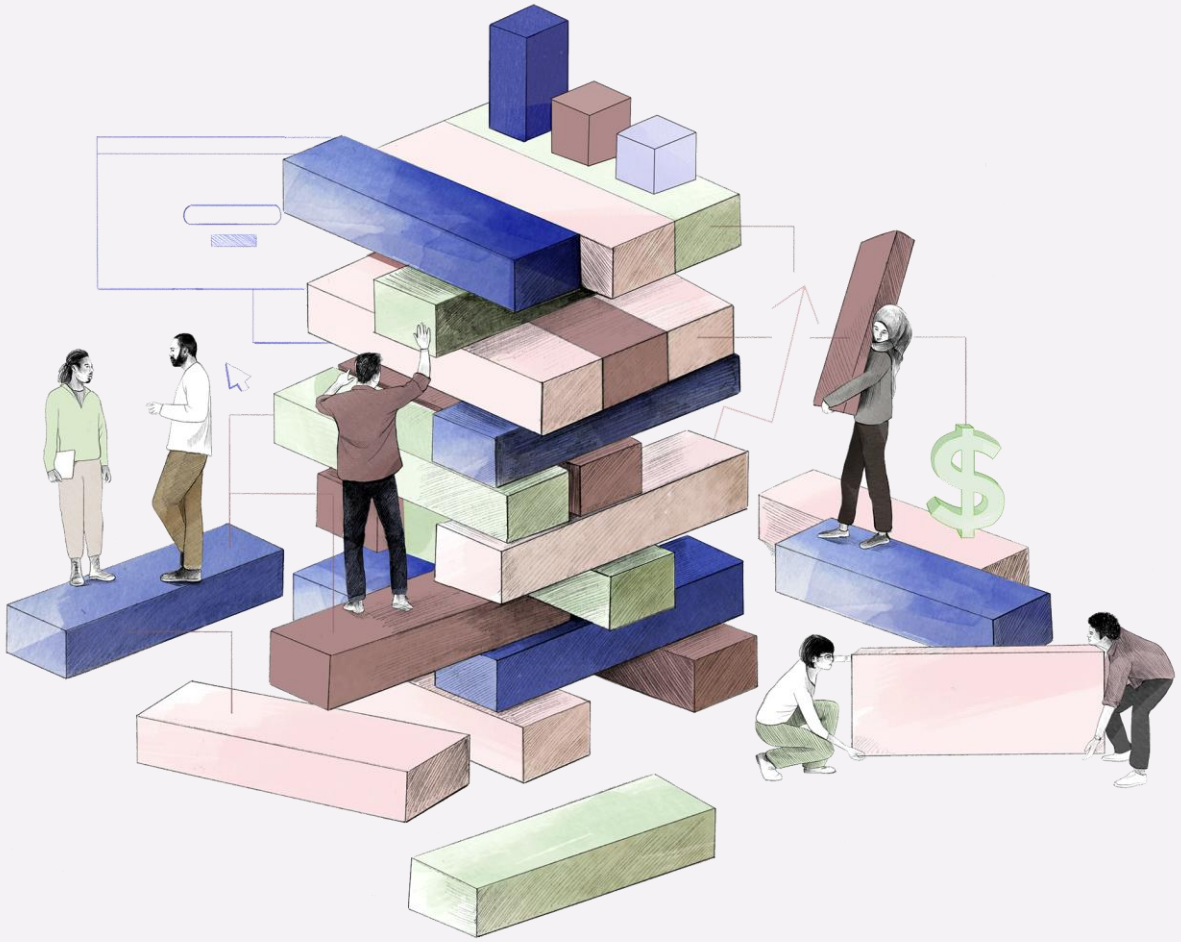
Go-to-Market Series

ICONIQ

August 2025

GTM Compensation & Incentives Guide

A look at compensation and incentives for:
Sales Leadership, Account Executives, Sales Development Reps, Account Managers, and Customer Success Managers



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Supporting founders through pivotal milestones and various stages of growth

Executive Hiring

Talent and Leadership Advisory

Guidance to attract and unlock the power of talent through advisory, connections and research

"ICONIQ delivered the best reference check I've ever seen, overnight."

Eleven Labs

Mati Staniszewski
Co-founder and CEO

Product and Go-to-Market Strategy

Technical Advisory and Go-to-Market Boards

Strategic advisory from industry leaders with hands-on experience in technology, digital innovation, go-to-market, and more

"It has been so valuable to lean into ICONIQ's expertise, network, and advice. What you do is a total game changer."

PIGMENT

Eléonore Crespo
Co-founder and CEO

Revenue Acceleration

Portfolio Operations

Digital and Growth Advisory Boards

Strategic and commercial connections across industries to support global expansion goals

"The customer introductions have been incredibly valuable. ICONIQ's relationships are truly deeper."

SIERRA

Bret Taylor
Co-founder and CEO

Category Leadership + Operational Optimization

Analytics and Insights

Data-driven insights to support decision making across business operations and strategy

"Working with ICONIQ has been a dream partnership, they've gone above and beyond at every step."

WRITER

May Habib
Co-founder and CEO

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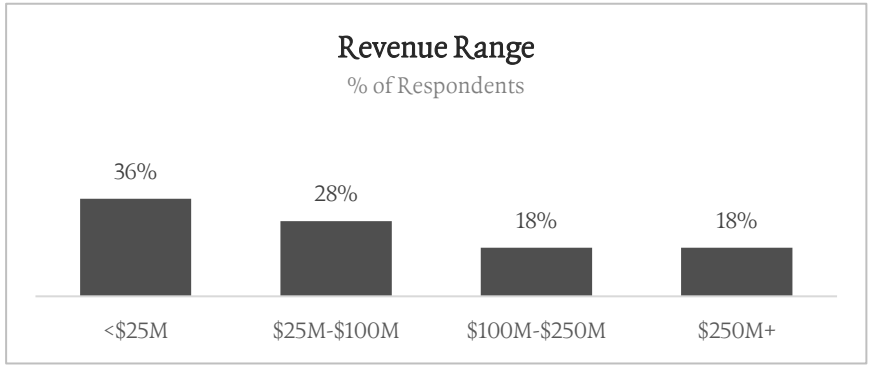
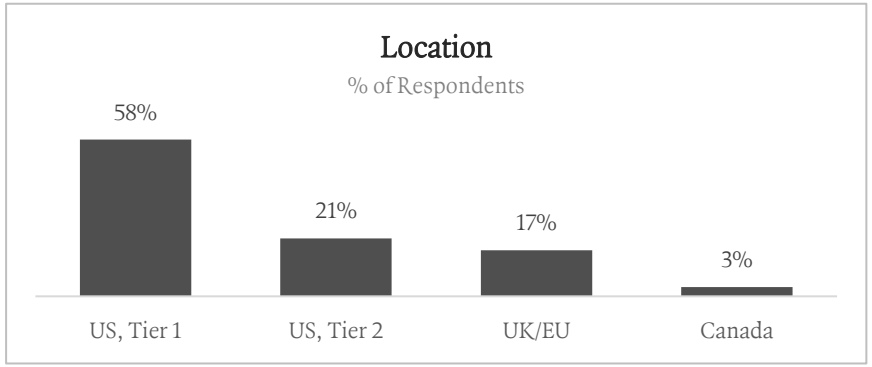
Data Sources
& Methodology

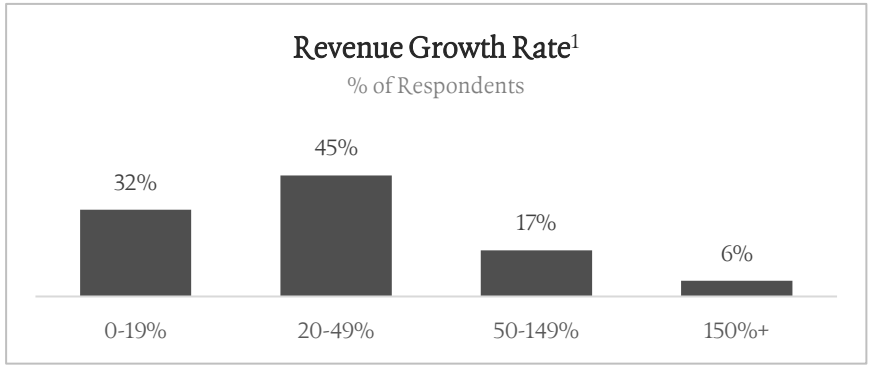
This study summarizes data from an April 2025 survey of **GTM executives at 205 software companies**, including Chief Revenue Officers, Heads of Sales, CEOs, and Heads of Revenue Operations.

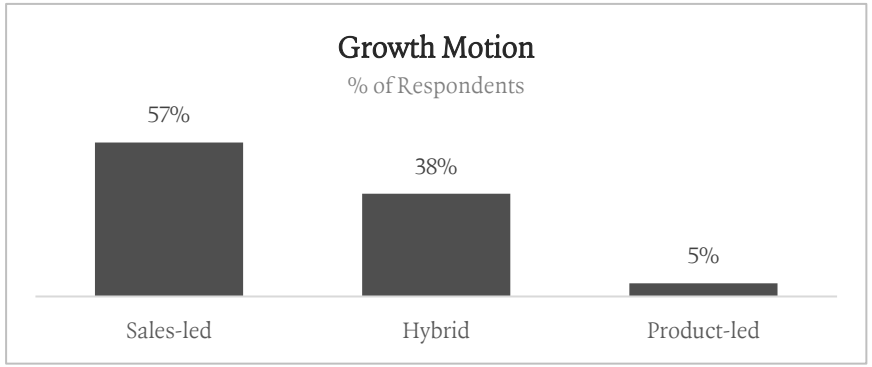
Where relevant, we compare results to a 2023 survey of GTM executives at 230 software companies conducted by ICONIQ.

Firmographics



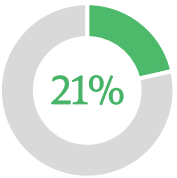


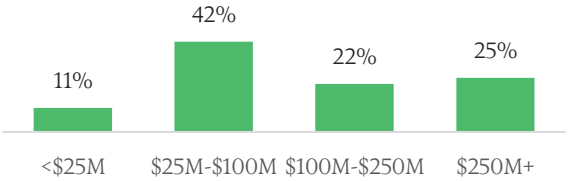




In this report, select companies are referred to as "High Growth" companies[2] because they meet the following criteria:

- **Topline Growth**:
  - 100%+ YoY revenue growth if <$25M Revenue
  - 50%+ YoY revenue growth if $25M-100M Revenue
  - 30%+ YoY revenue growth if $100M+ Revenue





1 YoY Revenue Growth Rate between 2023 and 2024
2 <$10M revenue companies excluded

Glossary

This study also references key metrics related to GTM employee incentives. For additional SaaS metrics, formulas, and considerations, we invite you to read our SaaS Glossary

Category	*Key Terms*	*Definitions*
Regions[1]	US Tier 1	California, Colorado, Connecticut, Massachusetts, New York, Texas, Washington, Washington D.C.
	US Tier 2	Arizona, Delaware, Florida, Georgia, Idaho, Illinois, Kansas, Kentucky, Michigan, Minnesota, Missouri, North Carolina, Ohio, Pennsylvania, Tennessee, Utah, Virgina
	UK/EU	France, Germany, Netherlands, United Kingdon
AI Product Maturity	AI-Native	AI-Native companies: defined as those whose core product or business model is fundamentally AI-driven
	Non-AI-Native	Non-AI-Native companies consist of a mix of AI-Enabled, AI-Infrastructure, and Non-AI SaaS companies: • AI-Enabled: SaaS companies creating new AI products or adding AI capabilities to existing customer facing products • AI-Infrastructure: companies that build models, tools, or platforms for AI builders • Non-AI SaaS: SaaS companies without AI products or features
Account Executive Type	Hunter	An Account Executive who only owns new logo acquisition
	Hunter + Farmer	An Account Executive who owns new logo acquisition and expansion
Compensation	On-Target-Earnings (OTE)	The expected total cash compensation, which comprises fixed and variable compensation, for a salesperson if performance matches expected targets
	Salary	Fixed portion of compensation (no variable component)
	Quota to OTE Ratio	The ratio between a sales employee's quota and their on-target earnings (quota / OTE)

1) Canada compensation data is included in aggregate views but not shown separately in regional breakouts due to a limited sample size

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Executive Summary (1/2)

Overview

- **Compensation Drivers:** GTM team compensation and incentives vary based on several factors, including customer segment, region, company scale, macroeconomic conditions, and others. Among these, customer segment generally has the strongest influence on compensation, followed by region and company scale. Company type can also play a role as we see that AI-Native companies are paying a 10-25% OTE premium for roles like Account Executives, Channel Reps, and Account Managers
- **Roles and Responsibilities:** When we zoom in on Account Executives, their scope of responsibility also impacts compensation. Upmarket AEs who own both new logo acquisition and account expansion tend to earn a 5-10% premium compared to peers focused solely on new logo acquisition. With expansion continuing to be a core growth lever, ~50% of companies report that Sales teams are primarily responsible for cross-sell and upsell
- **Headcount Ratios:** As companies define GTM roles and responsibilities, headcount ratios also vary based on factors like ARR scale, sales motion, and AI product maturity. AE-to-GTM IC (individual contributor) ratios generally increase as companies scale and mature their GTM functions. However, organizations with a top-down sales motion or AI-Native products tend to maintain tighter AE-to-GTM IC ratios – typically around 2:1, compared to 3:1 for other companies

Account Executives

- **Segmentation and Incentives:** Account Executives are typically segmented by customer region and size, and are primarily incentivized on Gross New Recurring Revenue, Bookings, and Total Contract Value – reflecting a focus on reigniting topline growth through new business. However, incentive structures can vary depending on the company's primary pricing model (e.g., subscription vs. consumption-based)
- **Cash Compensation:**
  - US Tier 1: Average OTE for AEs in US Tier 1 markets can vary significantly based on segment and company scale, ranging from $150K to $400K, with upmarket AEs generally earning more. Base salary as a percentage of OTE tends to remain consistent at ~50-55%, although earlier-stage companies often skew slightly higher on base, potentially to reflect the risk AEs take when joining an earlier stage company
  - US Tier 2 and UK/EU: AEs in US Tier 2 and UK/EU regions generally earn lower OTEs compared to US Tier 1 peers. However, UK/EU reps tend to have a higher base mix, often making up 50-65% of total OTE
- **Quota:** Quotas have increased by 25-30% on average since 2023 and can vary significantly depending on an AE's customer segment focus. Quota-to-OTE ratios typically range from 5-8x with high growth companies having a higher ratio
- **Equity Based Compensation:** In addition to cash compensation, some companies also grant equity to sales reps. 60-70% of both early-stage (<$25M ARR) and later-stage ($500M+ ARR) companies offer this as part of their incentive structure. Companies that offer equity to sales reps tend to have a greater share of cash compensation tied to variable pay
- **Commission Structure:** For multi-year deals that ramp over time, companies typically pay commission on either average ACV or the first-year value. In consumption-, usage-, or outcome-based pricing models, commissions are more often paid as revenue is recognized, aligning incentives with the variable nature of customer usage

Source: ICONIQ proprietary survey of GTM Executives (2025)

Executive Summary (2/2)

Sales Development Reps

- **Segmentation:** SDRs are generally aligned by customer region and size, though companies with less than $100M in ARR often group them by industry vertical as well
- **Incentives:** SDR variable compensation is typically driven by sales-qualified leads (SQLs) and closed-won pipeline, highlighting the importance of lead quality and revenue conversion potential
- **Cash Compensation:** In US Tier 1 markets, SDR on-target earnings (OTE) typically fall between $90K and $115K, with base salary making up 50-60% of total compensation

Account Managers

- **Segmentation:** Similar to AEs and SDRs, AMs are usually structured by customer size and region, and this segmentation model generally remains consistent regardless of company stage
- **Incentives:** AMs are primarily incentivized on renewals, expansion revenue, and bookings, reinforcing a strong focus on growing and retaining existing customers
- **Cash Compensation:** In US Tier 1 markets, AM OTEs typically range from $150K to $235K, with Enterprise and Strategic AMs often earning more than those in the SMB or Mid-Market segments. Base salary typically comprises 55-65% of OTE

Customer Success Managers

- **Segmentation:** CSMs are most commonly organized by customer size and region, similar to other GTM roles. In some cases, they may also be assigned to named accounts to better support long-term customer relationships
- **Incentives:** CSM incentives largely depend on their scope of responsibility – whether they own renewals only or both renewals and expansion. Across all company stages, they are typically measured on retention and expansion, with a growing emphasis on product adoption as companies mature
- **Cash Compensation:** Base salaries for CSMs in the US typically range from $85K to $140K, with larger companies (>$100M ARR) typically offering salaries on the higher end of the range

Source: ICONIQ proprietary survey of GTM Executives (2025)

Overview

GTM Compensation, Incentives, Headcount Ratios

GTM teams (SDRs, AEs, AMs, CSMs) typically align incentives with the business outcomes tied to each stage of the customer lifecycle. SDRs and AEs are often tied to new business and growth while AMs and CSMs are tied to expansion and renewal rate

Primary Incentive

Secondary Incentive

Tertiary Incentive

Top 3 Compensation Metrics by Team

		Sales Development Reps	Account Executives	Account Managers	Customer Success Managers
Top of Funnel	New Leads				
	Sales Qualified Leads	Primary Incentive			
	Pipeline Dollars	Secondary Incentive			
Bottom of Funnel	Bookings/TCV/Closed-Won		Secondary Incentive	Secondary Incentive	
	Revenue		Primary Incentive		Tertiary Incentive
	Contract Term		Tertiary Incentive		
Post-Sales	Renewal Rate			Tertiary Incentive	Primary Incentive
	Retention				Secondary Incentive
	Customer Expansion			Primary Incentive	

Source: ICONIQ proprietary survey of GTM Executives (2025)

While compensation and incentives can vary based on several factors, customer segment tends to have a stronger impact on on-target-earnings (OTE) than region and company stage

Primary Drivers Influencing GTM Compensation

Degree of Impact

Lower degree of impact — Higher degree of impact

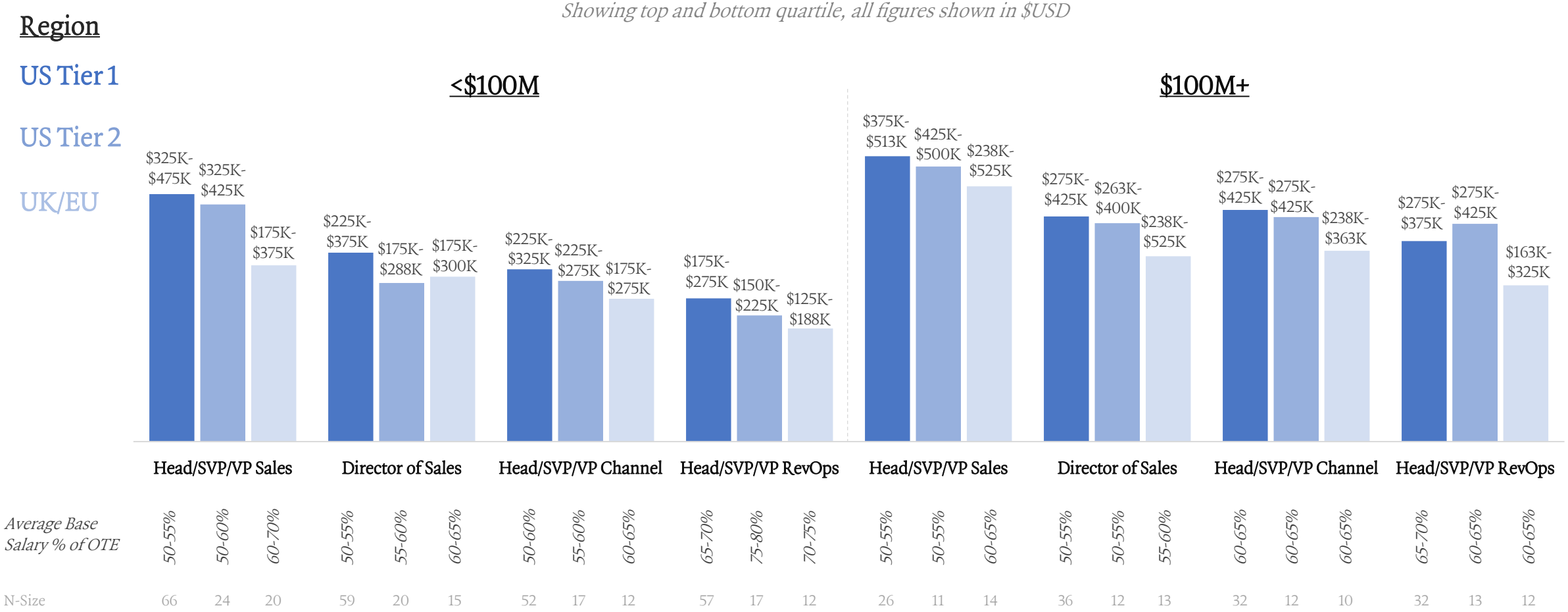
	Segment (SMB, MM, Ent, Strategic)	Region (US Tier 1, US Tier 2, UK/EU)	Company Stage
Sales Development Reps (SDRs)	**Enterprise and Strategic SDRs typically earn a 5-10% OTE premium** compared to their SMB and Mid-Market counterparts	**SDRs located in US Tier 1 locations have a ~7-10% premium on OTE** relative to US Tier 2 and UK/EU locations	Given that this is generally a junior role, company stage has less impact on compensation, with **OTE varying by only 5-10% across scale**
Account Executives (AEs)	**Higher OTE for up-markets segments** – increases by 15-25% as you move up market	**Sales reps located in US Tier 1 locations have a ~15% premium on OTE** relative to US Tier 2 and UK/EU locations	**SMB and MM AEs tend to have higher OTEs at earlier stage companies** ($200K-$225K vs. $150K-$200K in later stages) **Ent and Strategic reps have higher OTEs at later stage companies** ($275K-$400K vs. $200K-$275K in earlier stages)
Account Managers (AMs)	**Higher OTE for up-markets segments** – increases by 25-35% as you move up market	**AMs located in US Tier 1 locations have a ~15-27% premium on OTE** relative to US Tier 2 and UK/EU locations	Less variation across company scale, however, **AMs have slightly higher OTEs (7-15% premium) at mid- to larger scale companies**
Customer Success Managers (CSMs)	*No data*	**CSMs located in US Tier 1 locations have a ~17-26% premium on OTE** relative to US Tier 2 and UK/EU locations	**Higher OTE at larger scale companies** – $100M+ companies pay a premium of 15-30% compared to <$100M companies

Source: ICONIQ proprietary survey of GTM Executives (2025)

Sales leaders in US markets tend to have higher OTEs and a lower base mix (50-60%), while those in the UK/EU region tend to have lower OTEs and a higher base mix (55-70%)

Sales and RevOps Leadership[1]: Average On-Target-Earnings (OTE) by Region and Scale

Showing top and bottom quartile, all figures shown in $USD

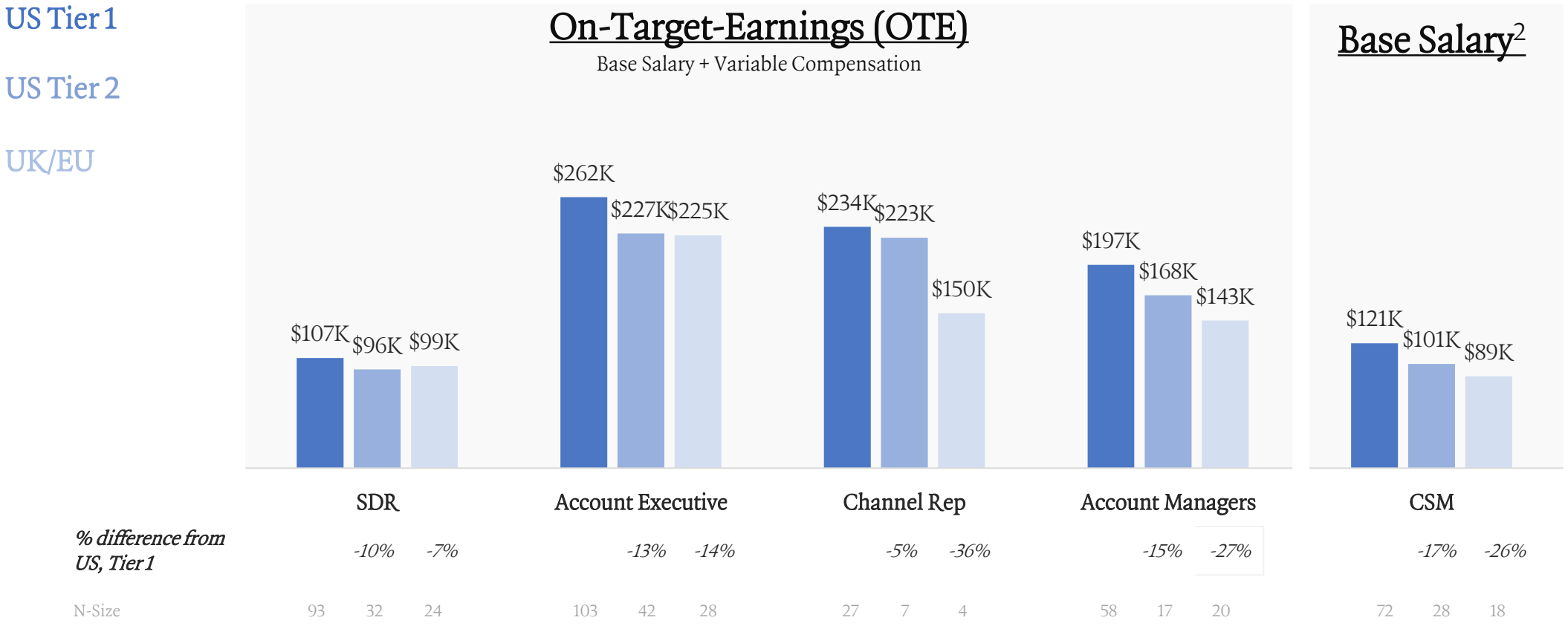


1) Reflects the most senior individual in the function reporting to the C-Suite, or most senior leader at each company
Source: ICONIQ proprietary survey of GTM Executives (2025)

On average, sales reps in US Tier 1 markets earn approximately a ~15% OTE premium compared to their peers in US Tier 2 and UK/EU regions

ICs[1]: Average Compensation by Region and Scale

All figures shown in $USD



1) IC = individual contributors
2) For this study, only base salary was collected for CSMs
Source: ICONIQ proprietary survey of GTM Executives (2025)

With the rise of AI-Native companies, we're seeing these organizations offer higher OTEs for account executives, channel reps, and account managers – likely as a way to attract and retain top sales talent in a highly competitive market

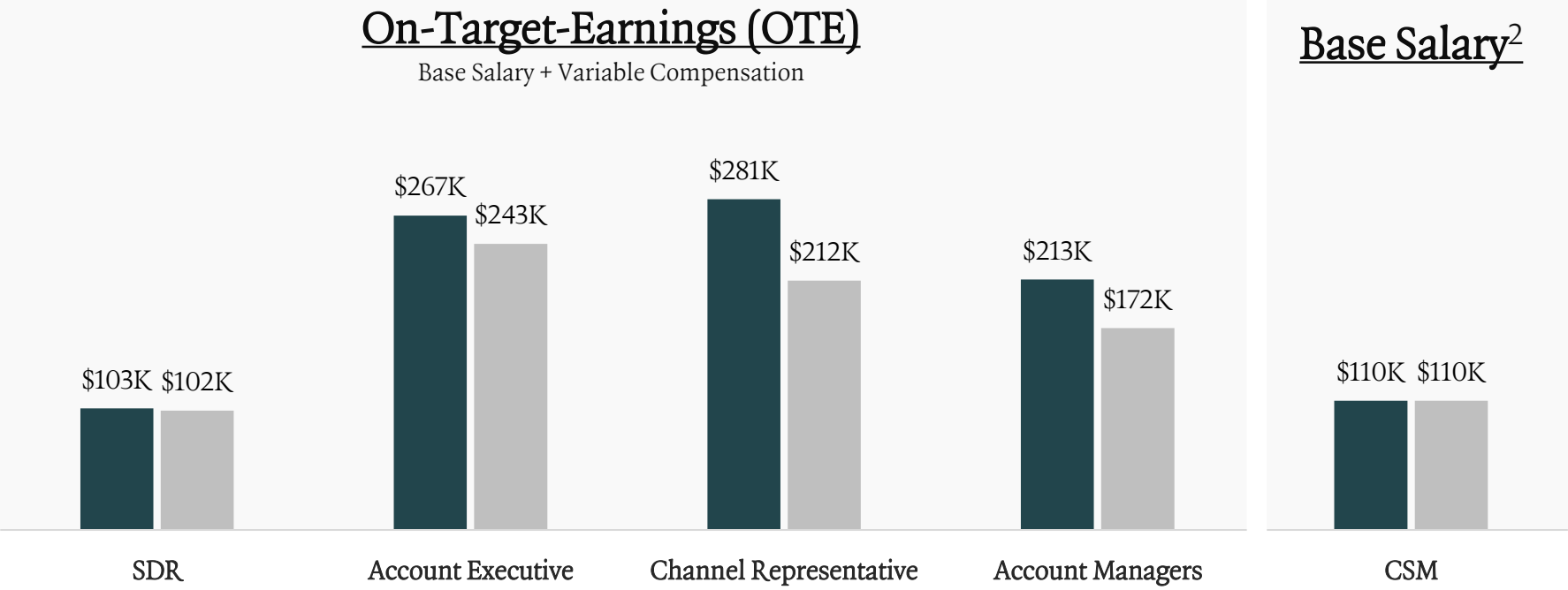
ICs[1]: Average Compensation by Company Type

All figures shown in $USD

AI Product Maturity

AI-Native

Non-AI-Native



	SDR	Account Executive	Channel Representative	Account Managers	CSM
% difference from AI-Native	*-1%*	*-9%*	*-25%*	*-19%*	*0%*
N-Size	35 118	35 142	6 32	18 81	29 116

AI-Native companies typically derive 25-30% of revenue from channel sales, vs. 15-20% for Non-AI-Native – which may be driving a higher compensation premium at AI-Native companies.

1) IC = individual contributors
2) For this study, only base salary was collected for CSMs
Source: ICONIQ proprietary survey of GTM Executives (2025)

Another key driver of compensation differences is the scope of AE responsibilities. Upmarket AEs who are responsible for both new logo acquisition and ongoing account growth tend to have higher OTEs than those focused solely on new business

ICs[1]: Average Compensation by Account Executive Type and Role

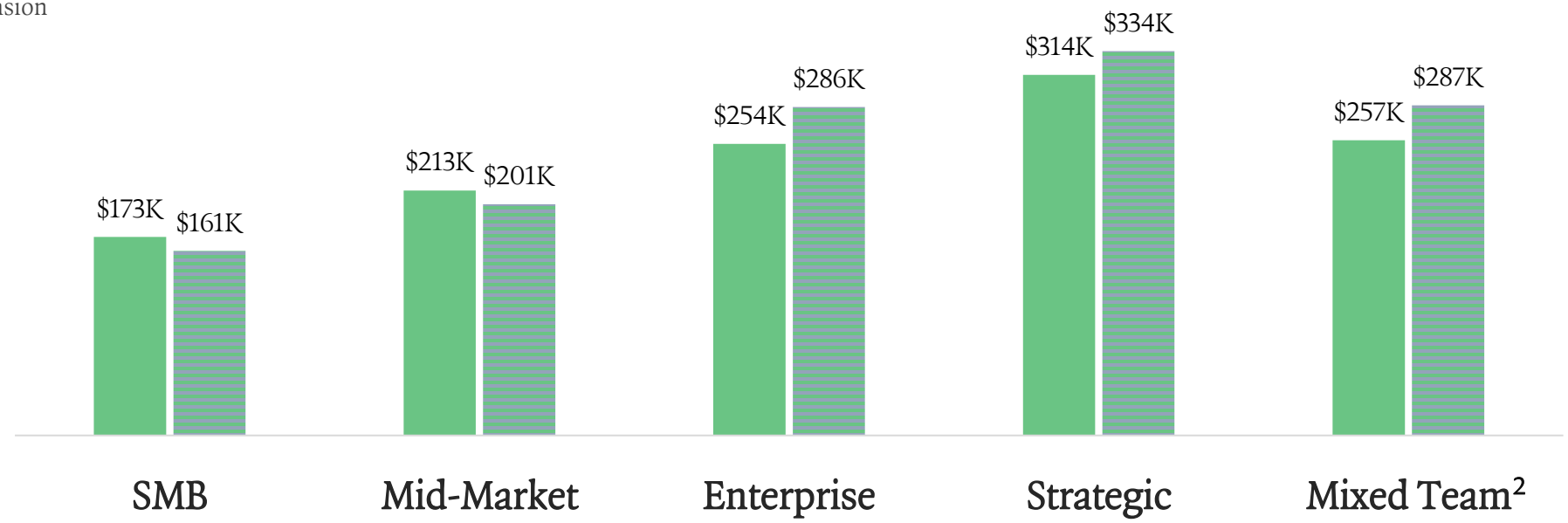
All figures shown in $USD

Account Executive Type

Hunter
Only owns new logo

Hunter + Farmer
Owns new logo and expansion

On-Target-Earnings (OTE)
Base Salary + Variable Compensation



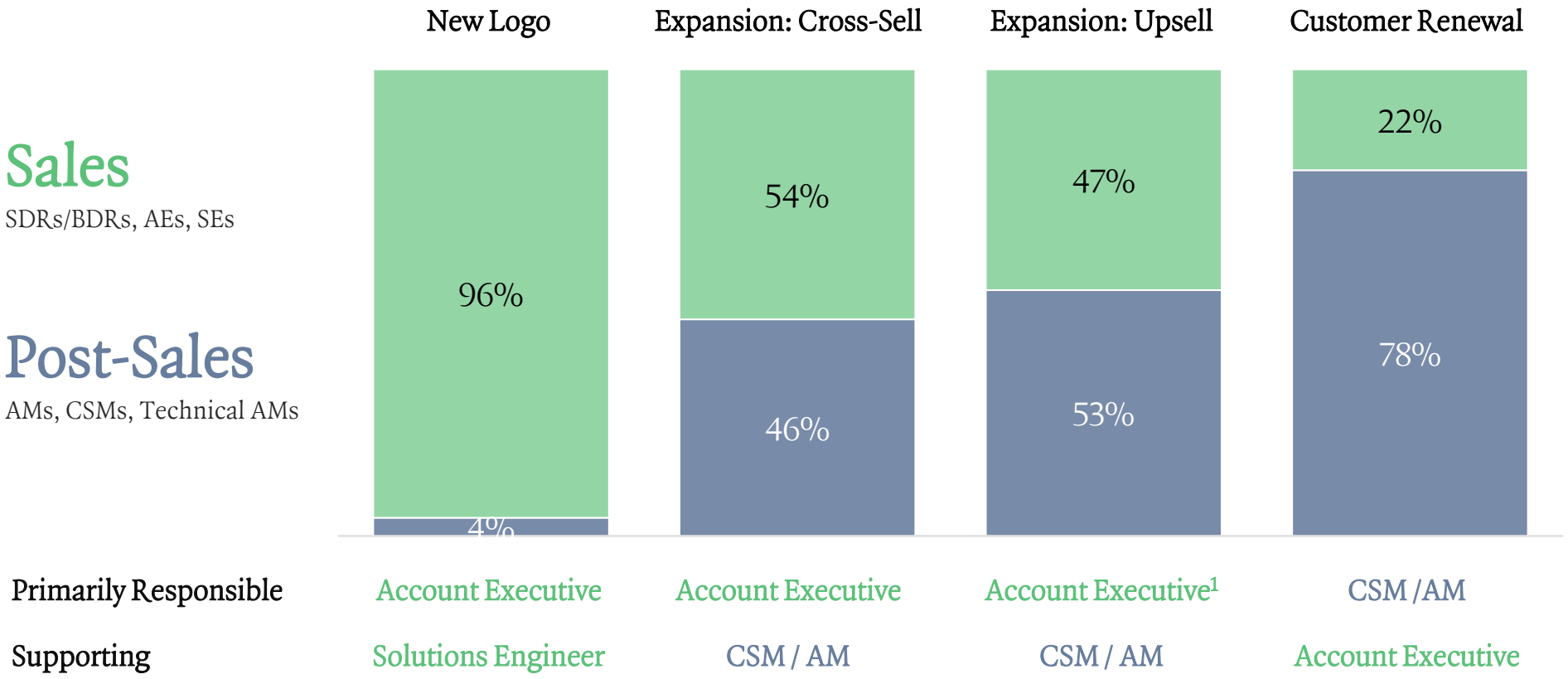
	SMB		Mid-Market		Enterprise		Strategic		Mixed Team[2]	
N-Size	27	20	38	33	30	27	20	28	29	43

1) IC = individual contributors
2) Account Executive teams not organized by customer segment
Source: ICONIQ proprietary survey of GTM Executives (2025)

With expansion continuing to be a core growth lever, ~50% of companies report that their Sales team is primarily responsible for cross-sell and upsell

Which team and role are primarily responsible for the following steps of the sales process and customer lifecycle?

% of Respondents, N = 205



Since we last asked this question in 2023, **there's been a ~5-percentage point shift toward Sales owning more expansion responsibilities.**

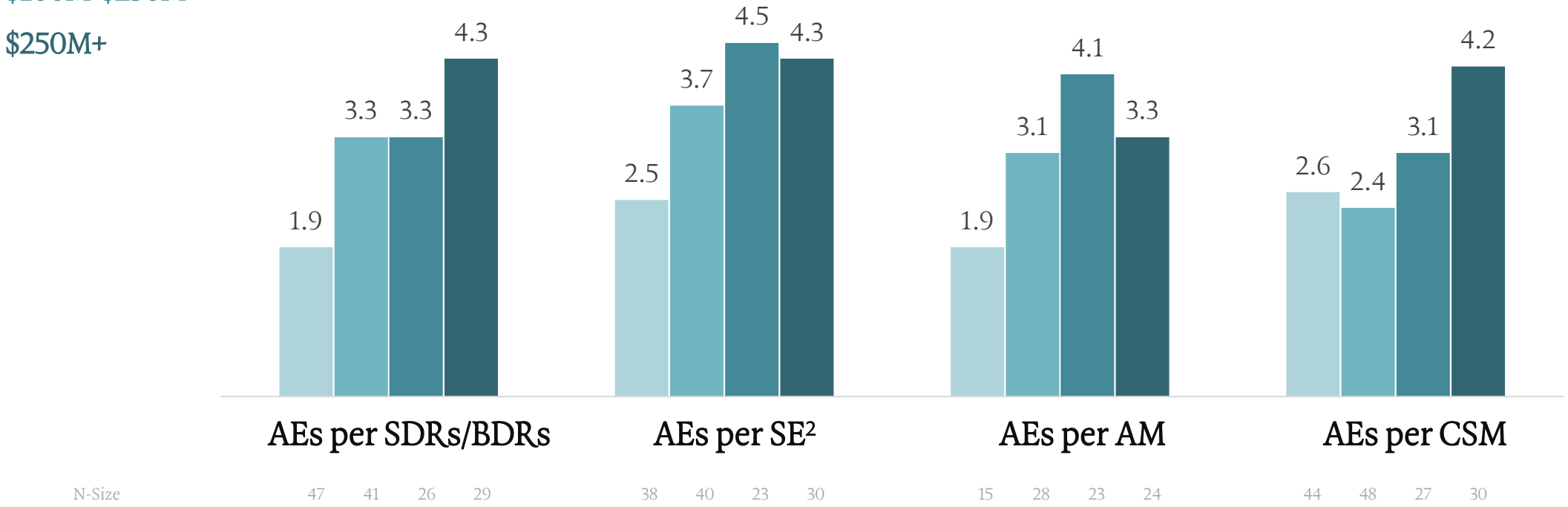
This may suggest that **companies are aiming to create a more streamlined and continuous experience for customers by consolidating both new business and expansion** under the Sales team.

1) While ownership of upsell is more commonly held by Post-Sales roles in aggregate, Account Executives were most frequently identified as the primary owner – selected by 38% of respondents, compared to 36% for Account Managers and 25% for CSMs
Source: ICONIQ proprietary survey of GTM Executives (2025)

AE to key GTM IC ratios tend to shift based on company scale. Earlier-stage companies typically have lower ratios with around 2-2.5 AEs per SDR, SE, AM, or CSM, while later-stage companies average closer to 3-4 AEs per role

Ratios of AEs to key GTM ICs[1] by Scale

Average

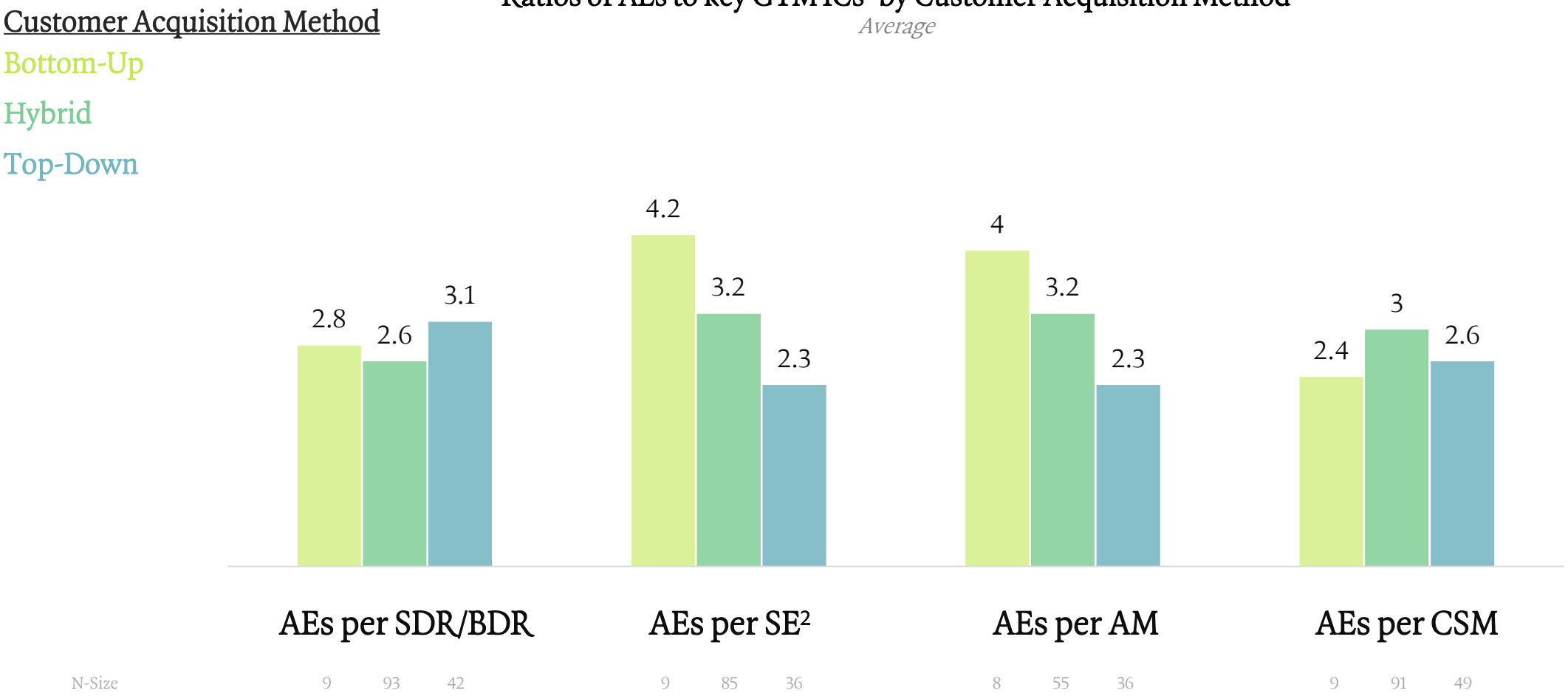


1) IC = individual contributors
2) SE is abbreviated for Solutions Engineer
Source: ICONIQ proprietary survey of GTM Executives (2025)

Additionally, companies with a top-down sales approach tend to maintain tighter ratios with post-sales roles (~2.5 AEs per SE, AM, CSM) to support a more high-touch engagement

Ratios of AEs to key GTM ICs[1] by Customer Acquisition Method

Average



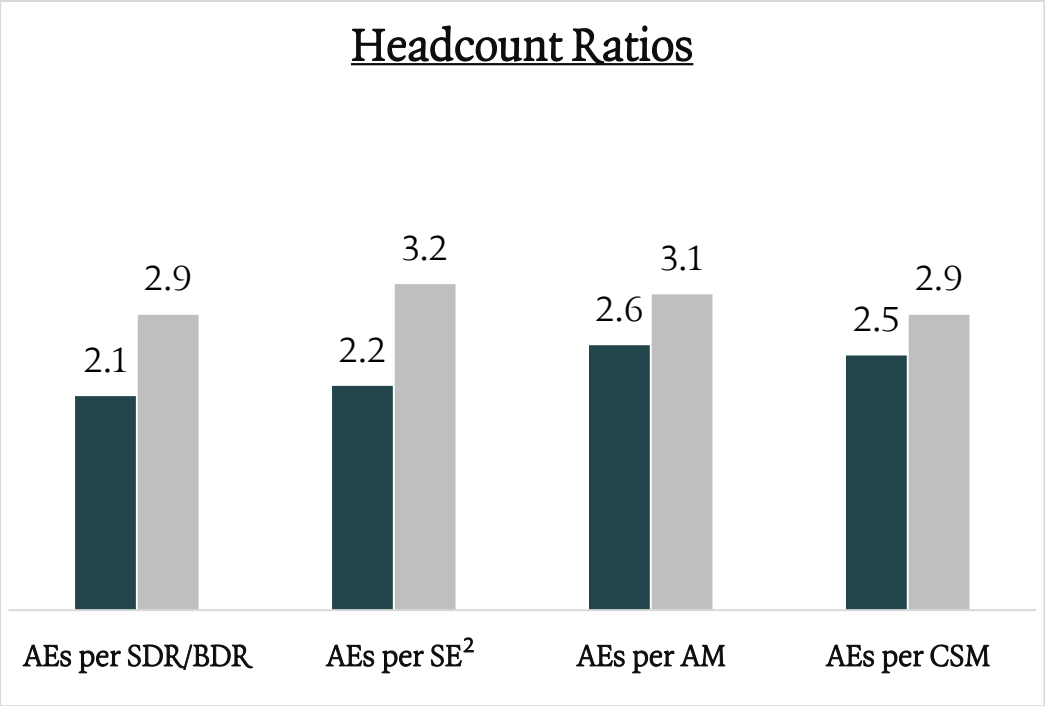
1) IC = individual contributors
2) SE is abbreviated for Solutions Engineer
Source: ICONIQ proprietary survey of GTM Executives (2025)

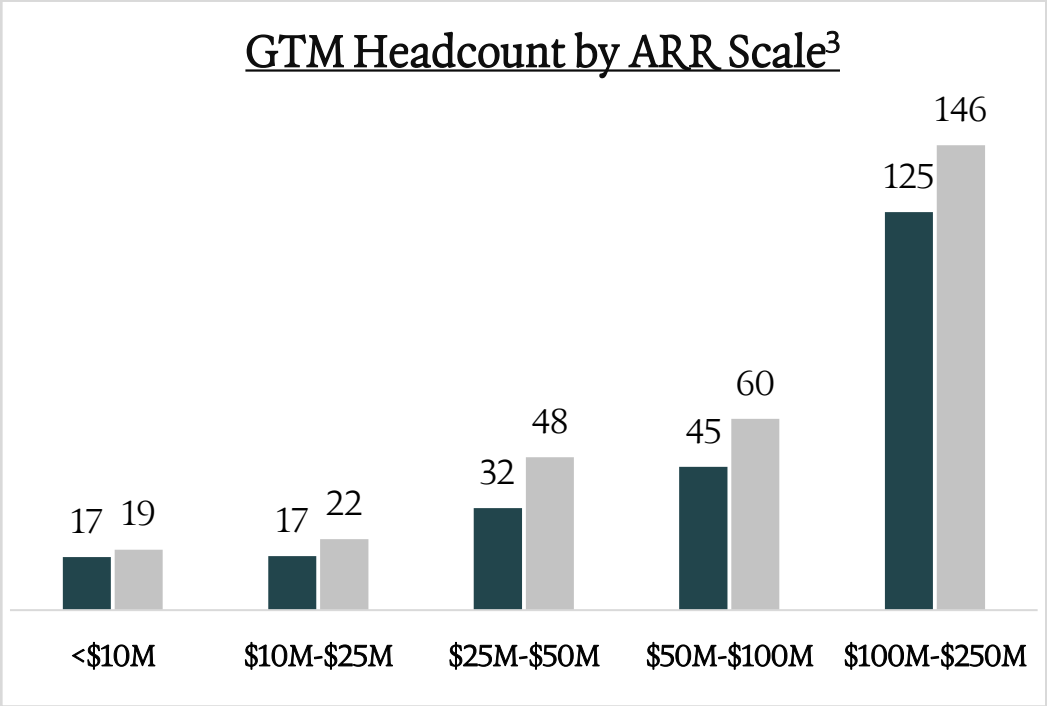
Interestingly, AI-Native companies tend to have tighter AE-to-GTM IC headcount ratios and smaller overall GTM teams compared to Non-AI-Native peers. This may suggest that they are operating with leaner sales coverage models

Ratios of AEs to key GTM ICs[1] and GTM Headcount by AI Product Maturity

Average

AI Product Maturity
AI-Native
Non-AI-Native





N-Size										
	30	111	27	100	14	28	28	118	11	26	7	29	7	15	4	30	5	28

1) IC = individual contributors
2) SE is abbreviated for Solutions Engineer
3) GTM teams include Sales, Post-Sales, Marketing, and Revenue Operations; Services and Support teams are excluded
Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives (AEs)

Included in this section

Sales Organization	Segmentation	Incentives / Metrics		
Compensation	On-Target-Earnings	Base Salary % Split of OTE	Base Salary	Equity Approach
Sales Planning	Quota	Quota to OTE Ratio	Quota Attainment	
Sales Operationalization	Base Commission Rates	Incentive Modifiers	Commission Structure	

Account Executives are commonly structured by customer region and size, a trend that becomes even more pronounced once companies surpass $100M in ARR

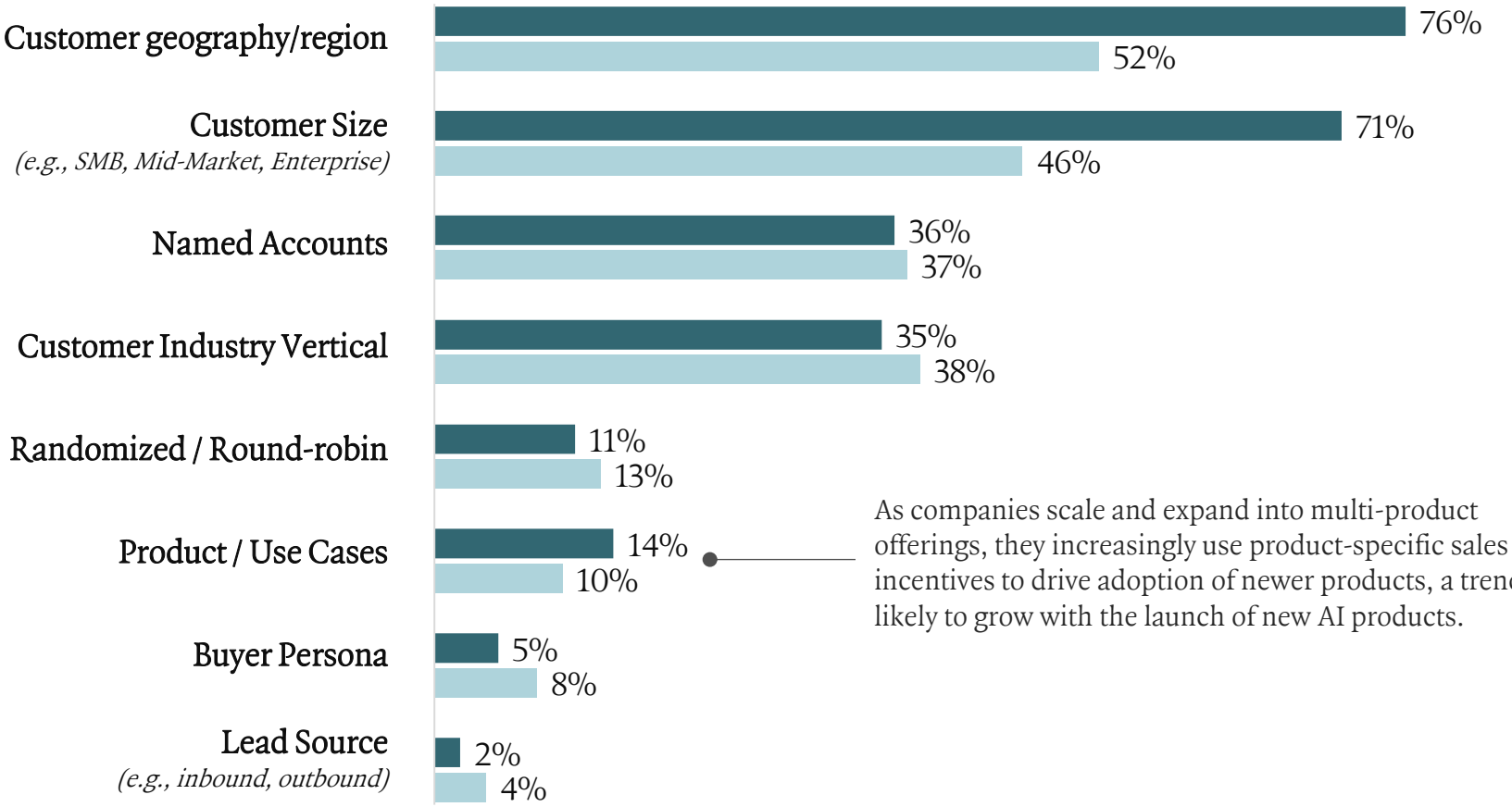
How does your organization segment Account Executives focused on new business acquisition?

% of Respondents, N = 181

ARR Scale

$100M+ ARR
Average of 2-3 segments

<$100M ARR
Average of 2 segments



As companies scale and expand into multi-product offerings, they increasingly use product-specific sales incentives to drive adoption of newer products, a trend likely to grow with the launch of new AI products.

Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives | Incentives

Regardless of scale, companies often tie variable compensation for AEs to core growth metrics such as Gross New Recurring Revenue, Bookings, and Total Contract Value – reflecting efforts to reignite topline growth from new business

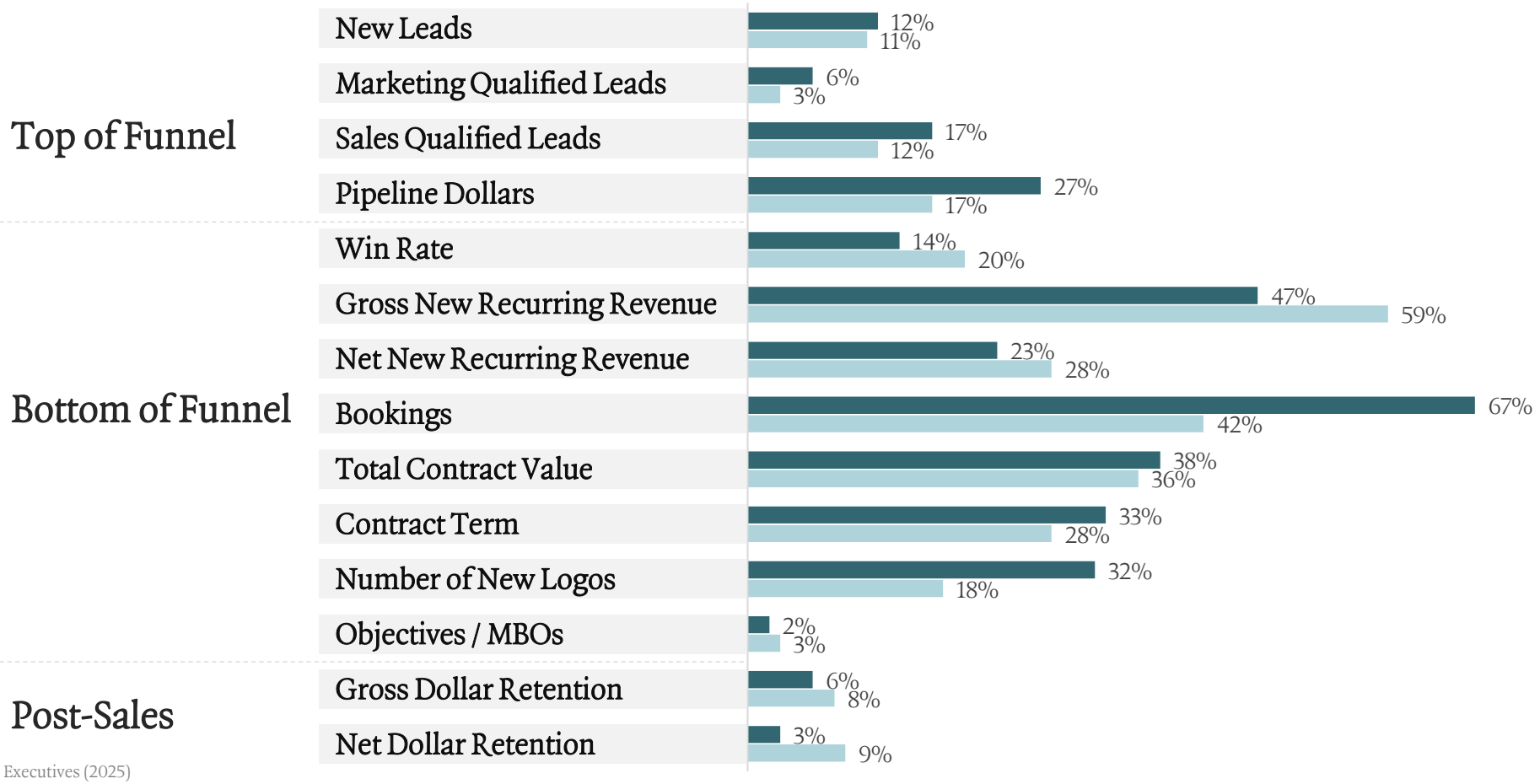
Which of the following metrics are currently tied to Account Executives' variable compensation at your organization?

% of Respondents, N = 181

ARR Scale

$100M+ ARR
Average of 3-4 KPIs

<$100M ARR
Average of 2-3 KPIs



Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives | YoY Cash Compensation and Quota, US Tier 1

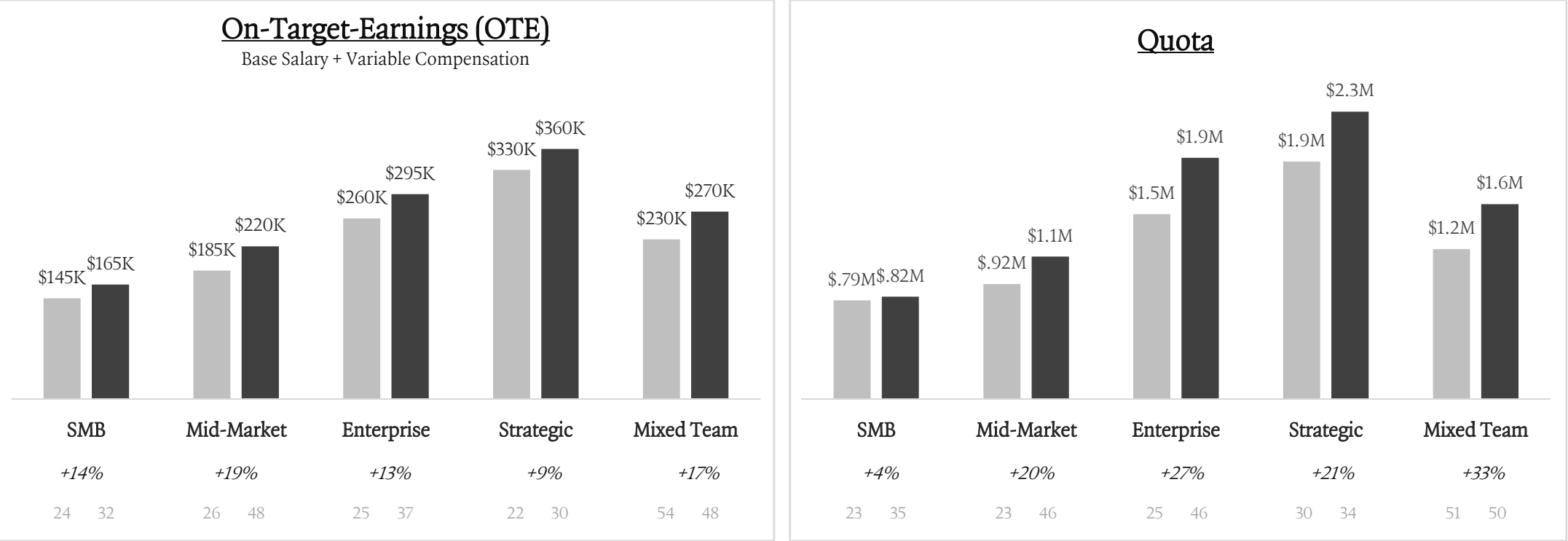
Since 2023, On-Target-Earnings (OTE) have increased across all segments in US Tier 1 markets, driven in part by rising quotas. On average, quotas have increased by 20-30% since 2023, reinforcing a shift toward growth-focused targets

YoY Average OTE and Quota, US Tier 1

All figures shown in $USD

2025

2023



> In Tier 1 markets, **while companies are increasing compensation to stay competitive in a volatile economy, they are simultaneously demanding higher performance from their teams**. This is driven by intense market and investor pressure for efficiency and profitable growth, as reflected by an even faster rise in quotas (and Quota/OTE).
>
> *Mark Schopmeyer*
> *Co-founder / Co-CEO*
> *CaptivateIQ*

1) Account Executive teams not organized by customer segment
Source: ICONIQ proprietary survey of GTM Executives (2025 and 2023)

Average OTE for Account Executives in US Tier 1 markets varies significantly based on segment and company scale, ranging from $150K to $400K. Despite this wide range, base salary as a % of OTE generally remains consistent at around ~50-55%

Average Account Executive Cash Compensation by ARR and Customer Segment

All figures shown in $USD

Average OTE
Average Base Salary Range

US, Tier 1

	<$25M	$25M-$100M	$100M-$250M	$250M+	Average OTE Range
Average Base Salary % of OTE	*55-60%*	*50-55%*	*50-55%*	*50-55%*	
Strategic	*Low n-size*	$360K *$180K-$198K*	$395K *$198K-$217K*	$395K *$198K-$217K*	$360K-$395K
Enterprise	$240K *$132K-$144K*	$305K *$153K-$168K*	$295K *$148K-$162K*	$305K *$153K-$168K*	$240K-$305K
Mid-Market	$245K *$135K-$147K*	$225K *$113K-$124K*	$215K *$108K-$118K*	$220K *$110K-$121K*	$245K-$220K
SMB	$200K *$110K-$120K*	$150K *$75K-$83K*	$165K *$83K-$91K*	$175K *$88K-$96K*	$150K-$200K
Mixed Team *Teams not organized by customer segment*	$290K *$160K-$174K*	$280K *$140K-$154K*	$275K *$138K-$151K*	$245K *$123K-$135K*	$245K-$290K

Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives in US Tier 2 and UK/EU regions often earn lower OTEs compared to their US Tier 1 counterparts. However, UK/EU reps can sometimes have a slightly higher base salary mix, often falling between ~50-65% of total OTE

Average Account Executive Cash Compensation by ARR and Customer Segment

All figures shown in $USD

Average OTE
Average Base Salary Range

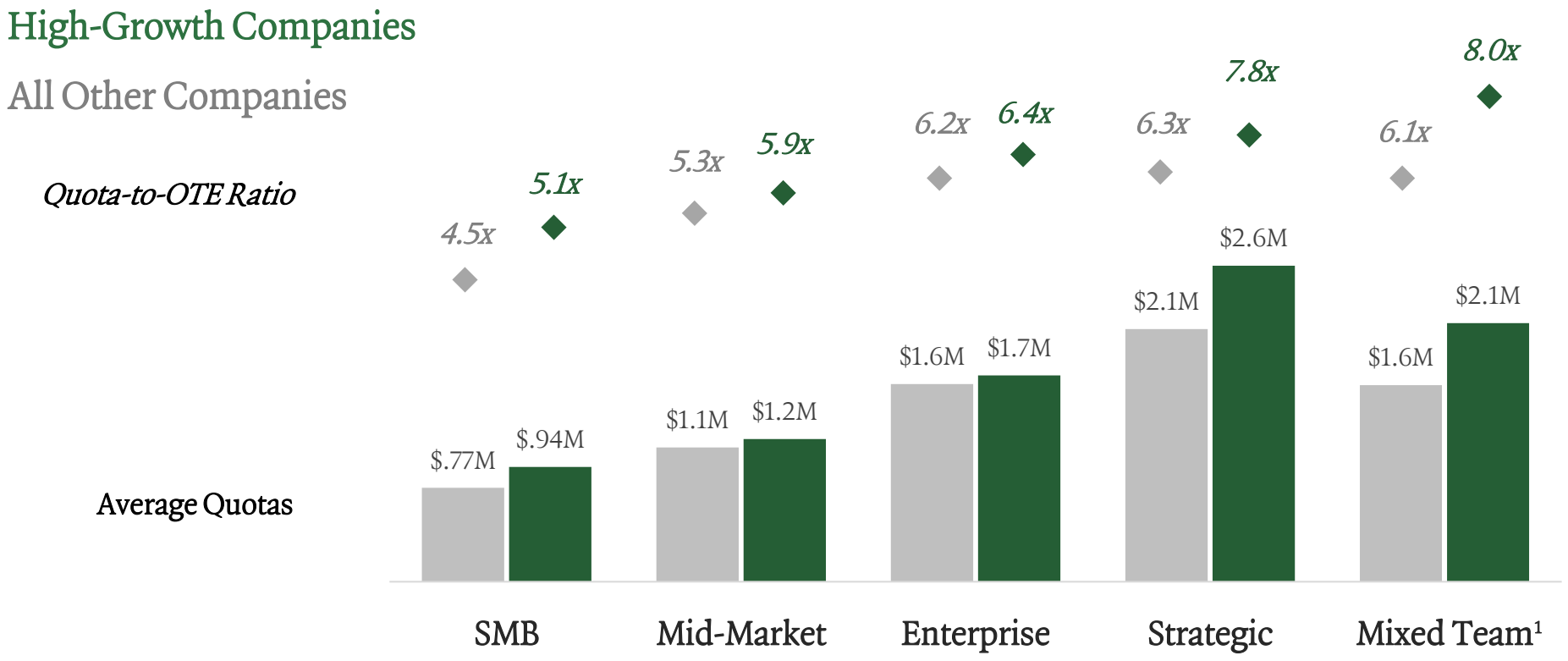
	US, Tier 2			UK/EU		
	<$100M	$100M+	Average OTE Range	<$100M	$100M+	Average OTE Range
Average Base Salary % of OTE	*55-60%*	*50-55%*		*55-65%*	*50-60%*	
Strategic	$265K *$146K-$159K*	$315K *$158K-$173K*	$265K-$315K	$220K *$121K-$143K*	$310K *$155K-$186K*	$220K-$310K
Enterprise	$250K *$138K-$150K*	$255K *$128K-$140K*	$250K-$255K	$185K *$102K-$120K*	$220K *$110K-$132K*	$185K-$220K
Mid-Market	$170K *$94K-$102K*	$210K *$105K-$116K*	$170K-$210K	$165K *$91K-$107K*	$185K *$93K-$111K*	$165K-$185K
SMB	$145K *$80K-$87K*	$140K *$70K-$77K*	$140K-$145K	*Low n-size*	*Low n-size*	*Low n-size*
Mixed Team *Teams not organized by customer segment*	$230K *$127K-$138K*	$335K *$168K-$184K*	$230K-$335K	$220K *$121K-$143K*	$305K *$153K-$183K*	$220K-$305K

Source: ICONIQ proprietary survey of GTM Executives (2025)

High-growth companies tend to have slightly higher quotas (particularly in the Strategic segment) along with higher quota-to-OTE ratios that range from 5x to 8x

Quota and Quota-to-OTE Ratio by Customer Segment

Average, All figures shown in $USD



	SMB		Mid-Market		Enterprise		Strategic		Mixed Team[1]	
Median Quota	$.6M	$.9M	$.9M	$1.25M	$1.25M	$1.50M	$1.75M	$2.25M	$1.25M	$1.75M
N-Size	39	14	52	18	47	16	38	16	60	13

1) Account Executive teams not organized by customer segment
Source: ICONIQ proprietary survey of GTM Executives (2025)

"This data highlights how much more high growth / top-performing companies can drive from their existing teams with stronger execution and product market fit. With that said, there's a market dynamic keeping downward pressure on enterprise multiples despite company performance.

High-growth companies set more ambitious targets from a place of real strength, like strong product-market fit, standout technology, or a competitive edge. They're more likely to invest heavily in sales resources and enablement, empowering reps to achieve more through proven, repeatable processes. As a result, these organizations can expect and support stronger individual performance, designing targets that are challenging but attainable."

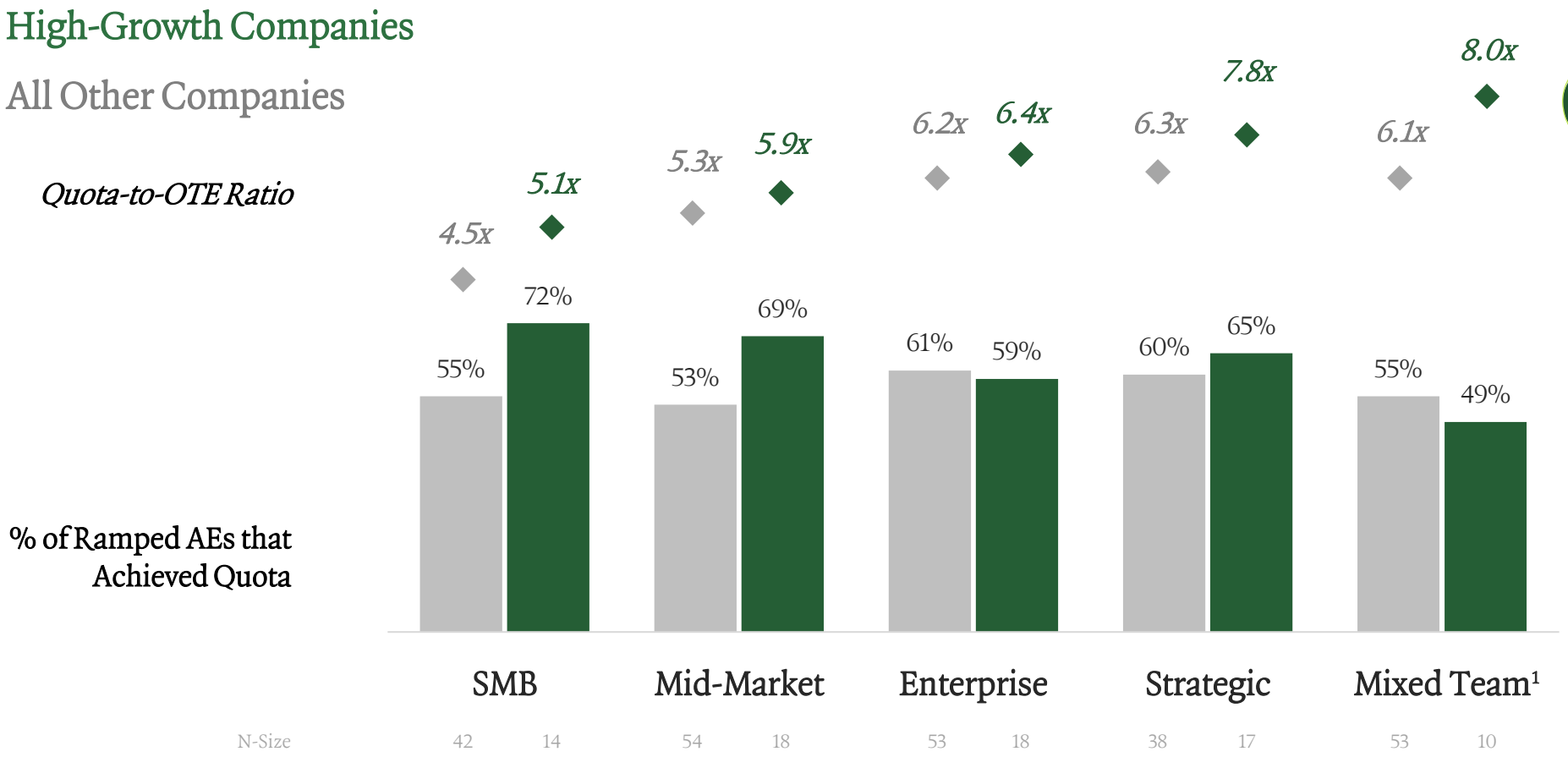
Mark Schopmeyer
Co-founder / Co-CEO
CaptivateIQ

Account Executives | Quota to OTE Ratio and Quota Attainment

Despite these more aggressive targets, high growth companies see a similar percent of ramped Account Executives hitting quota in the Enterprise and Strategic segments compared to other companies

Quota Attainment and Quota-to-OTE Ratio by Customer Segment

Average



ICONIQ Cross-Functional Insight

In our 2025 State of GTM report, the % of ramped Account Executives achieving quota has remained relatively flat since last year – landing at around ~60%.

Check out the full report to learn more about how other key GTM metrics have trended over the past few years.

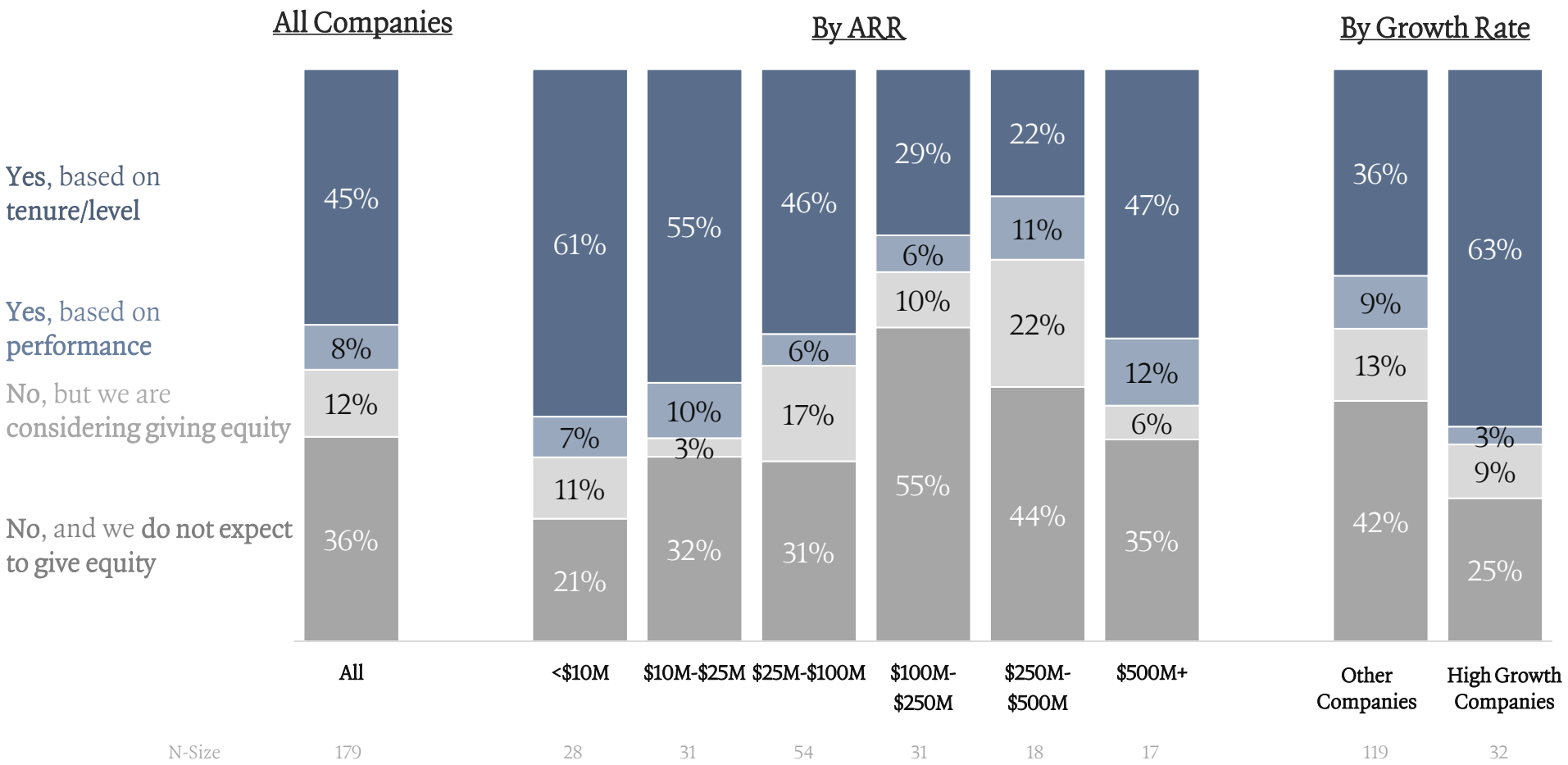
1) Account Executive teams not organized by customer segment
Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives | Equity Based Compensation

In addition to cash compensation, some companies also grant equity to sales reps. Approximately 60-70% of both early-stage (<$25M ARR) and later-stage ($500M+ ARR) companies offer this as part of their incentive structure

Do your Account Executives currently receive any form of equity-based compensation?

N = 179



Source: ICONIQ proprietary survey of GTM Executives (2025)

> Stock-based compensation is a unique lever that allows companies to take exceptional care of their sellers while aligning sales with company risk profiles, financial metrics, and long-term value creation. **Early-stage companies can play to their strengths by offering high-upside equity that attracts top performers** willing to embrace commensurate risk, while **later-stage companies leverage their more tangible stock value to retain sellers with continued upside potential.** It's about matching your compensation strategy to your financial capabilities and talent needs.
>
> *Dennis Lyandres*
> *Former Procore*
> *Chief Revenue Officer*

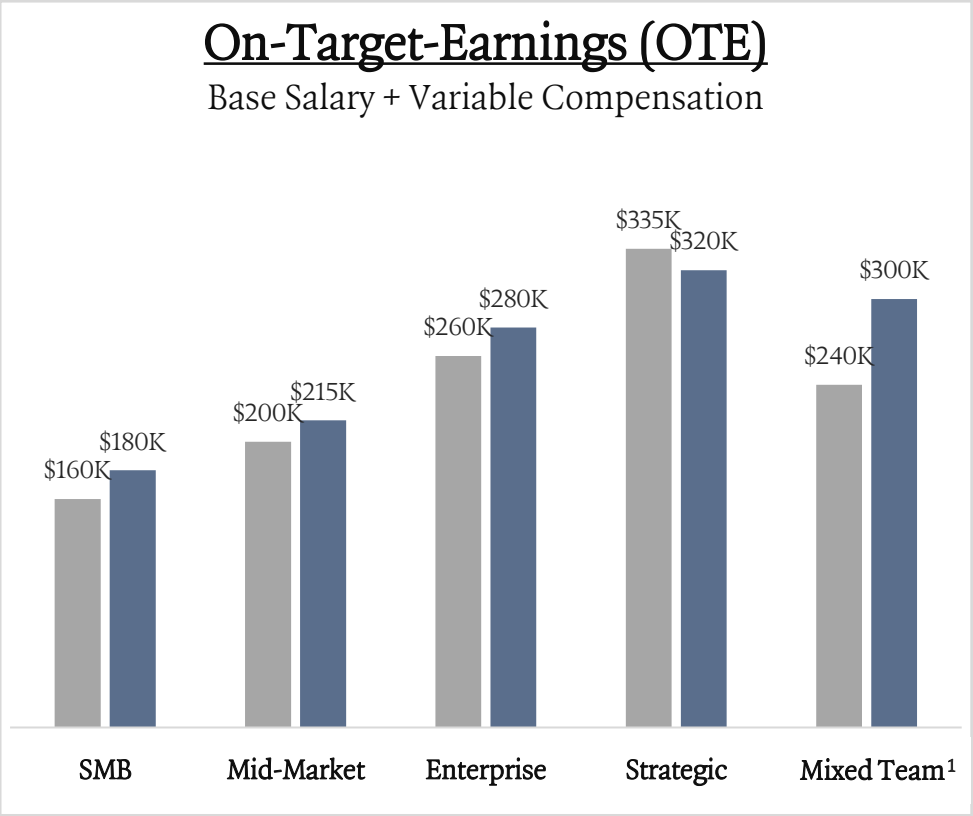
Account Executives | Impact of Equity Offering on Compensation

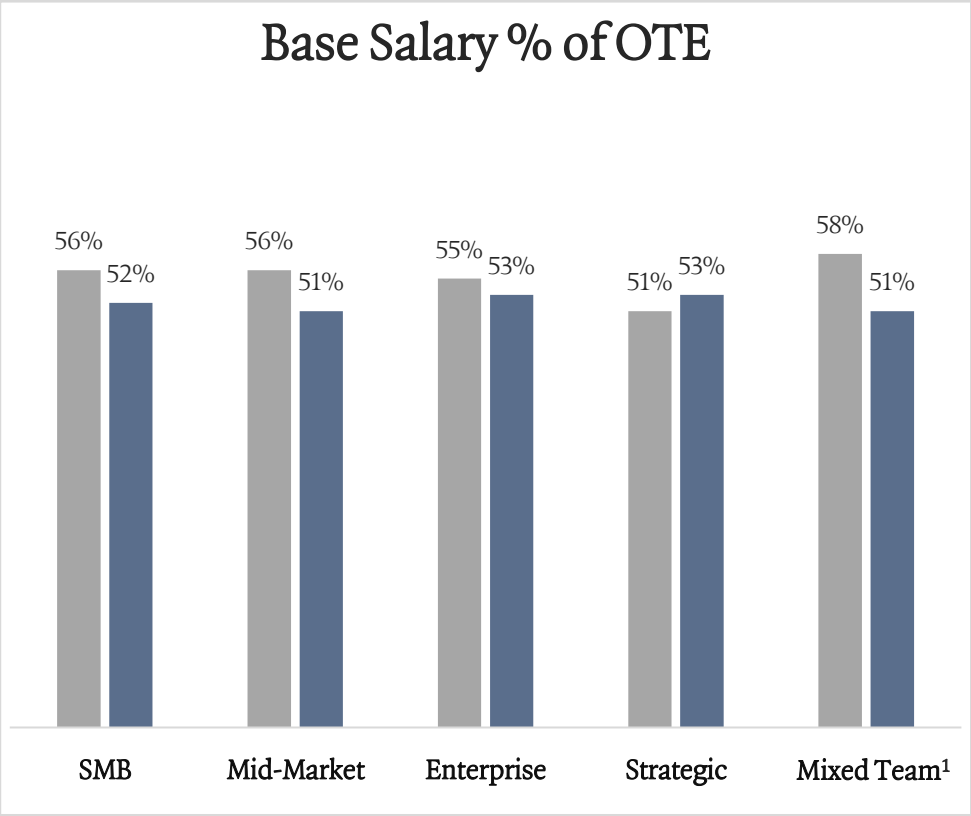
Interestingly, companies that offer equity to sales reps tend to have slightly higher OTEs, however, they tend to have a greater share of compensation tied to variable pay, suggesting a stronger link between pay and performance

Impact of Equity Offering on OTE and Base Salary % of OTE by Customer Segment

Companies that offer equity

Companies that do not offer equity



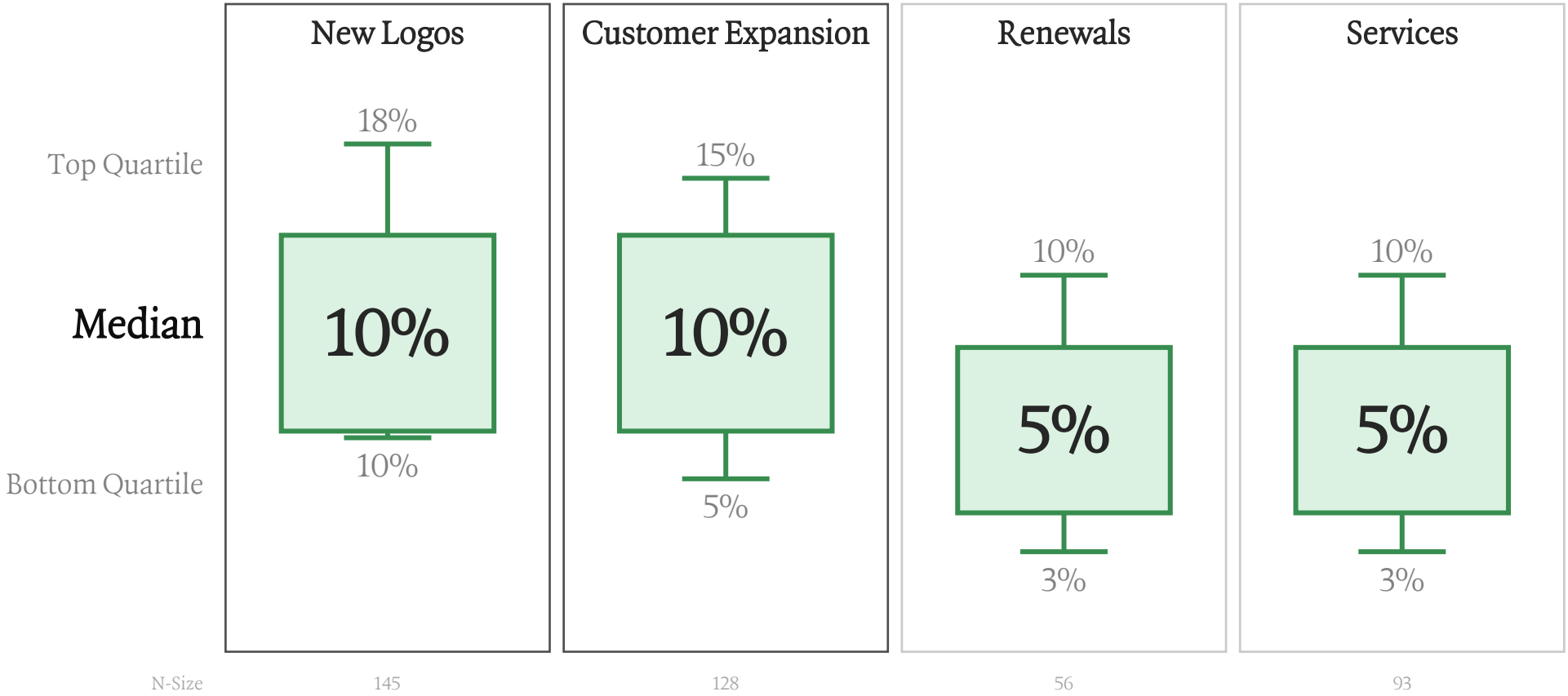


N-Size	SMB		Mid-Market		Enterprise		Strategic		Mixed Team[1]	
Companies that offer equity	25	34	28	25	44	26	34	33	27	43
Companies that do not offer equity	28	42	31	28	46	31	43	40	30	46

1) Account Executive teams not organized by customer segment
Source: ICONIQ proprietary survey of GTM Executives (2025)

Base commission rates are generally consistent across companies, with AEs earning around 10% for core responsibilities (new logo acquisition and expansion), and about 5% for secondary responsibilities (renewals and services)

Approximately what is your average base commission rate for Account Executives on bookings from each of the following sources?



While Account Executives typically have a base commission rate of ~10% for new logos and expansions, **companies generally spend 15%-18% of bookings on commissions across all commissioned GTM employees[1].**

1) Total commission spend = sum of all commission dollars paid out to all commissioned employees divided by total bookings dollars
Source: ICONIQ proprietary survey of GTM Executives (2025)

These rates, however, can be accompanied by incentive modifiers. Both <$100M and $100M+ ARR companies frequently use accelerators, SPIFFs, and multi-year contract incentives to adjust payouts and drive specific behaviors

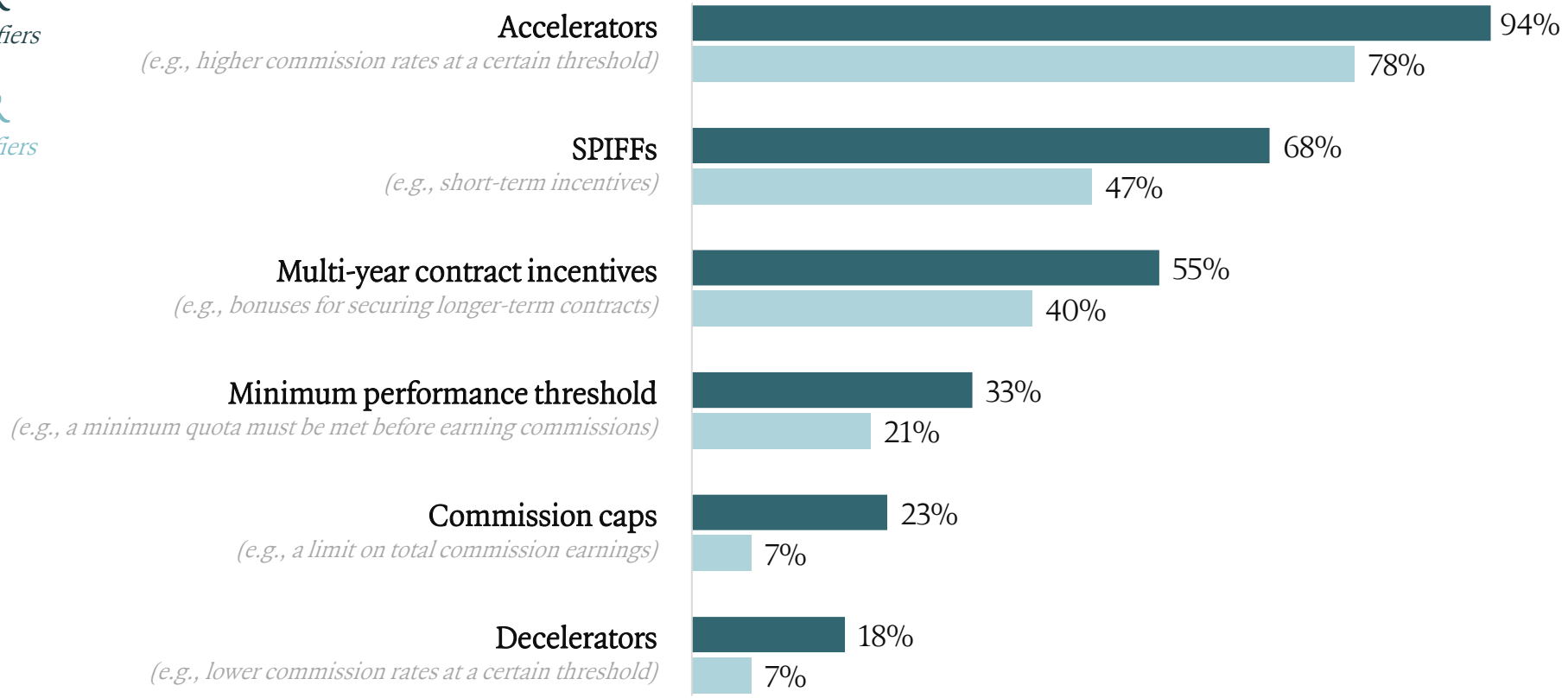
Does your Account Executive incentive plan include any of the following incentive modifiers?

% of Respondents, N = 181

ARR Scale

$100M+ ARR
Average of 2-4 modifiers

<$100M ARR
Average of 1-2 modifiers

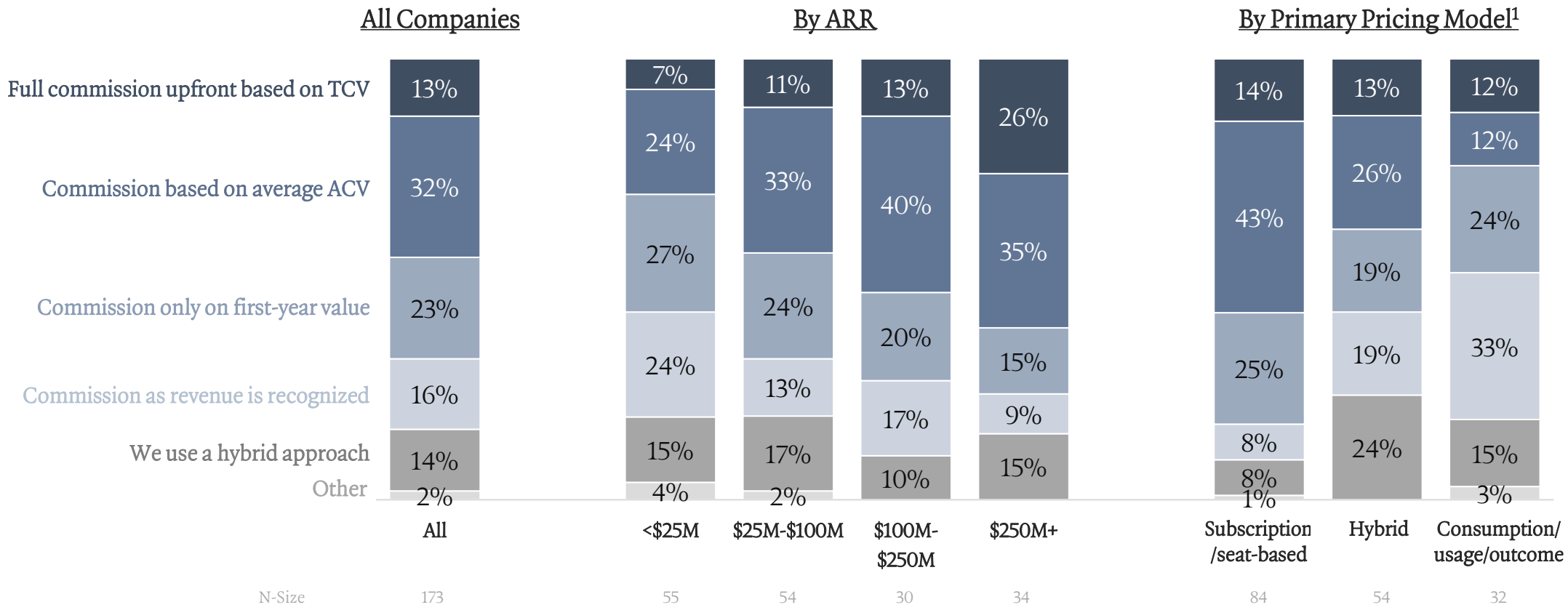


Source: ICONIQ proprietary survey of GTM Executives (2025)

For multi-year deals, companies commonly pay commission on average ACV or first-year value. In consumption/usage/outcome-based pricing models, reps are commonly paid as revenue is recognized, aligning with the variable nature of these models

How does your company structure commissions for Account Executives on large, multi-year deals that ramp over time?

Example: a $4M deal that ramps over 3 years: $500K in Year 1, $1.5M in Year 2, and $2M in Year 3



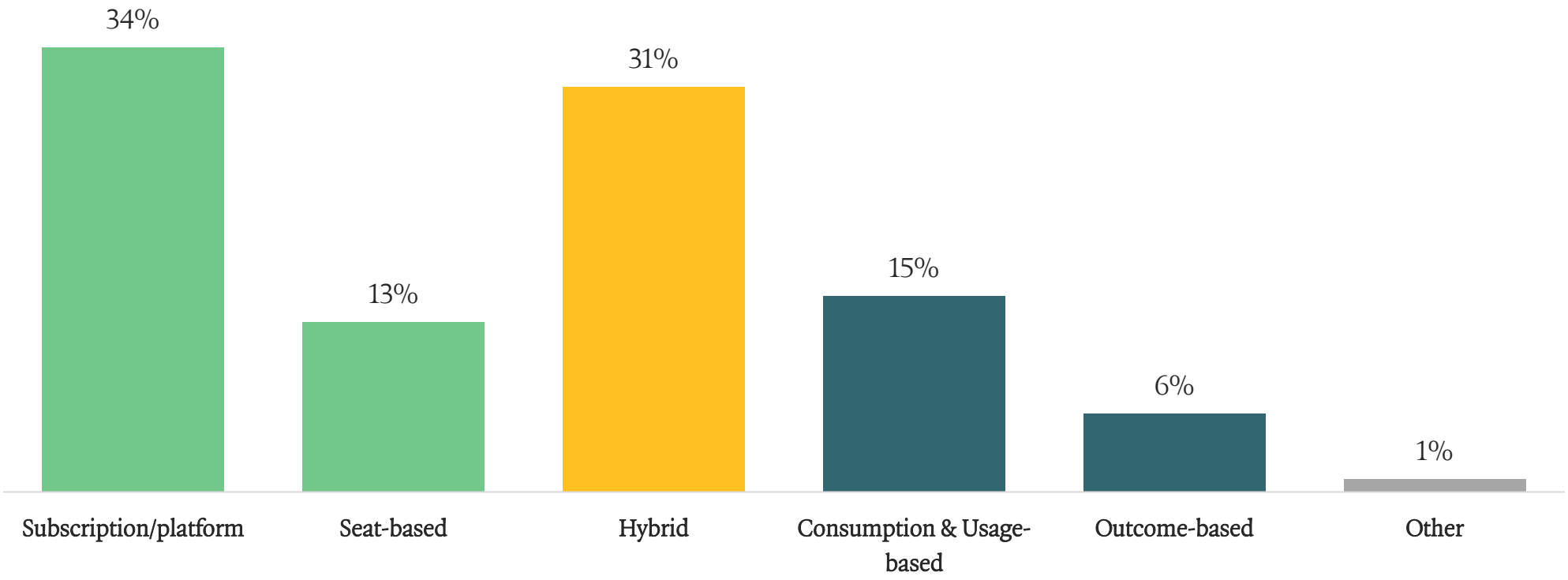
1) Primary defined as deriving ≥70% of revenue from a pricing model
Source: ICONIQ proprietary survey of GTM Executives (2025)

Pricing Models

While companies primarily still use traditional pricing models (subscription/seat-based), we are seeing an emergence of consumption, usage, and outcome-based pricing models

Primary Pricing Models[1]

% of Respondents, N = 205



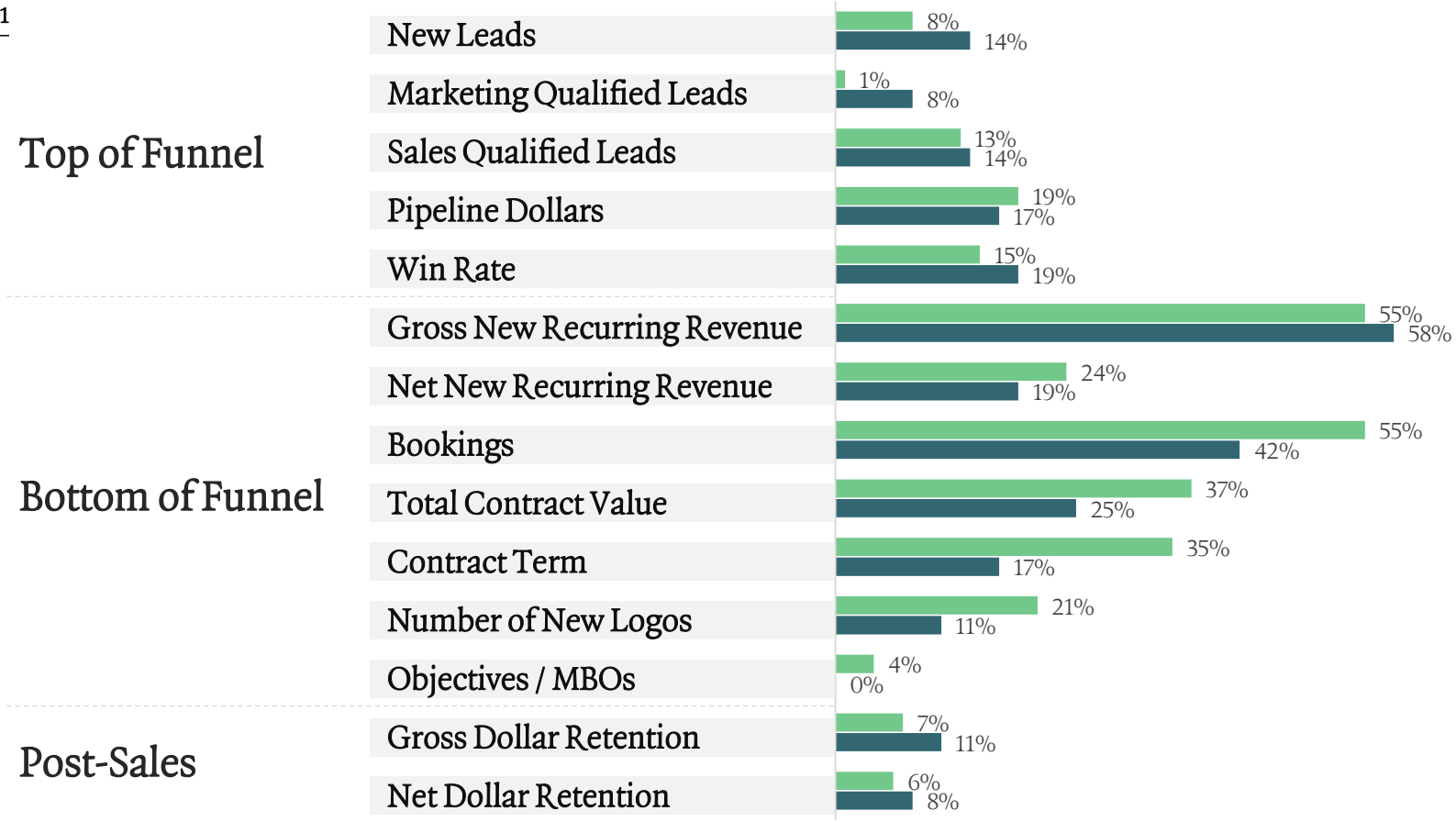
1) Primary defined as deriving ≥70% of revenue from a pricing model
Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives | Incentives by Pricing Models

Companies using consumption, usage, and outcome-based pricing models still often tie sales incentives to Gross New Recurring Revenue and Bookings since it can be common to have upfront commits/pre-paid usage credits

Which of the following metrics are currently tied to Account Executive variable compensation at your organization?

% of Respondents, N = 139



> Currently companies with consumption, usage, and outcome-based pricing models often secure some form of upfront commitment, typically structured as prepaid credits.
>
> *Manny Medina*
> *CEO/founder at Paid.ai and former CEO /founder at Outreach*

1) Primary defined as deriving ≥70% of revenue from a pricing model
Source: ICONIQ proprietary survey of GTM Executives (2025)

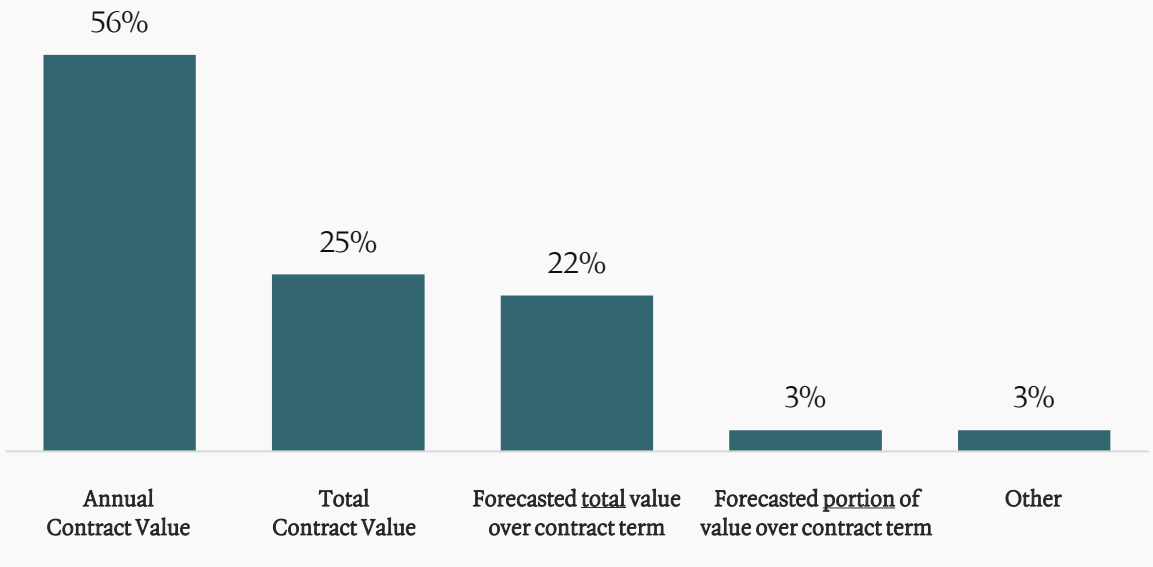
Account Executives | Quotas and Commission Structure

Many of these companies set quotas based on annual contract value (upfront committed value) but largely pay sales reps as revenue is recognized

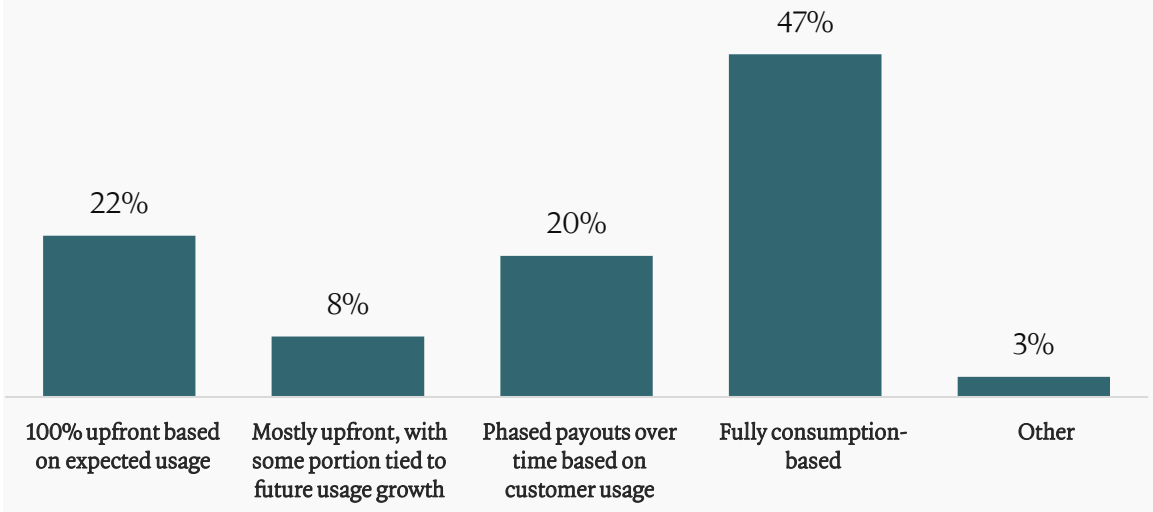
Companies with Consumption, Usage, Outcome-based Pricing: Quotas and Commission Structure

% of Respondents, N = 43

How do you set quotas?



How do you structure commission payouts?



> **Pricing and packaging are a constant balancing act between the company, the customer, and the sales team.** Consumption models often reflect that: the company wants clean GAAP revenue via prepaid, non-refundable deals; the customer wants flexibility at a good rate; and the rep needs predictable comp – not delayed earnings tied to actual usage.
>
> *Dennis Lyandres*
> *Former Procore Chief Revenue Officer*

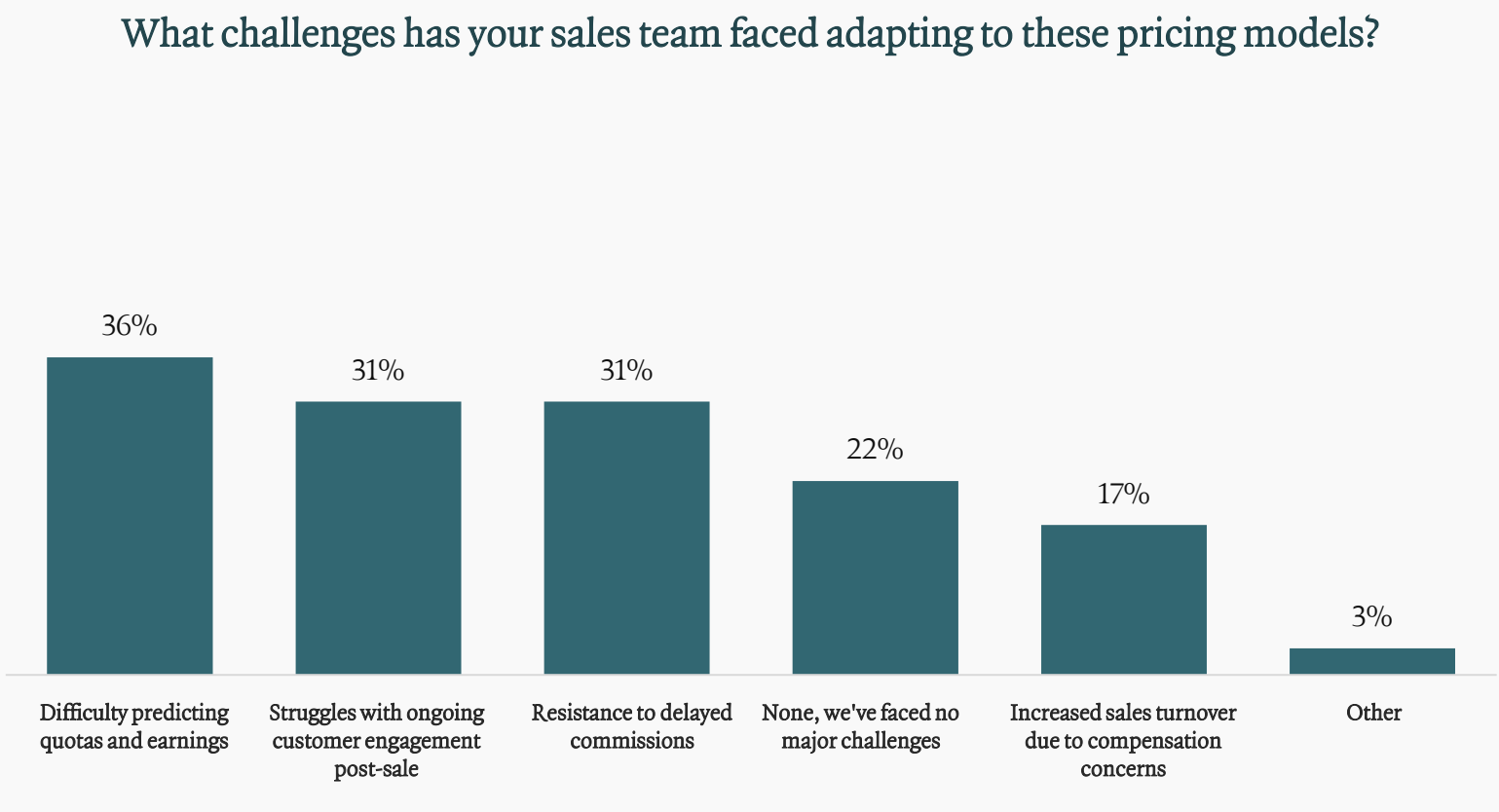
Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Executives | Sales Team Change Management Challenges

Operationalizing these pricing models can bring change management challenges on sales teams, as some companies are seeing pushback from sales reps due to delayed commission payouts and unpredictable earnings tied to customer usage

Companies with Consumption, Usage, Outcome-based Pricing: Change Management Challenges

% of Respondents, N = 43



How sales leaders are addressing these challenges

Paying Commission More Upfront

- *Paying commissions in advance of customer payment, with clawbacks if the customer defaults*
- *Shifting compensation toward annual, committed deals rather than pay-as-you-go contracts*

Incentivizing Cross-Sell and New Products

- *Increasing commission rates for new products*
- *Placing greater emphasis on cross-sell and expansion into new offerings*

Offering Equity-Based Compensation

- *Exploring the addition of equity-based compensation*
- *Evaluating equity options as part of the overall comp package*

- Chief Revenue Officers / Heads of Sales at software companies using consumption, usage, and outcome-based pricing[1]

1) Quotes have been paraphrased and slightly modified for clarity. They are not direct quotations
Source: ICONIQ proprietary survey of GTM Executives (2025)

Sales Development Representatives (SDRs)

Included in this section

Sales Organization	Segmentation	Incentives / Metrics		
Compensation	On-Target-Earnings	Base Salary % Split of OTE	Base Salary	Equity Approach
Sales Planning	Quota	Quota to OTE Ratio	Quota Attainment	
Sales Operationalization	Base Commission Rates	Incentive Modifiers	Commission Structure	

Sales Development Reps | Segmentation

SDRs are commonly segmented by customer region and size, though companies under $100M in ARR often organize them by industry vertical as well

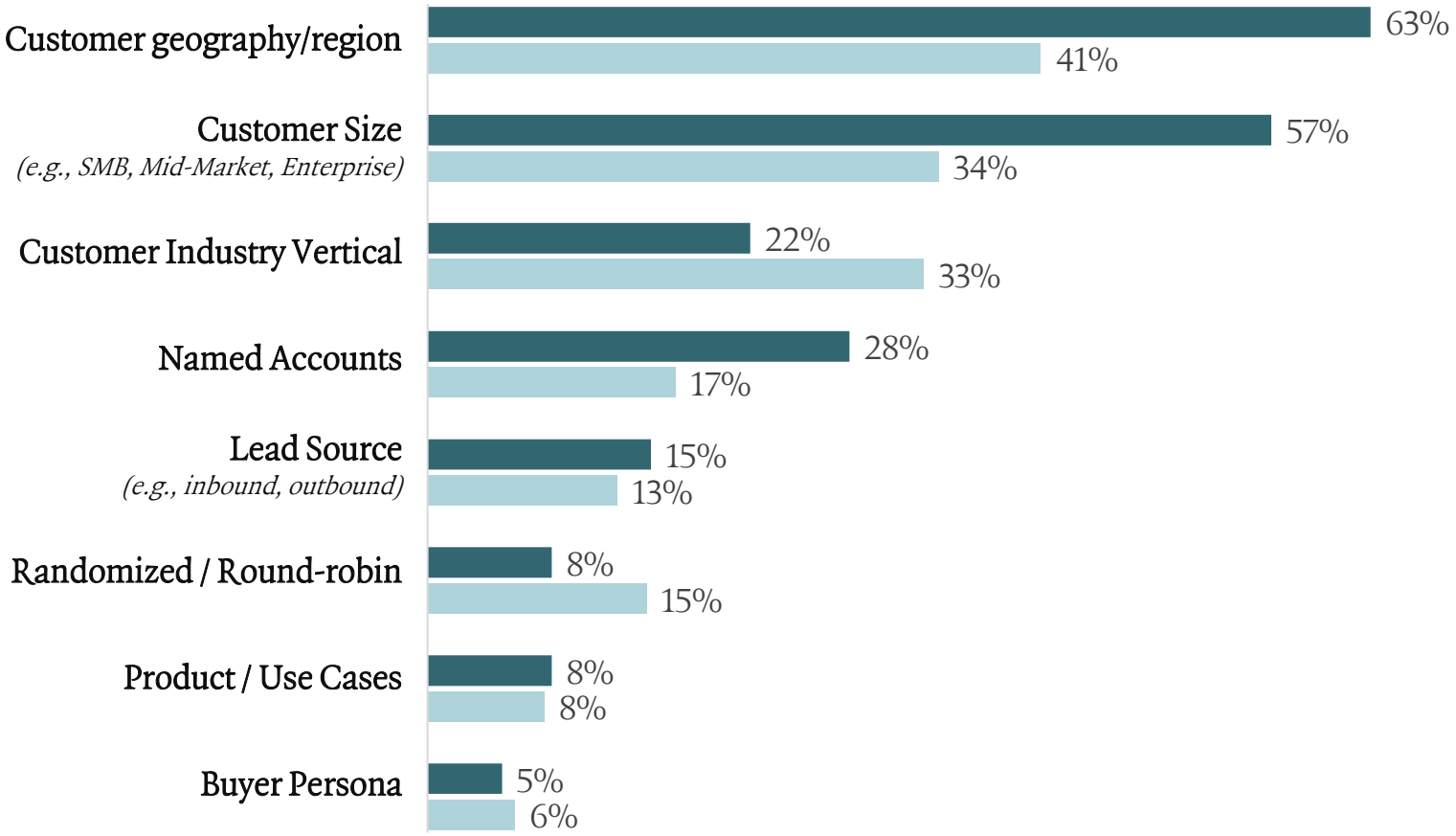
How does your organization segment Sales Development Reps focused on new business acquisition?

% of Respondents, N = 163

ARR Scale

$100M+ ARR
Average of 2 segments

<$100M ARR
Average of 1-2 segments



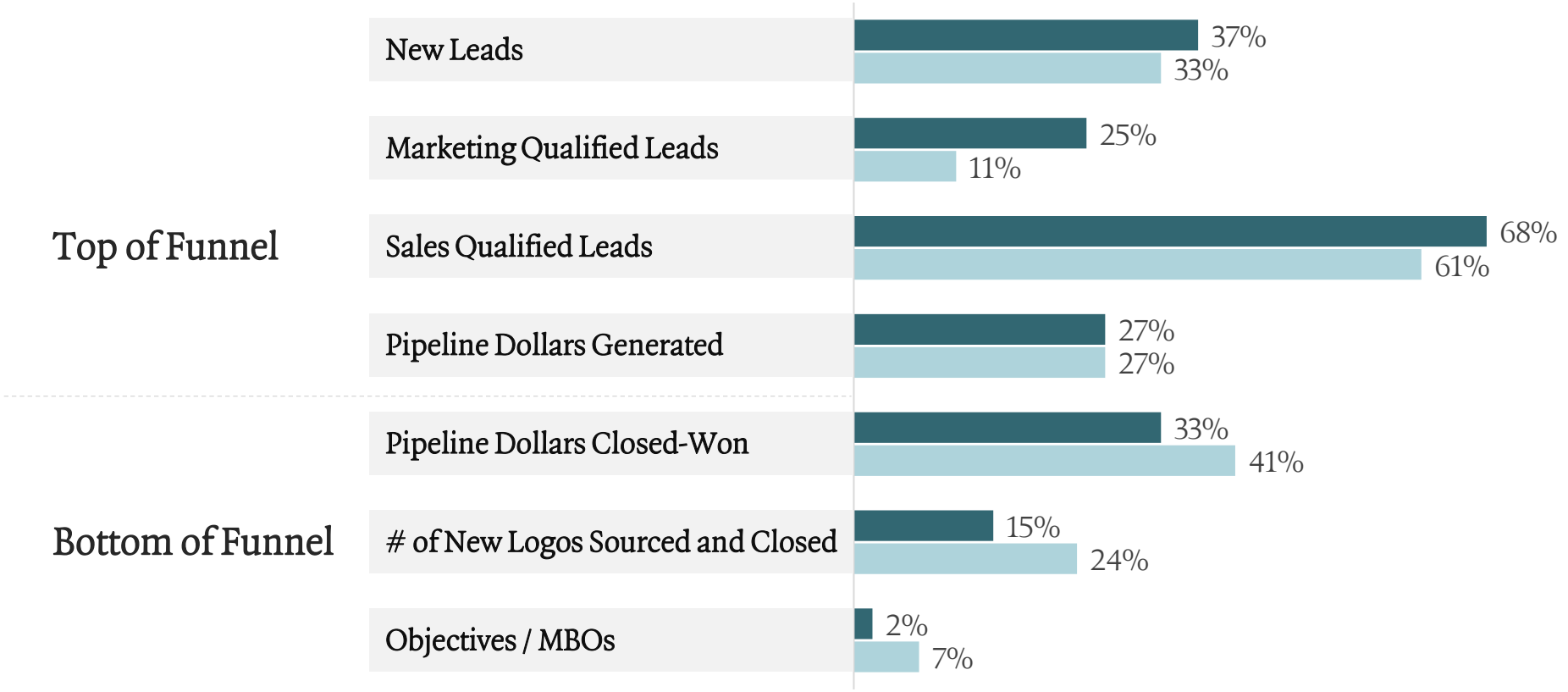
Source: ICONIQ proprietary survey of GTM Executives (2025)

Sales Development Reps | Incentives

SDR variable compensation is commonly tied to sales-qualified leads and pipeline dollars closed-won, suggesting an emphasis on lead quality and the ability to convert into revenue

Which of the following metrics are currently tied to Sales Development Reps' variable compensation at your organization?

% of Respondents, N = 163



Source: ICONIQ proprietary survey of GTM Executives (2025)

Sales Development Reps | Cash Compensation, US Tier 1

In US Tier 1 markets, SDRs' average OTEs typically ranges from $90K to $115K, with base salary making up approximately 50-60% of total earnings

Average Sales Development Rep Cash Compensation by ARR and Customer Segment

All figures shown in $USD

Average OTE
Average Base Salary Range

US, Tier 1

	<$25M	$25M-$100M	$100M-$250M	$250M+	Average OTE Range
Average Base Salary % of OTE	*50-60%*	*50-60%*	*50-60%*	*50-60%*	
Enterprise / Strategic	$115K *$58K-$69K*	$110K *$55K-$66K*	$110K *$55K-$66K*	$115K *$58K-$69K*	$110K-$115K
SMB / Mid-Market	$110K *$55K-$66K*	$95K *$48K-$57K*	$90K *$45K-$54K*	$105K *$53K-$63K*	$90K-$110K
Mixed Team *Teams not organized by customer segment*	$115K *$58K-$69K*	$100K *$50K-60K*	$95K *$48K-$57K*	$110K *$55K-$66K*	$95K-$115K

Source: ICONIQ proprietary survey of GTM Executives (2025)

Sales Development Reps | Cash Compensation, US Tier 2

In US Tier 2 markets, OTEs are slightly lower than those in US Tier 1 and show minimal variation by company scale – averaging between $90K and $100K. Base salary typically accounts for 50-70% of OTE

Average Sales Development Rep Cash Compensation by ARR and Customer Segment

All figures shown in $USD

Average OTE
Average Base Salary Range

US, Tier 2

	<$100M	$100M+	Average OTE
Average Base Salary % of OTE	*60-70%*	*50-65%*	
Enterprise / Strategic	$100K *$60K-$70K*	$100K *$50K-$65K*	$100K
SMB / Mid-Market	$95K *$57K-$67K*	$95K *$48K-$62K*	$95K
Mixed Team *Teams not organized by customer segment*	$95K *$57K-$67K*	$90K *$45K-$59K*	$90K-$95K

Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Managers (AMs)

Included in this section

Sales Organization	Segmentation	Incentives / Metrics		
Compensation	On-Target-Earnings	Base Salary % Split of OTE	Base Salary	Equity Approach
Sales Planning	Quota	Quota to OTE Ratio	Quota Attainment	
Sales Operationalization	Base Commission Rates	Incentive Modifiers	Commission Structure	

Similar to AEs and SDRs, Account Managers are commonly organized by customer size and region, regardless of company scale

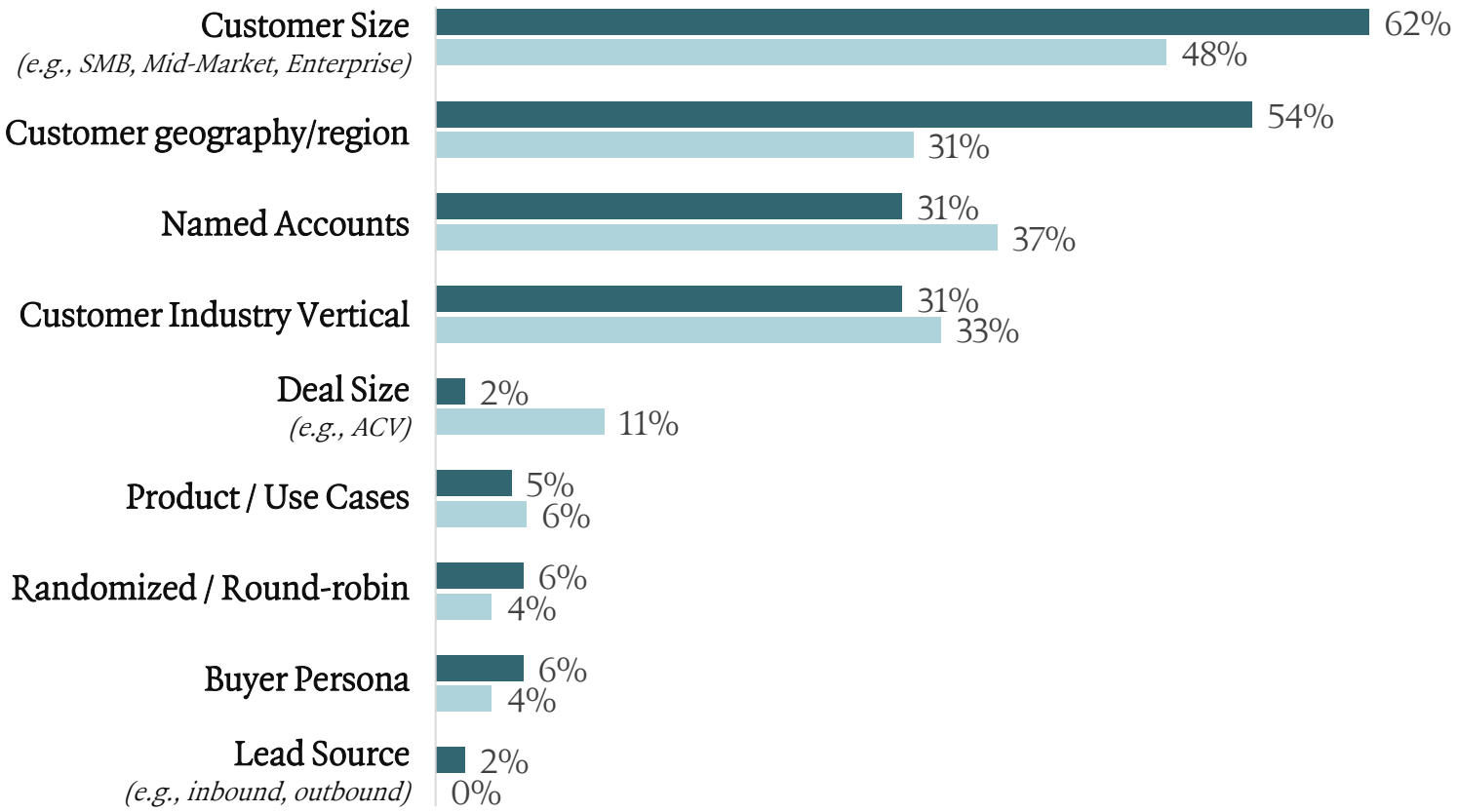
How does your organization segment Account Managers focused on new business acquisition?

% of Respondents, N = 107

ARR Scale

$100M+ ARR
Average of 2 segments

<$100M ARR
Average of 2 segments



Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Managers' variable compensation is often closely tied to renewal revenue and bookings / total contract value – emphasizing a strong focus on driving growth within existing accounts

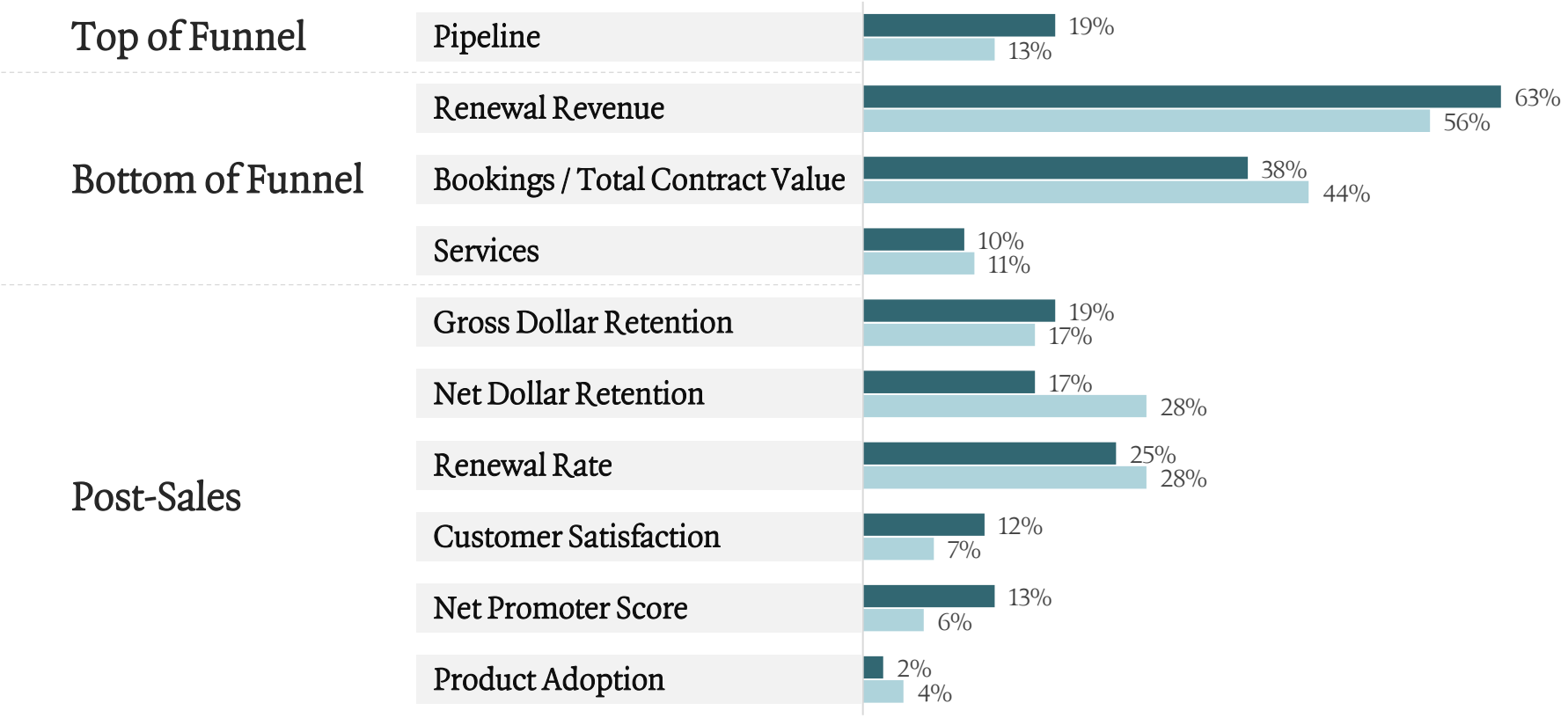
Which of the following metrics are currently tied to Account Managers' variable compensation at your organization?

% of Respondents, N = 107

ARR Scale

$100M+ ARR
Average of 2-3 KPIs

<$100M ARR
Average of 2-3 KPIs



Source: ICONIQ proprietary survey of GTM Executives (2025)

Account Managers | Cash Compensation, US Tier 1

In US Tier 1 markets, average Account Manager OTEs range from $150K to $235K, with Enterprise and Strategic AMs generally earning more than those in the SMB or Mid-Market segments. Base salary typically accounts for 55-65% of OTE

Average Account Manager Cash Compensation by ARR and Customer Segment

All figures shown in $USD

Average OTE
Average Base Salary Range

US, Tier 1

	<$25M	$25M-$100M	$100M-$250M	$250M+	Average OTE Range
Average Base Salary % of OTE	*60-65%*	*55-65%*	*55-65%*	*55-65%*	
Enterprise / Strategic	$185K *$111K-$120K*	$225K *$124K-$146K*	$235K *$129K-$153K*	$215K *$118K-$140K*	$185K-$235K
SMB / Mid-Market	$150K *$90K-$98K*	$180K *$99K-$117K*	$185K *$102K-$120K*	$170K *$94K-$111K*	$150K-$185K
Mixed Team *Teams not organized by customer segment*	$185K *$111K-$120K*	$200K *$110K-$130K*	$205K *$113K-$133K*	$195K *$107K-$127K*	$185K-$205K

Source: ICONIQ proprietary survey of GTM Executives (2025)

Customer Success Managers (CSMs)

Included in this section

Sales Organization	Segmentation	Incentives / Metrics		
Compensation	On-Target-Earnings	Base Salary % Split of OTE	Base Salary	Equity Approach
Sales Planning	Quota	Quota to OTE Ratio	Quota Attainment	
Sales Operationalization	Base Commission Rates	Incentive Modifiers	Commission Structure	

CSMs are most commonly organized by customer size and region, similar to other GTM roles. In some cases, they may also be assigned to named accounts to better support long-term customer relationships

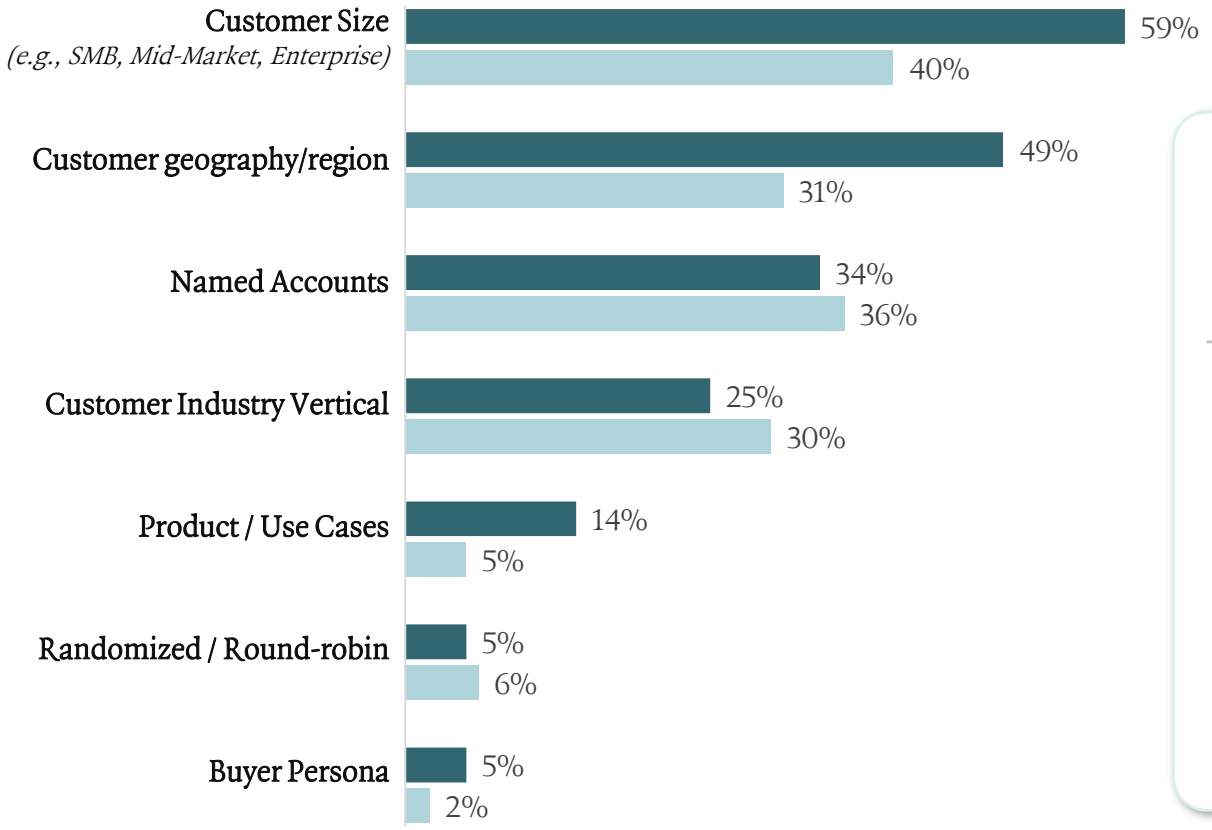
How does your organization segment Customer Success Managers focused on new business acquisition?

% of Respondents, N = 163

ARR Scale

$100M+ ARR
Average of 1-2 segments

<$100M ARR
Average of 1-2 segments



For additional resources on Customer Success organizations, check out our other reports below:

ICONIQ Reports	CSM Topics Covered
Customer Success & Services Compensation	Compensation, incentives, and different CSM archetypes (pg. 29-39)
Building GTM Teams	CSM headcount distribution, headcount ratios, ARR and Customers per CSM (pg. 46-59)
The State of GTM in 2025	Changes in post-sales headcount distribution across AI-Native and Non-AI-Native companies (pg. 22-23)

Source: ICONIQ proprietary survey of GTM Executives (2025)

CSMs are typically incentivized on expansion revenue (recurring revenue) and customer retention or renewals, across all company stages. As companies mature, CSMs are also increasingly tied to product adoption metrics

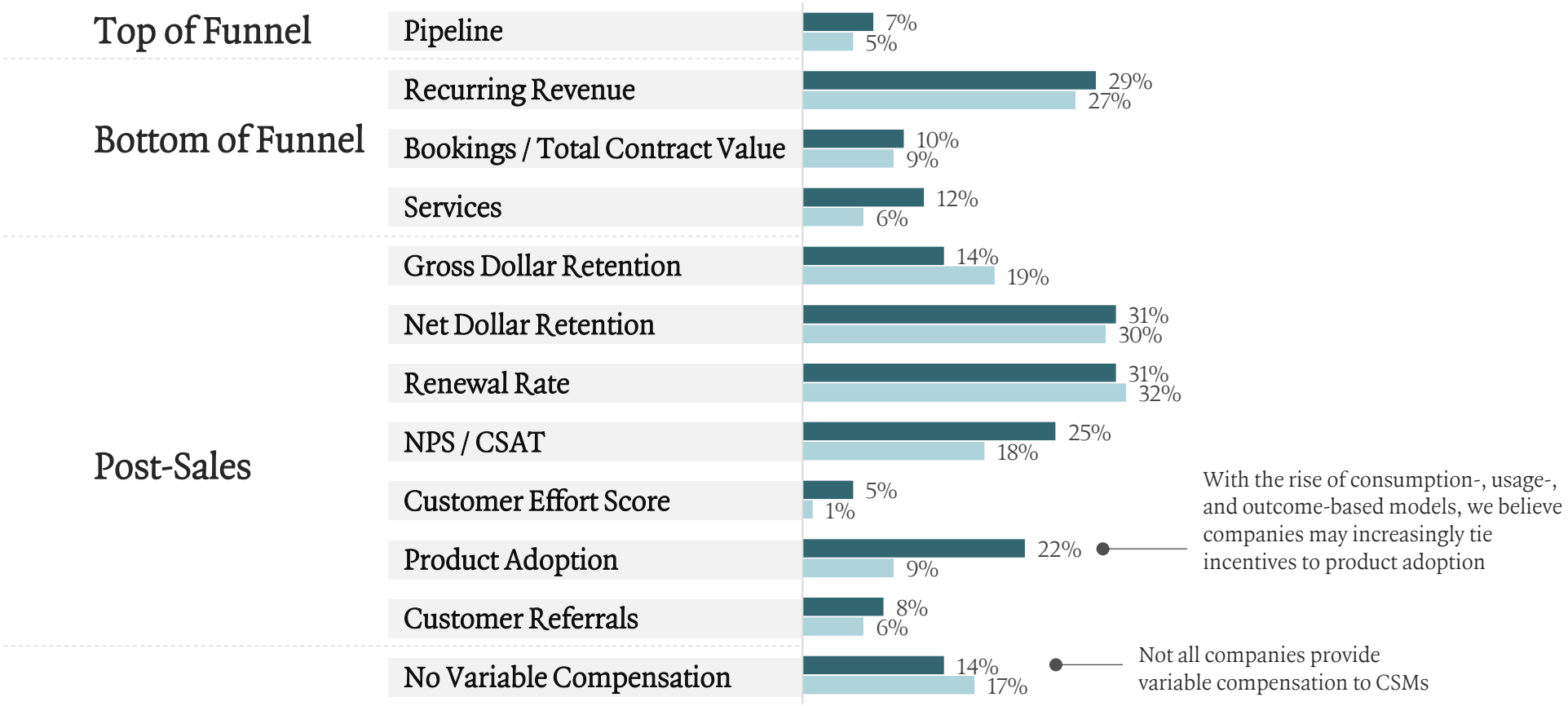
Which of the following metrics are currently tied to Customer Success Managers' variable compensation at your organization?

% of Respondents, N = 163

ARR Scale

$100M+ ARR
Average of 2-3 KPIs

<$100M ARR
Average of 2 KPIs



Source: ICONIQ proprietary survey of GTM Executives (2025)

Customer Success Managers | Salary by Region

Base salary for CSMs in the US typically ranges from $85K to $140K, with $100M+ ARR companies generally offering higher salaries

Average Customer Success Managers' Salary[1] by ARR and Region

All figures shown in $USD

Average Salary
Average Base Salary Range

	<$100M	$100M+	Average Salary Range
US Tier 1	$115K	$140K	$115K-$140K
US Tier 2	$85K	$130K	$85K-$130K
UK / EU	$85K	$95K	$85K-$95K

1) For this study, only base salary was collected for CSMs
Source: ICONIQ proprietary survey of GTM Executives (2025)

In-Depth Studies on High-Impact Topics

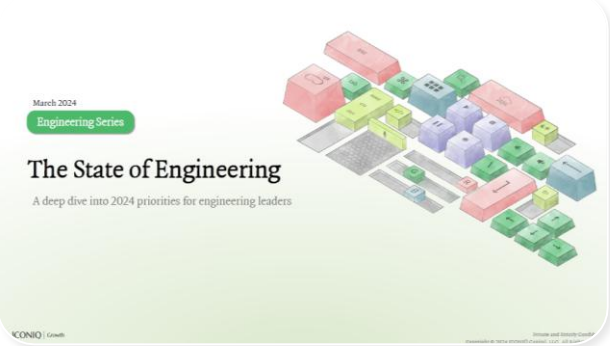
Analytics & Insights: Key Series

Growth & Efficiency

Our annual exploration of the data behind building a B2B SaaS business and early indicators of long-term success, answering key questions on how these companies scale quickly and efficiently within the context of today's macroenvironment

Go-to-Market

An ongoing exploration of the state of go-to-market, spanning topics across building go-to-market teams, compensation, and reporting best practices

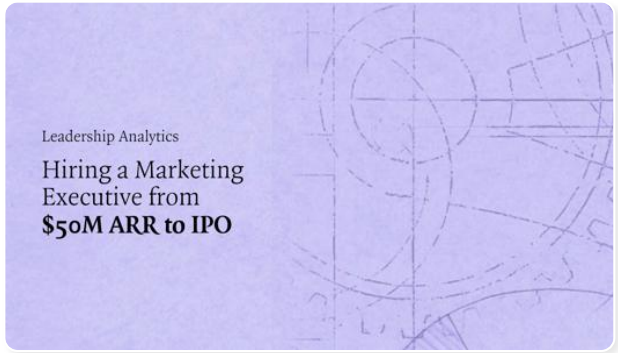


Engineering

A series of detailed reports in collaboration with the ICONIQ Venture and Growth Technical Advisory Board unpacking the data behind high-functioning engineering organizations

Path to IPO

Our annual IPO reports answer key questions across several major topics related to successfully planning for an executing an IPO, as well as drivers of valuation in the current environment



Leadership Analytics

A suite of analyses of leadership hires between founding and IPO at high-caliber SaaS companies to create first-of-their-kind playbooks to help support hiring decision-making across the entire company lifecycle

Quarterly Recaps – Portfolio Only*

Real-time insights into performance and attainment across top- and bottom-line forecasts, how key performance metrics have been impacted by the current market environment, and how companies are adjusting plan and strategy in response

A global portfolio of category-defining businesses

1Password, acuity MD, adyen, Age of Learning, airbnb, Airtable, ajaib, Alibaba.com, alteryx, Altruist, APPRENTICE, APTTUS, articulate, aurora, AUTOMATTIC, AXONIUS, bamboohr, Benchling, BetterUp, bill, BLACKLINE, braze, Calendly, Campaign Monitor, Canva, CaptivateIQ, causaly, chime, CLARA, coast, Collibra, conexiom, coupa, CROWDSTRIKE, cyberGRX, databricks, DATADOG, dataiku, dbt Labs, DeepL, DevotedHealth, dexcare, dialpad, docusign, DX, DRATA, IIElevenLabs, enfusion, EPIC GAMES, EvolutionIQ, ezcater, fastly, fetch REWARDS, Figma, Fireblocks, Fivetran, Flipkart, FloQast, FREEWILL, FTX, Gem, GitLab, glean, gofundme, GoodRx, GreenSky A Goldman Sachs Company, Groww, Guild, HashiCorp, headspin, HEPTAGON, highradius, HIGHSPOT, hightouch, hippo, HONEST, houzz, iex, incidentIQ, INTERCOM, invision, komodo HEALTH, LEGORA, loom, Lucid, MARQETA, miro, MONTE CARLO, monzo, motorway, Moveworks, Nayya, netskope, ninjaOne, notable, Notion, omni, orca security, panther, people.ai, Pepper, PIGMENT, Pinecone, PLURALSIGHT, Pontera, Primer, PROCORE, QGenda, ramp, recharge, RED|VENTURES, ReifyHEALTH, Relativity, Reprise, Restaurant365, Robinhood, SANITY, sendbird, ServiceTitan, shopmonkey, side, SIERRA, skuid, SMARTLING, snowflake, SPOTNANA, sprinklr, SQUIRE, STATSIG, Swap, TENCENT MUSIC ENTERTAINMENT, Tennr, TRUCKSTOP, turbonomic, twin, Twistlock, Uber, unifyapps, Unit21, UNITE US, VIC.AI, virtru, WARBY PARKER, wayfair, Wealthsimple, Wolt, WRITER, zinier, zoom

These companies represent the full list of companies that ICONIQ Venture and Growth has invested in since inception through ICONIQ Strategic Partners funds as of the date these materials were published (except those subject to confidentiality obligations or companies for which the issuer has not provided permission for ICONIQ to disclose publicly). Further, the list of companies may not reflect the most recent ICONIQ Venture and Growth investments. Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ.

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