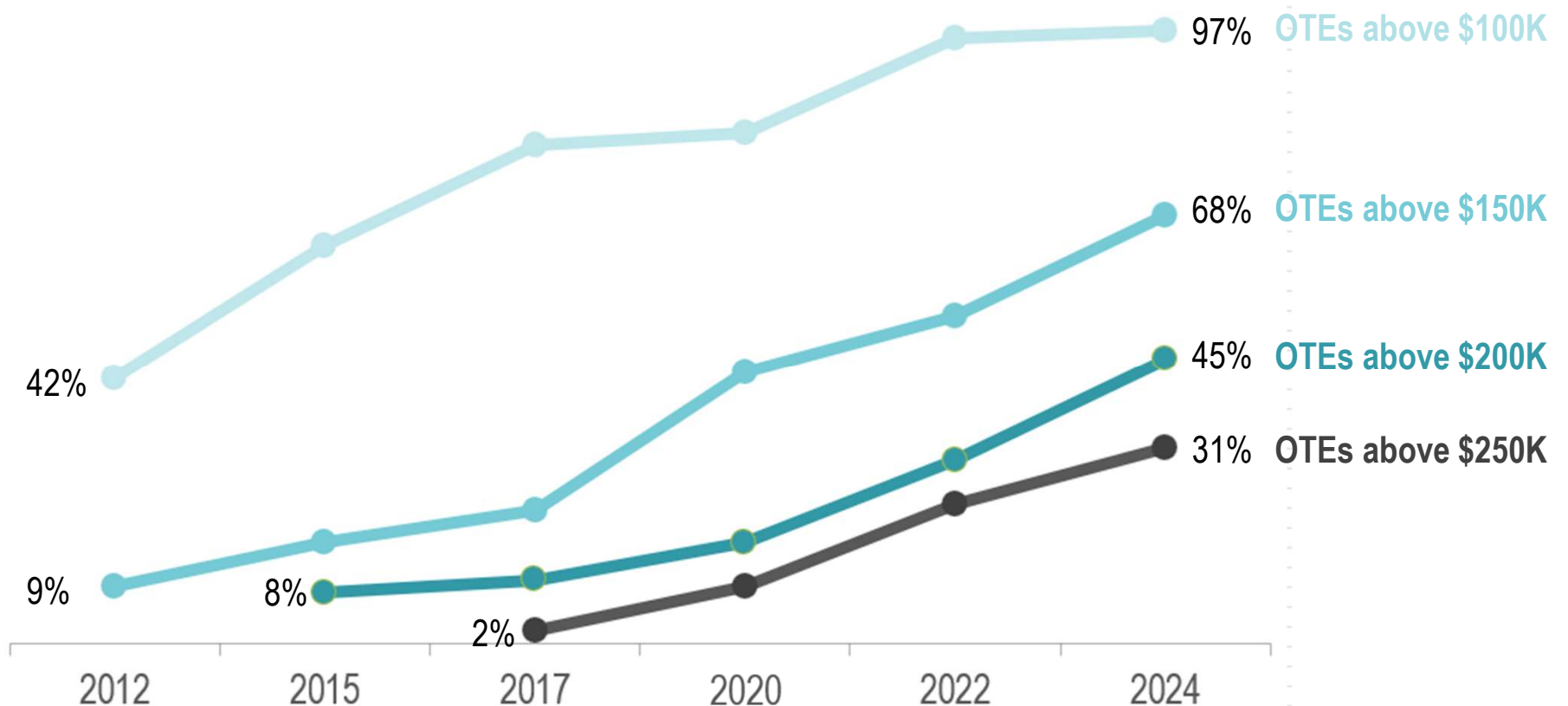


<https://research.stlouisfed.org/publications/cost-of-living/calculator>



SIX FIGURE OTEs OVER TIME

Percentage of respondents with OTEs in excess of ...

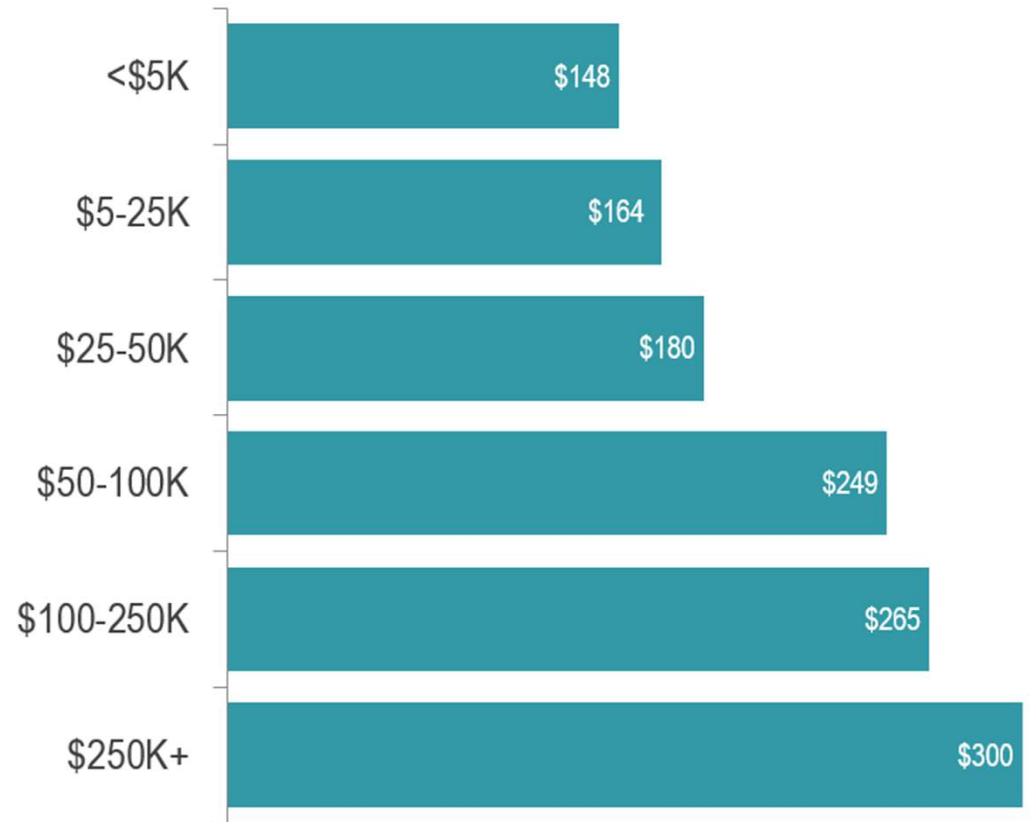


MEDIAN OTE BY ACV

As ACVs rise, so do median on-target earning levels.

The message to AEs is clear. If you want to increase earnings, sell at a higher ACV.

OTE in \$Ks by ACV



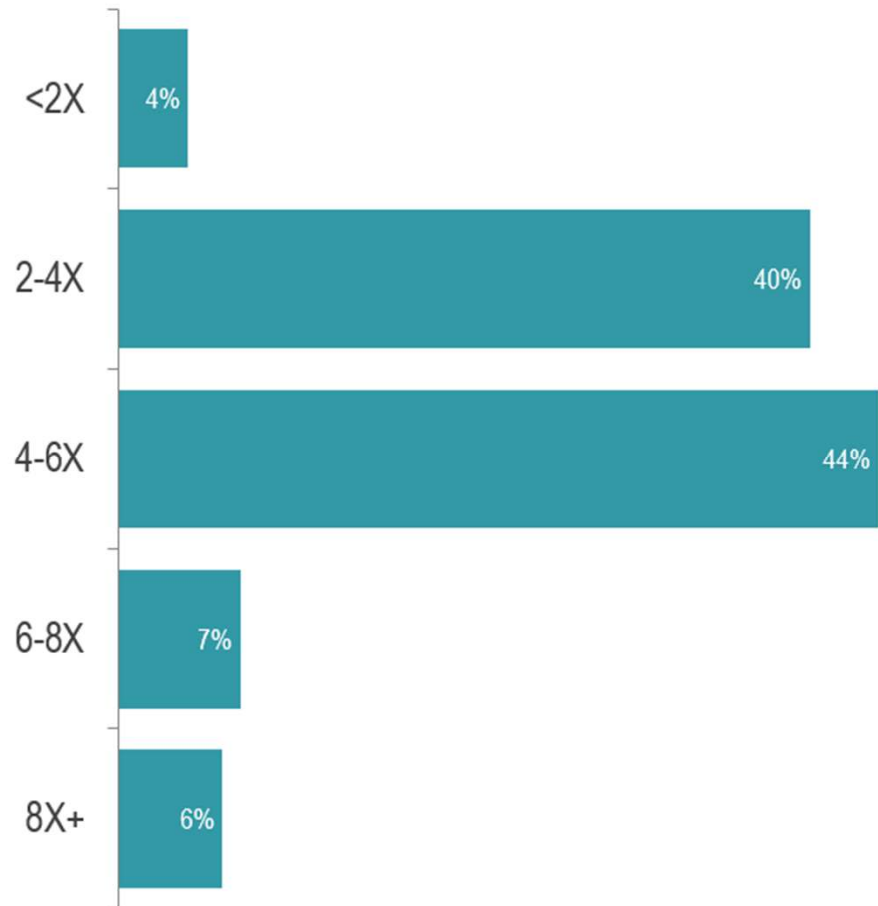
QUOTA : OTE RATIO

At the height of the 2022 inflation period, Great Resignation, etc., quota to OTE ratios approach 5x.

Ratios normalized recently with the median plan coming in at 4.2x today. The 25th and 75th percentiles are 3.2x and 4.8x respectively.

Median quota to OTE ratio is 4.2x.

Quota-to-OTE ratios

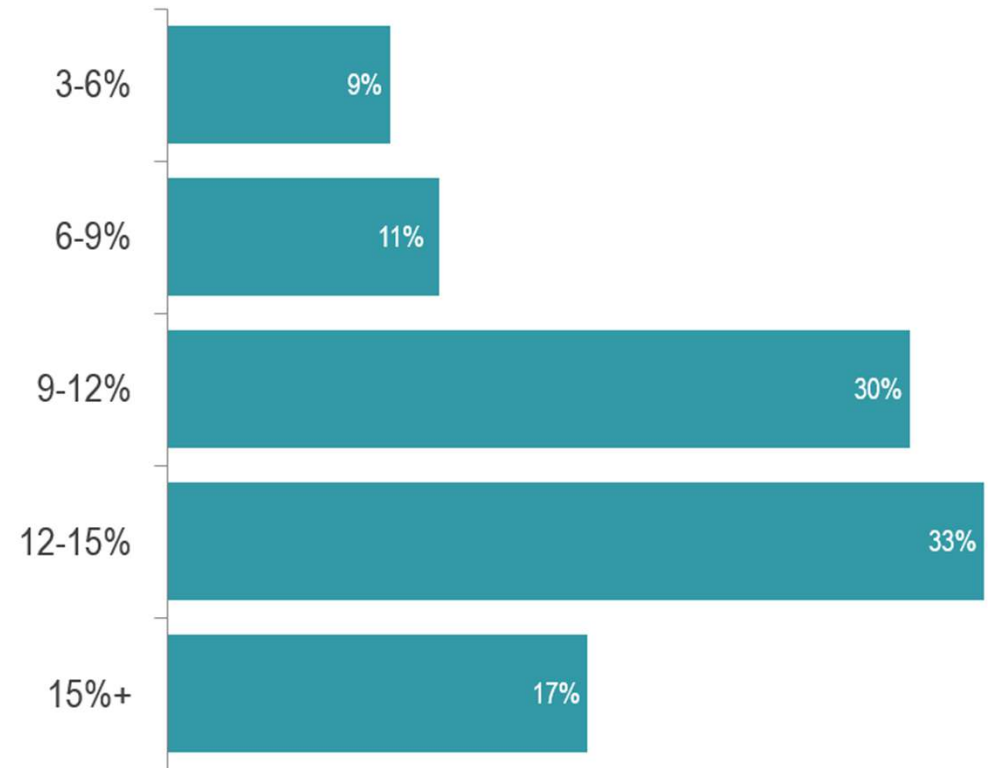


AE COMMISSION RATES

At 100% of quota, the median commission rate is 11.5% of ACV.

The 25th and 75th percentiles are 11% and 14% respectively.

Distribution of on-target commission rates

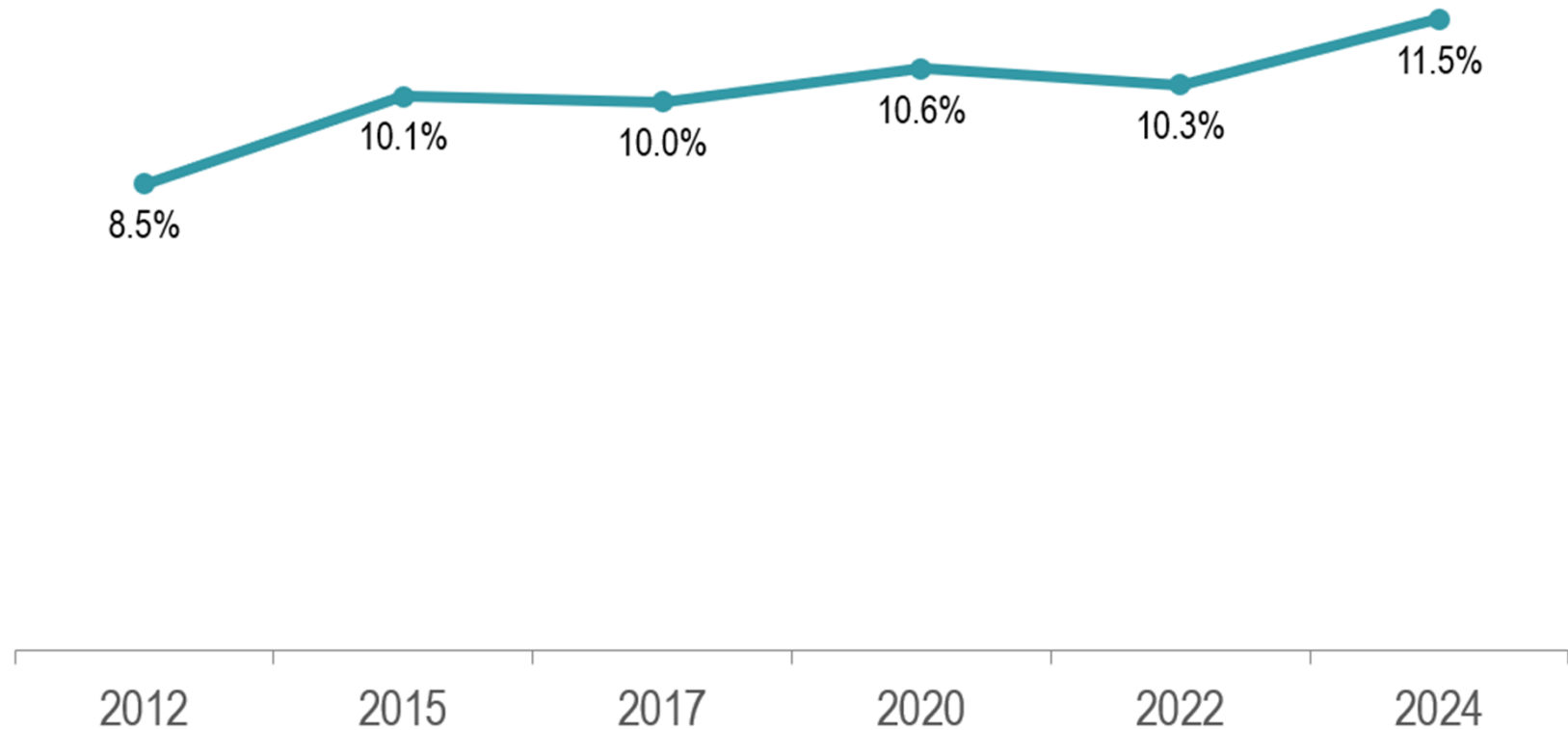


Median AE commission rate is 11.5%.



MEDIAN COMMISSION RATES OVER TIME

Median commission rates have been increasing over time. This is largely a factor of the rate of increase in OTEs outstripping the rate of increase in quotas.

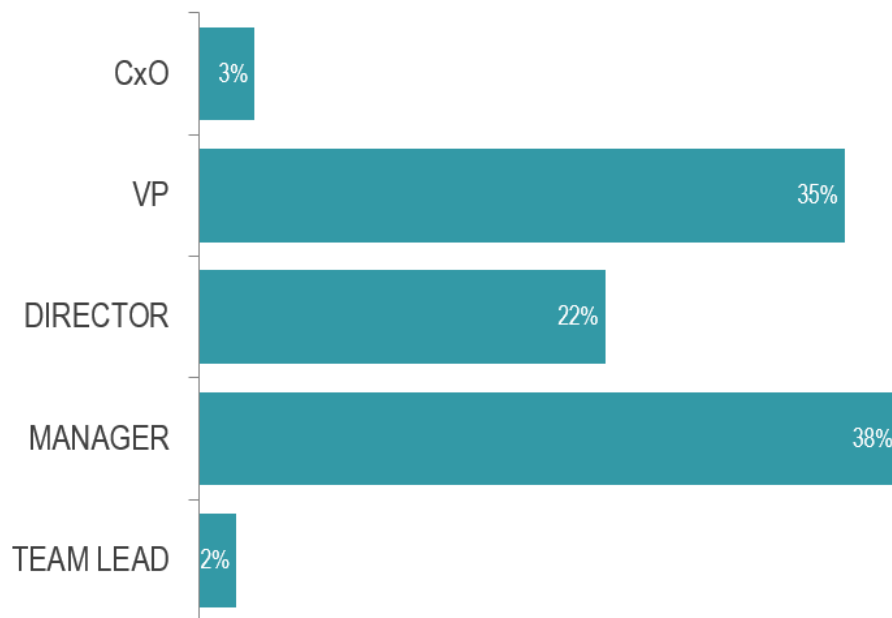


PART 5

SALES LEADERSHIP

FRONT-LINE LEADERSHIP

Distribution of titles for front-line leaders



VP / SNR. DIR	DIR / MANAGER	TEAM LEAD
THE VISIONARY AND GENERAL	THE COACH, WARDEN, AND THERAPIST	THE PLAYER COACH
Designs strategy	Optimizes execution	Executes process
Builds the ideal rep profile	Hires the ideal rep profile	Is the ideal rep profile
Seat at the executive table	Fantastic people motivator	Management-track potential
Great Strategist	Great Coach	Great Role Model



LEADERSHIP COMPENSATION

Manager total compensation has grown modestly in real terms since roughly 2015 (compound annual growth rate of just 4.2% nominal).

Compensation for *Directors* and *Vice Presidents*, however, has jumped appreciably (in excess of 5.8% CAGR).

	2015	2017	2020	2022	2024
MANAGER	\$140K	\$138K	\$156K	\$173K	\$198K
DIRECTOR	\$173K	\$176K	\$218K	\$253K	\$284K
VP	\$209K	\$243K	\$262K	\$296K	\$331K



SDR, AE & AM Consulting + Execution



SCALABLE GROWTH, DELIVERED.

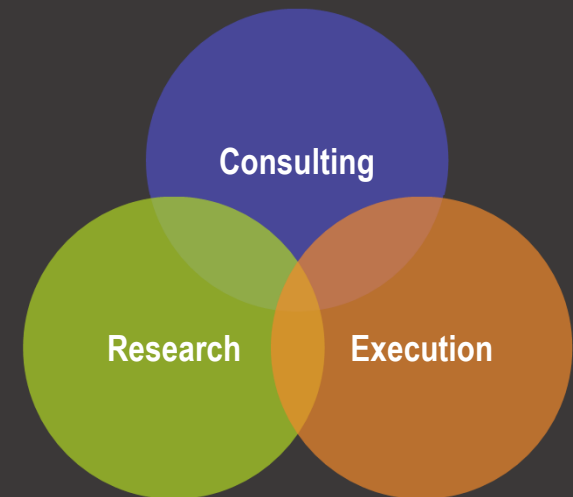
For over two decades, we've been focused on "more" for our clients - more conversations, more pipeline, more growth. Over 490 companies have relied on our thinking to make their numbers.

PRACTITIONERS FIRST, CONSULTANTS SECOND.

Behind our ideas are our people. Rooted in sales leadership, our team members have built groups, led teams, and carried quotas. We don't just research sales strategies, we live them.

HOLISTIC APPROACH, TARGETED SOLUTIONS.

No two companies are the same, especially when it comes to sales. Our team identifies the key variables that will make your go-to-market motion unique. We're here to help take the guesswork out of growth.



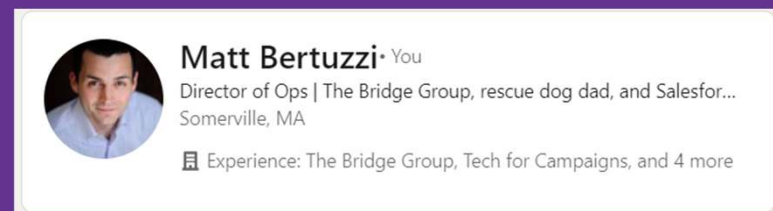
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<https://www.linkedin.com/in/mattbertuzzi>