



THE STATE OF SALES DEVELOPMENT **2017**

HOW 1000 COMPANIES
BUILD AND EXECUTE SUCCESSFUL
SALES DEVELOPMENT TEAMS



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EXECUTIVE SUMMARY

Sales development is one of the more misunderstood roles in sales. Many people debate the definition of sales development while others argue which department it should report into or how much sales development reps should be compensated. Either way, the sales development role is here to stay. In an effort to understand the sales development function and its role in the sales process, XANT Labs led a study in partnership with Tenbound, SalesForLife, BridgeGroup, Drift, Datanyze, and OneMob. The study focused on 1000+ companies and reviewed the structure, systems, people, and pipeline of their respective sales development organizations. In addition, the report highlights the typical four steps a sales development rep takes to be successful (identify, contact, qualify, and pass).

STRUCTURE

Using US census data, the estimated number of professional sales people in the U.S. in 2017 is 5.7 million and that number is expected to grow to 5.9 million by 2024. According to the research, inside sales professionals (reps who primarily sell remotely) represent 47.2% of the 5.7 million (2.7 million reps) and outside sales professionals (reps who primarily sell face-to-face) represent 52.8% (3.1 million reps). Based on the survey responses, sales development reps are 25.1% of the 47.2% inside sales professionals making the ratio equal to one sales development rep for every three account executives. The total number of sales development reps is estimated to be 677,479. Examining the data revealed that not every sales development rep is the same. The primary difference in sales development reps is the characteristic of inbound (reps who reach out to someone who knows your company) and the characteristic of outbound (reps who reach out to someone who doesn't know your company). Of the 677,479, inbound sales development made up 17.1% (115,849 reps), outbound made up 28.8% (195,114 reps) and 54.1% (366,516 reps) were a blend of both. Another difference in sales development reps is the go-to-market strategy of high-velocity versus account-based. 12.4% of companies reported they run a high-velocity model while 43.0% reported they run an account-based approach and 44.6% said they used both.

SYSTEMS

Because of the nature of the sales development role, it often lends itself to more automation than other roles in the sales department. Examining the data revealed the overall estimated spend on sales development technology is \$1.4 billion of the overall estimated 14.9 billion sales technology industry. Companies reported the average annual spend on sales technology was \$3,827 per rep per year or \$318.92 per month – which is 19.7% lower than the spend on sales technology for account executives.

The \$3,827 covers an average of 4.9 tools per rep with the most popular tools being:

CRM

Social prospecting

Data/list services

Email engagement

Phone

Sales Cadence

PEOPLE

The career path for sales development reps differs across companies and industries but one thing is for sure, not understanding and paying market rates for top talent will hurt companies in the long run. The study revealed the average base salary for sales development reps is \$43,499 with an average on-target-earnings (OTE) of \$83,484 – a 60/40 split on average.

On average, companies used 2.6 metrics to calculate variable compensation. The most common metrics used were closed revenue (37.3%) with an average quota of \$89,333, number of opportunities accepted (19.2%) with an average quota of 15.2 opportunities, and number of appointments held (12.6%) with an average quota of 19.2 appointments. Considering all quotas, companies report 63.8% attainment for SDRs. With these compensation structures in place, the average tenure of a sales development rep is 2.7 years which includes a 4.0-month average ramp time.

PIPELINE

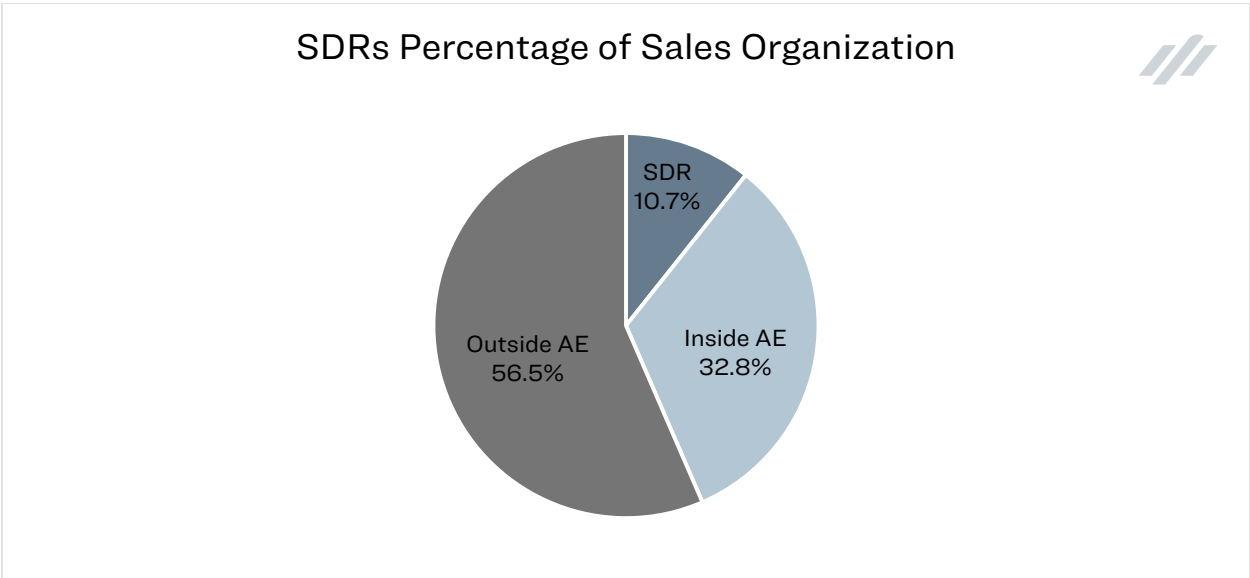
To understand and provide benchmarking capabilities, companies reported sales pipeline numbers. Sales development reps did an average of 93.8 daily activities including an average of 37.2 phone calls (39.7%), 36.2 emails (38.6%), 15.2 voicemail messages (15.2%), and 7.7 social media touches (8.2%). These activities led to an average of 13.6 meaningful conversations a day—14.5% conversation rate. The 13.6 conversations per day resulted in an average of 22.5 appointments set per month-- 5.5% appointment rate. 73.2% of appointments set become opportunities passed to account executives and the typical sales development rep had 12.3 opportunities accepted per month--74.8% opportunity acceptance rate. Of the opportunities accepted, 33.2% closed, which means that the average sales development rep is responsible for about 12.3 deals per quarter.

SALES DEVELOPMENT STRATEGY

STRUCTURE

Sales Development reps make up 10.7% of sales reps in the US

Overall, it is estimated that there are 611,933 SDRs in the US, making up 10.7% of the 5.7 million professional sales reps. The typical sales organization studied has 12.9 sales development reps.



SDRs make up nearly a quarter (24.6%) of the inside sales organization

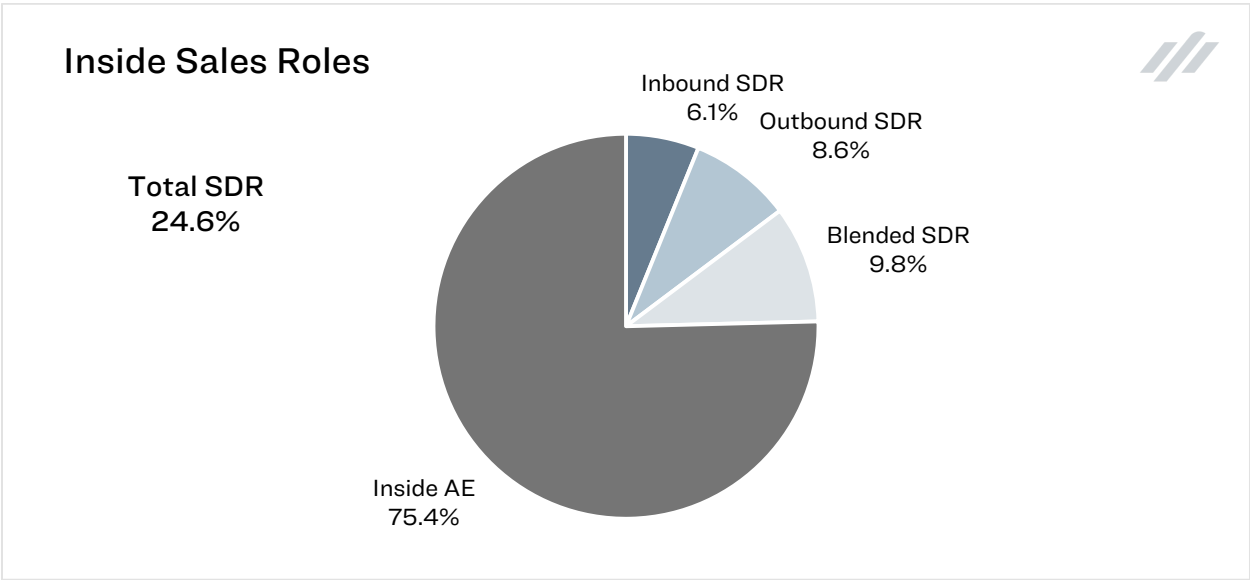
In the study, there were multiple types of SDRs identified.

Inbound – a team that reaches out to someone who knows your company

Outbound – a team that reach out to someone who doesn't know your company

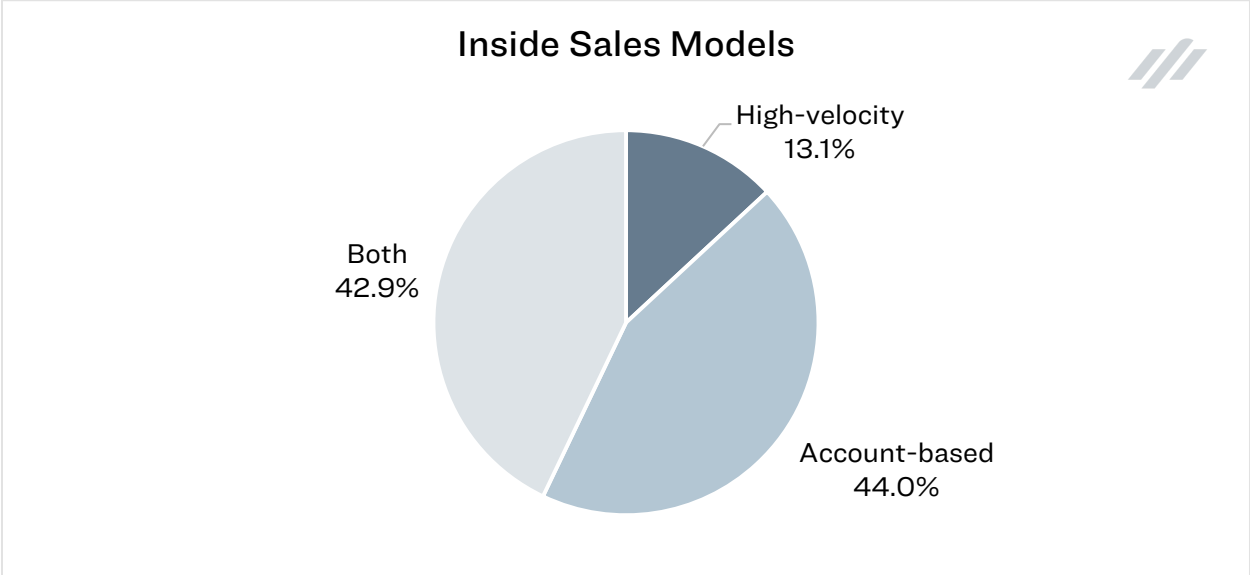
Blended– a team that does both

Blended SDRs make up the biggest proportion of SDRs and represent nearly 1 in 10 remote sales reps (9.8%). SDRs in total make up nearly a quarter (24.6%) of remote or inside sales reps.



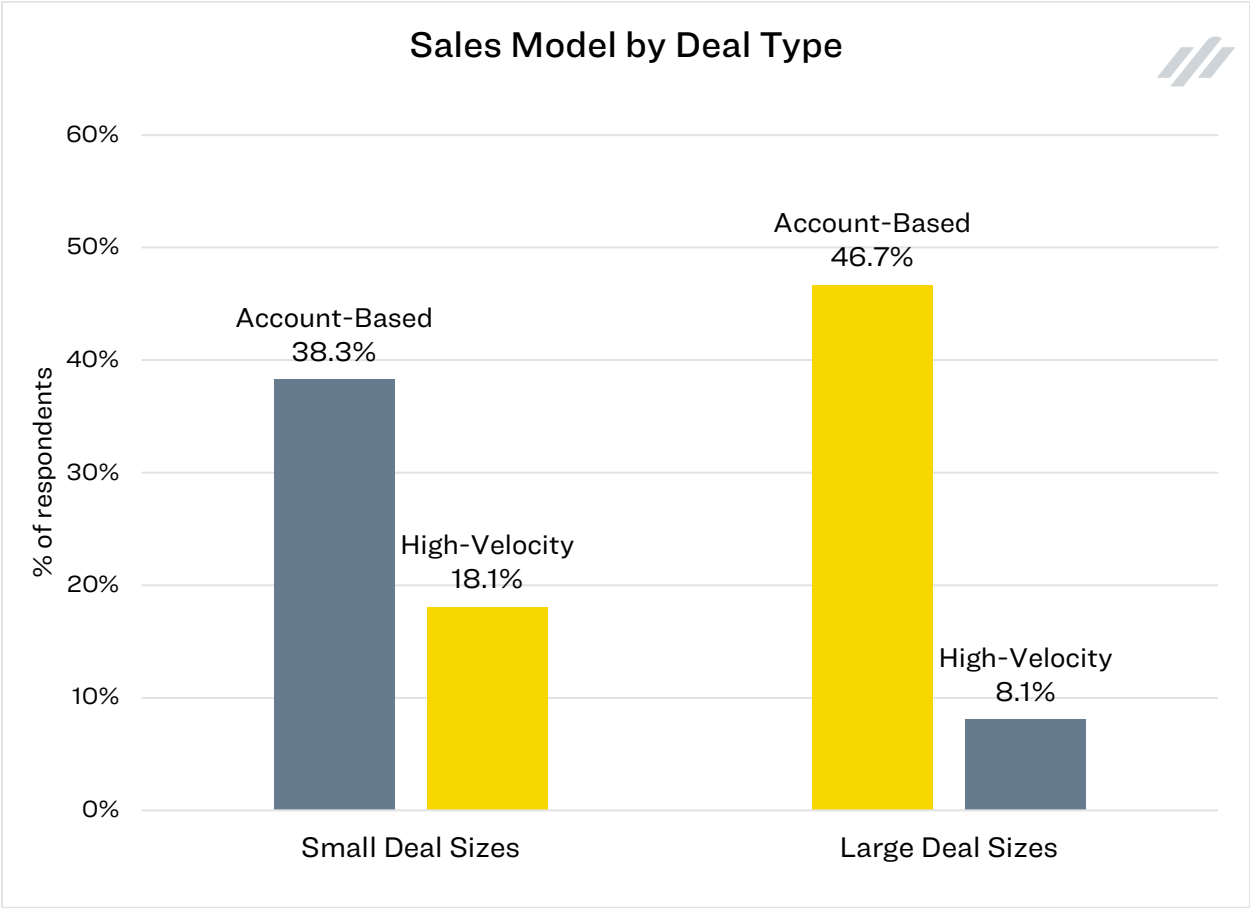
56.0% of companies reported using a high-velocity sales model and 86.9% of companies reported using an account-based sales model

Respondents were not given a definition of different sales models but were simply asked what type of sales model they operated. Account-based sales models were by far the most popular option (86.9%), though a large portion (42.9%) reported having teams of both a high-velocity and account-based models depending on need.



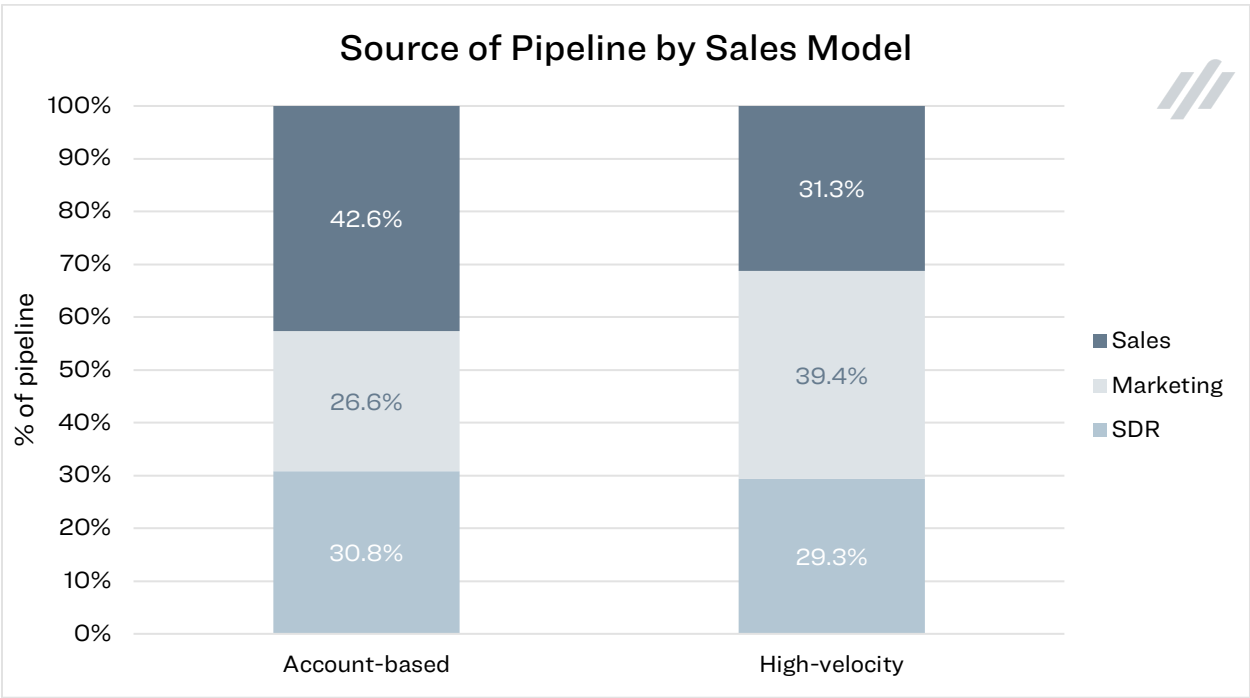
38.3% of companies who had small deal sizes reported having an account based sales model while 8.15% of companies with large deal sizes reported having a high-velocity model

Generally, account-based sales models should be reserved for companies who close large deals with multiple decision makers. However, with the popularity of account-based sales, many teams have switched models potentially prematurely as 38.3% of companies who have small deal sizes report using an account-based model. On the other hand, 8.15% companies working larger, more complex deals have implemented a high-velocity sales model, an approach normally best suited for companies who close small deal sizes with only a few decision makers.



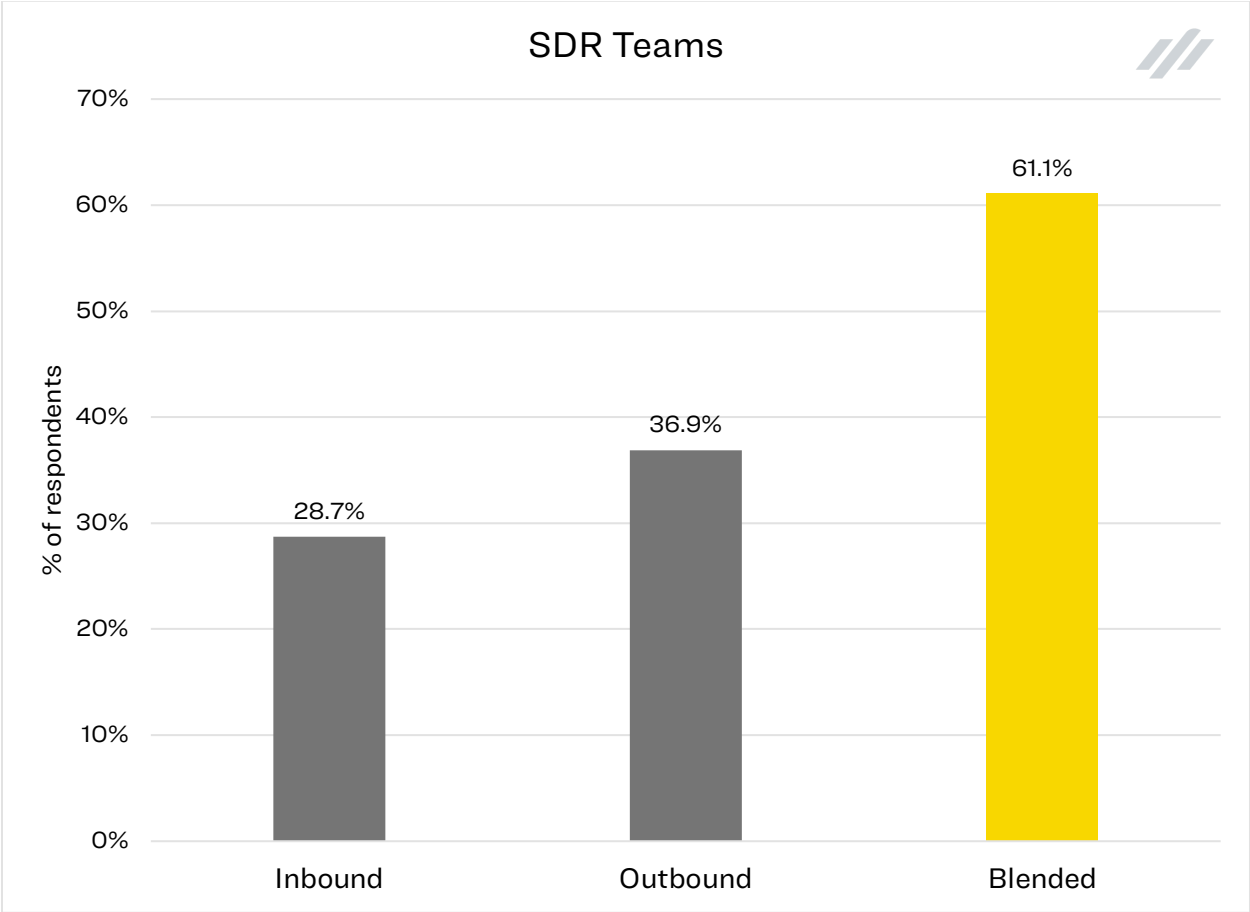
Companies with high-velocity sales models rely more heavily on marketing to generate pipeline (39.4% of pipeline) than account-based sales teams (26.6% of pipeline)

While SDRs contributed a similar proportion of pipeline in each sales model, high-velocity sales models received 48.1% more pipeline from marketing than teams who operated an account-based model. The role of marketing has been traditionally one of the key differences in an account-based model versus a high-velocity model. Because of the lower production of marketing in an account-based model, sales reps must make up the difference accounting for 36.1% more pipeline in an account-based approach versus high-velocity.



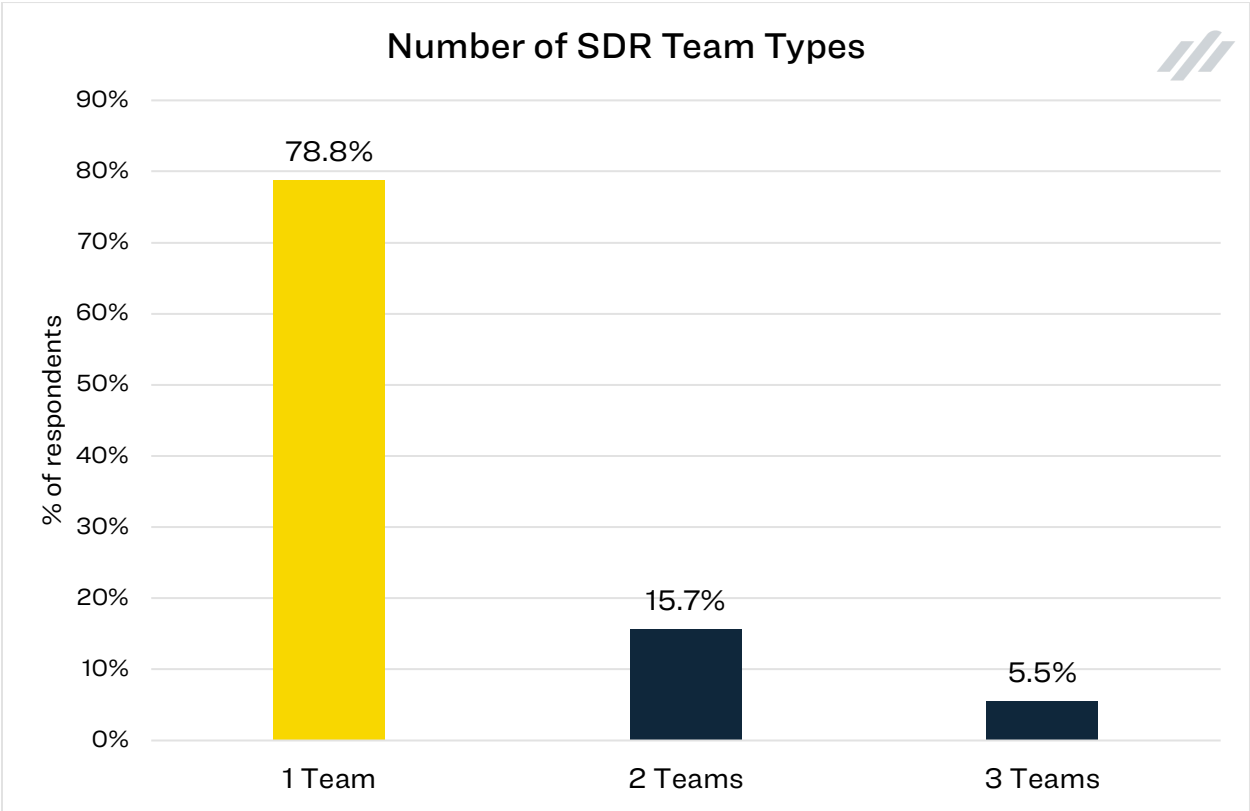
A majority of companies (61.1%) had a team that handled the roles of both inbound and outbound SDRs

Having a dedicated inbound team was the least common type of sales development structure at 28.7%. Outbound teams were the second most common with 36.9%. Blended teams were by far the most common with 61.1% of companies reporting having this team.



Having one type of an SDR team was the most common practice (78.8%), but 21.2% of companies had teams of at least two types

While it was very common to have teams that served inbound and outbound SDR functions, it wasn't as common to have both as separate teams. The majority of companies (78.8%) had only one type of SDR team.

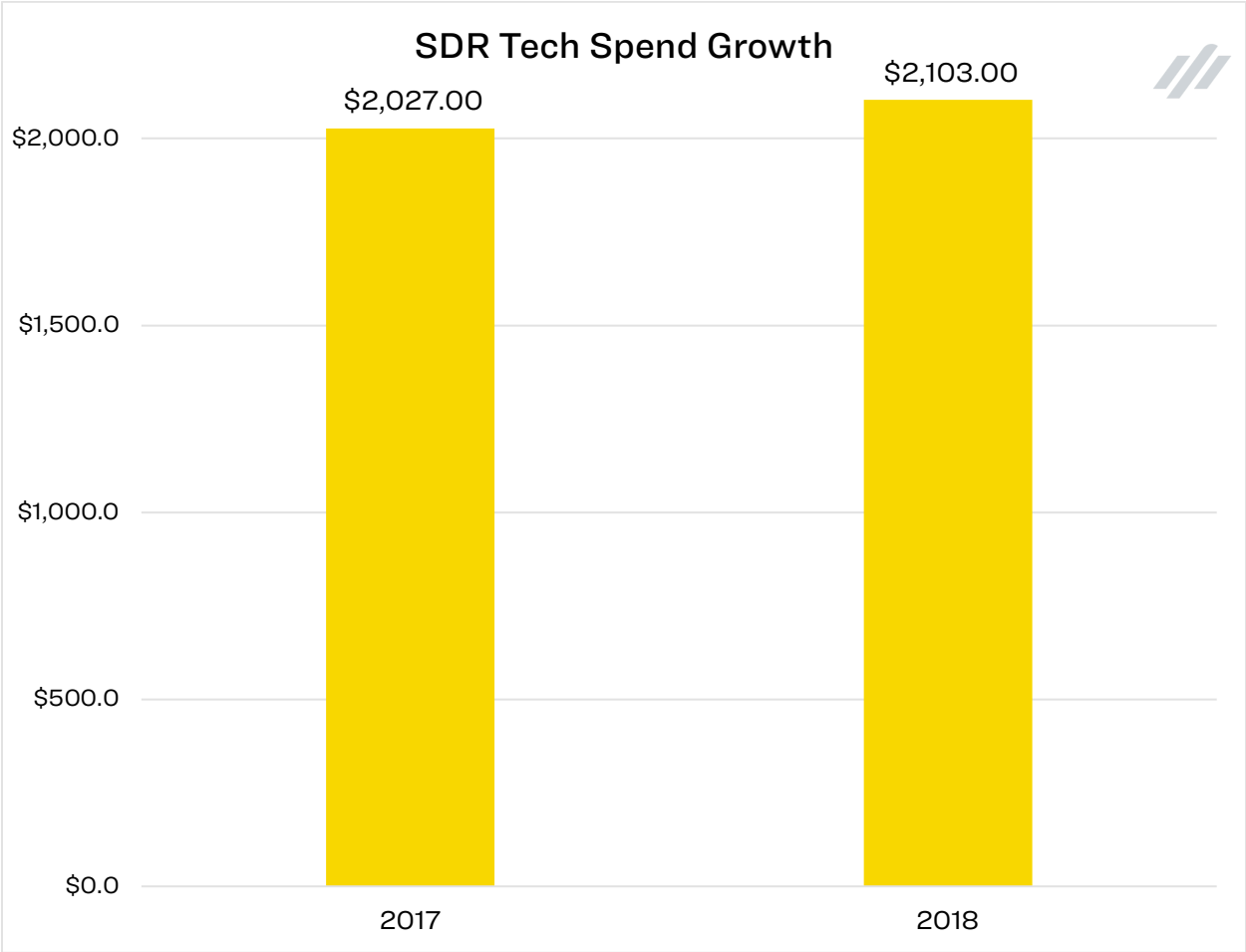


SYSTEMS

Companies spend an average of \$2,027 per SDR per year on sales technology

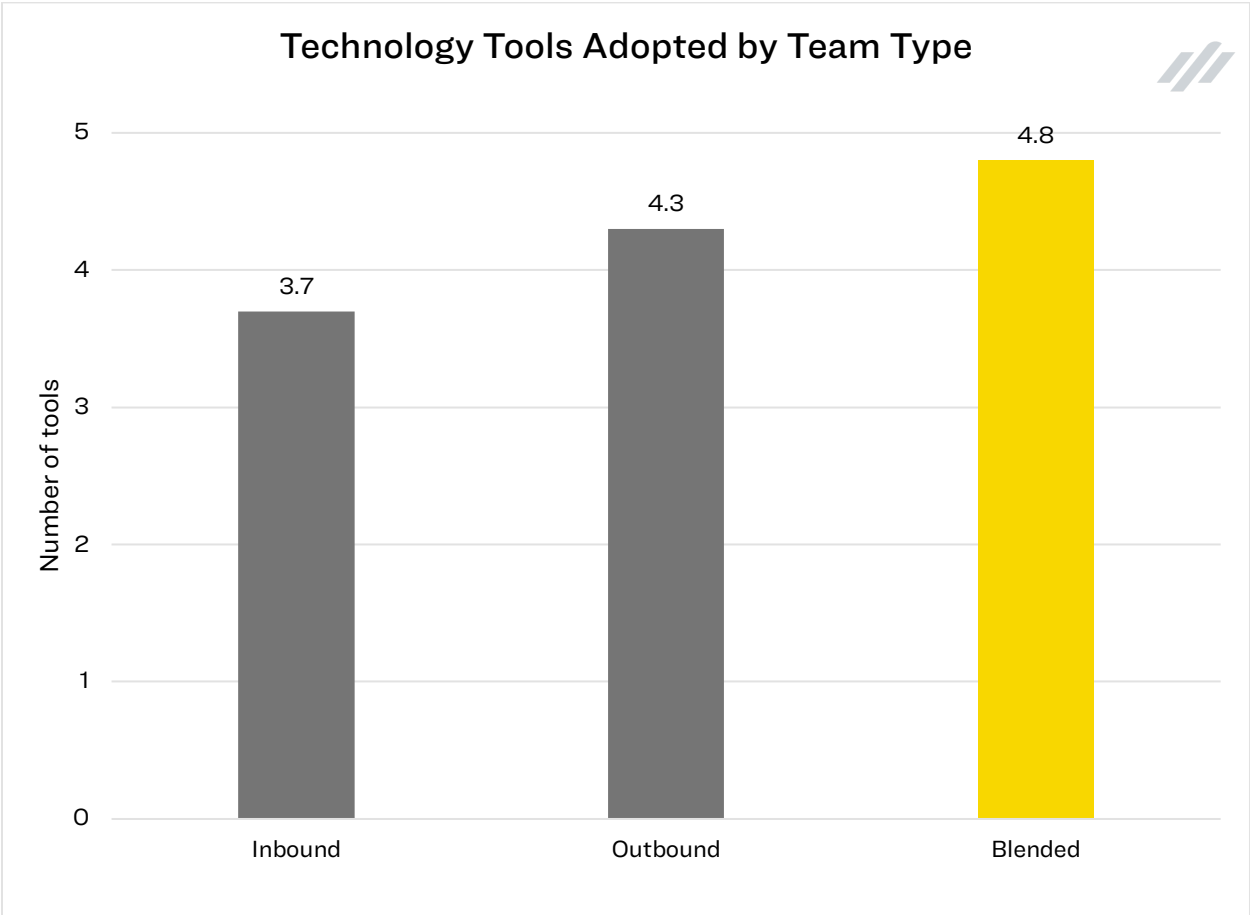
Companies spend an average of \$2,027 per SDR per year on sales technology but this does not include CRM spend. Companies report they expect the overall amount to increase by 3.8% in 2018. This equates to \$169 per month per rep in 2017 and \$175 per month per rep in 2018.

The average sales development rep uses an average of 4.9 sales technologies for their SDRs.



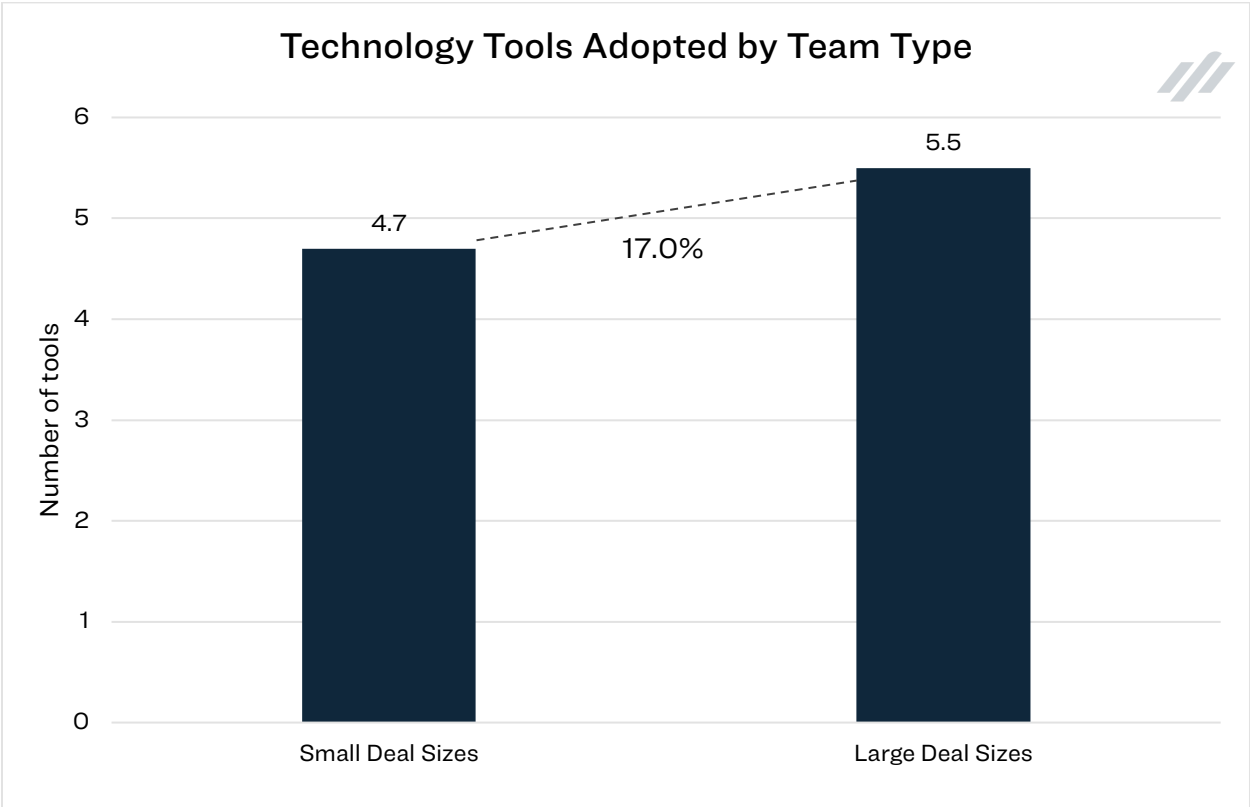
Companies with blended SDR teams utilize 20.7% more sales tools than those who only have inbound or outbound teams

A blended sales development team means the reps respond to inbound leads and reach out to 'cold' prospects. These blended teams adopt 29.7% more technology (1.1 more tools) than inbound focused teams and 11.6% more technology (0.5 more tools) than outbound teams.



Bigger deals are associated with a 17.0% higher average technology utilization compared with companies with smaller deal sizes

Companies who focused on larger deals utilize more technology than companies who focus on smaller deals by 17% (.8 more tools). Larger deals often come with more decision makers and more complexity, so companies may be more inclined to use sales technologies to assist their SDRs.



Social prospecting (82.5%) is the highest adopted tool for sales development reps and gamification is the tool with highest expected growth in 2018 (83.1%)

The highest adopted sales technologies for SDRs were social prospecting (82.5%) tools like LinkedIn Navigator, data and list services (58.5%) like ZoomInfo, and email engagement (55.3%) like XANT. New to the list was sales cadence tools (37% adoption) that combine phone and email to allow reps to manage their follow up strategy effectively.

ADOPTION	
Tool Categories	2017
Social Prospecting	82.5%
Data/list services	58.5%
Email Engagement	55.3%
Phone	43.4%
Sales Cadence	37.0%
Chat	28.7%
Lead/Account Scoring	28.5%
Sales Intelligence	28.2%
Reporting	22.9%
Lead Routing	19.2%
Sales Coaching	16.5%
Video Outreach	16.0%
Direct Mailer	13.8%
Gamification	12.0%
Sales Signals	9.6%
SMS	9.3%

GROWTH	
Tool Categories	17-18 Growth
Gamification	83.1%
Video Outreach	30.9%
Sales Coaching	22.5%
Sales Signals	14.5%
Direct Mailer	11.4%
Lead/Account Scoring	4.7%
SMS	-0.7%
Sales Cadence	-0.9%
Reporting	-1.2%
Lead Routing	-5.2%
Chat	-8.2%
Email Engagement	-9.0%
Social Prospecting	-9.9%
Phone	-11.5%
Data/list services	-11.6%
Sales Intelligence	-15.0%

The expected growth of sales technologies for sales development reps provided many interesting findings. Although gamification has been available to reps for years, it is one of the lowest-adopted technologies (12.0%) but it expected to see the biggest growth (84.1%). Video capability in emails (30.9%) as well as direct mailers (11.4%) as part of the prospecting strategy are both relatively new to the sales development world round out the top five tools expected to see the biggest growth in 2018. These two tools provide reps the ability to differentiate and fit nicely into the popular account-based approach, so it may not be surprising to see them high on the growth list.

Team type affected which sales tools had the highest adoption rate

The highest-adopted sales tools were different depending on the type of team a company used. Inbound teams focused on data/list services while outbound teams and blended teams had the highest adopted in social prospecting tools.

ADOPTION			
Tool Categories	Inbound	Outbound	Blended
Data/list services	93.2%	91.4%	89.7%
Social Prospecting	92.8%	93.8%	94.2%
Email Engagement	91.7%	93.2%	92.6%
Phone	89.7%	88.7%	92.7%
Sales Intelligence	88.6%	86.7%	79.7%
Sales Cadence	86.4%	88.2%	77.8%
Reporting	84.1%	85.7%	85.0%
Lead/Account Scoring	80.0%	79.3%	73.8%
Lead Routing	77.8%	75.0%	86.5%
SMS	76.5%	81.0%	74.1%
Sales Coaching	71.4%	75.7%	66.7%
Sales Signals	68.8%	80.0%	65.6%
Direct Mailer	68.0%	74.2%	72.7%
Video Outreach	65.5%	71.1%	57.9%
Gamification	63.6%	61.5%	45.8%

While social prospecting was the highest adopted tool for both small and large deals, adoption was 7.8% higher in companies with larger average deal sizes

Adoption of technology tools was generally higher for companies with larger deal sizes. The only exception was sales coaching, which had 10.9% higher adoption in companies with smaller deal sizes.

The biggest difference between companies that focus on small deal sizes and large deal sizes, is the use of sales intelligence tools (18.5% higher adoption for larger deal sizes) and direct mail tools (20.2% higher adoption for larger deal sizes).

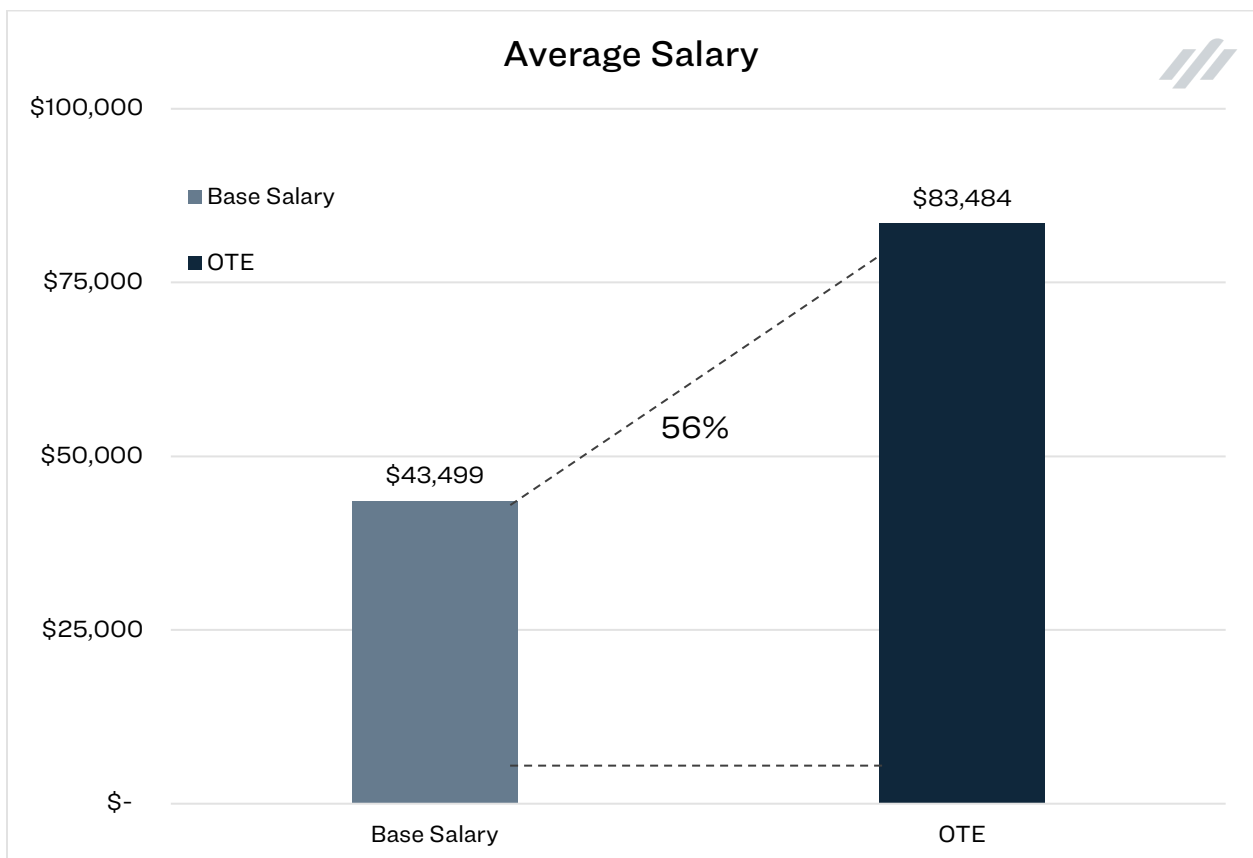
ADOPTION			
Tool Categories	Smaller Deal Sizes	Larger Deal Sizes	% Difference
Social Prospecting	89.6%	96.6%	7.8%
Data/list services	89.2%	89.2%	0.0%
Email Engagement	89.2%	94.0%	5.4%
Phone	86.2%	91.8%	6.5%
Chat	83.1%	85.7%	3.1%
Sales Cadence	80.0%	84.1%	5.1%
Reporting	76.9%	90.5%	17.7%
Lead Routing	73.8%	87.2%	18.2%
SMS	73.3%	75.0%	2.3%
Sales Intelligence	72.1%	90.6%	25.7%
Lead/Account Scoring	71.3%	72.5%	1.7%
Sales Coaching	68.0%	61.3%	-9.9%
Direct Mailer	63.6%	83.9%	31.9%
Video Outreach	63.3%	55.6%	-12.2%
Sales Signals	61.3%	63.2%	3.1%
Gamification	45.2%	53.1%	17.5%

PEOPLE

The average base salary for sales development reps was \$43,499 with an average OTE of \$83,484.

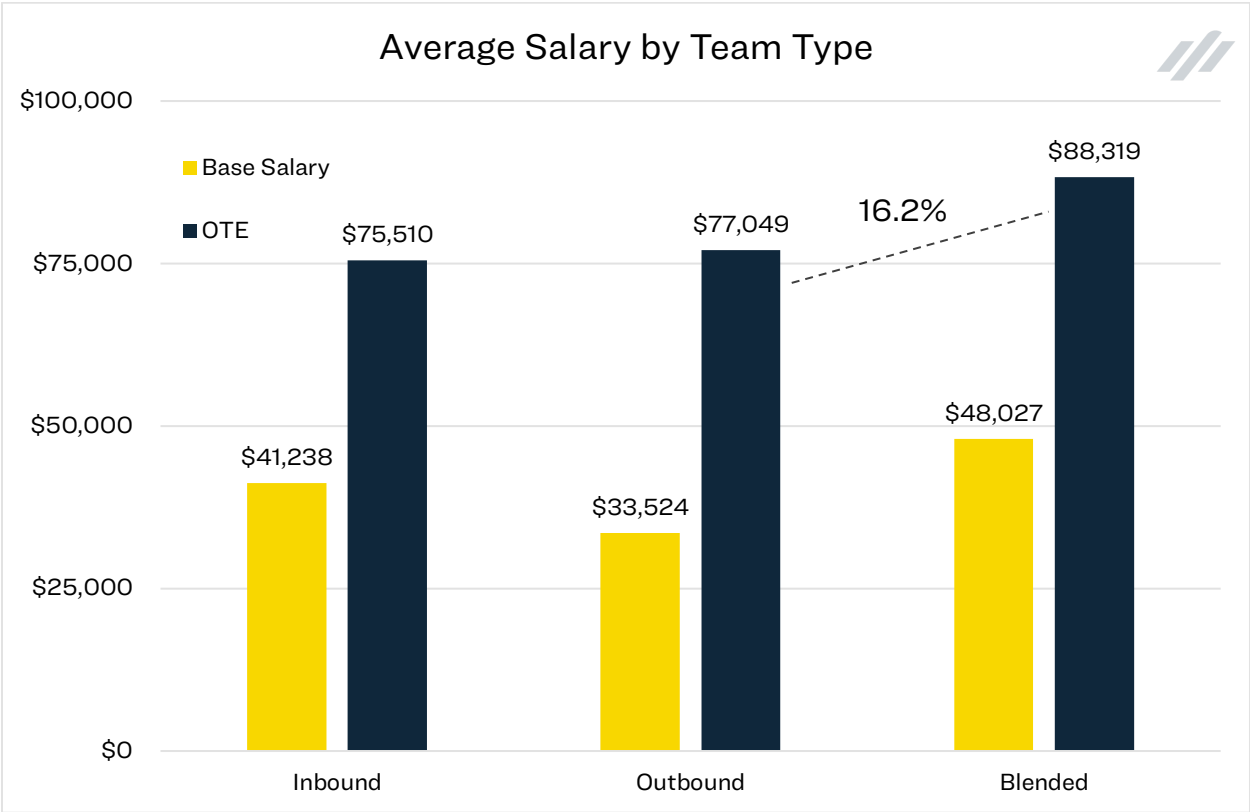
Salary for sales reps varies significantly by location but across all companies surveyed, the average base salary was \$43,499 with an OTE of \$83,484.

The balance between base and variable salary averaged close to 60/40 split (56% base/44% variable).



Blended SDR teams tended to have higher base and variable salaries than both inbound and outbound teams

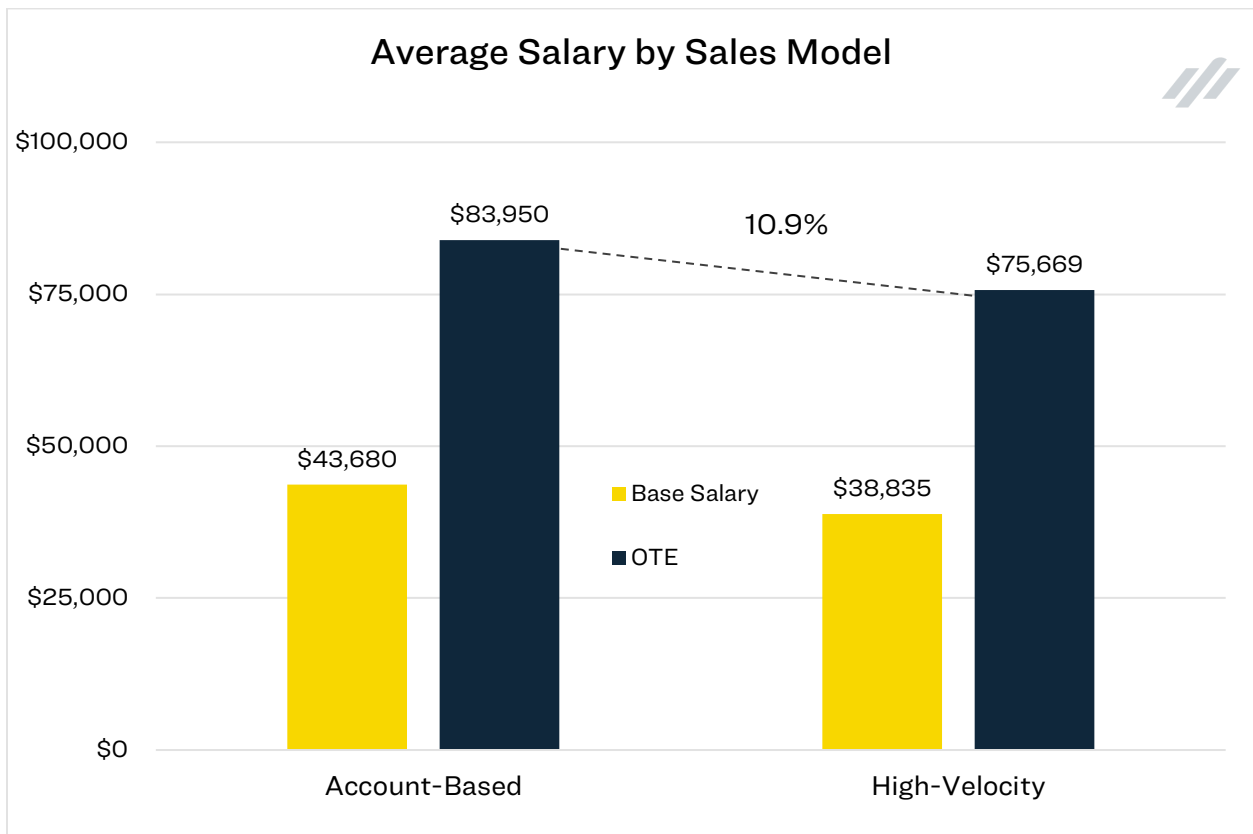
The on-target-earnings (OTE) of blended SDR teams was 16.2% higher than the average OTE for inbound and outbound teams.



OTE for SDRs in an account-based sales model is 10.9% higher than for those in a high-velocity model

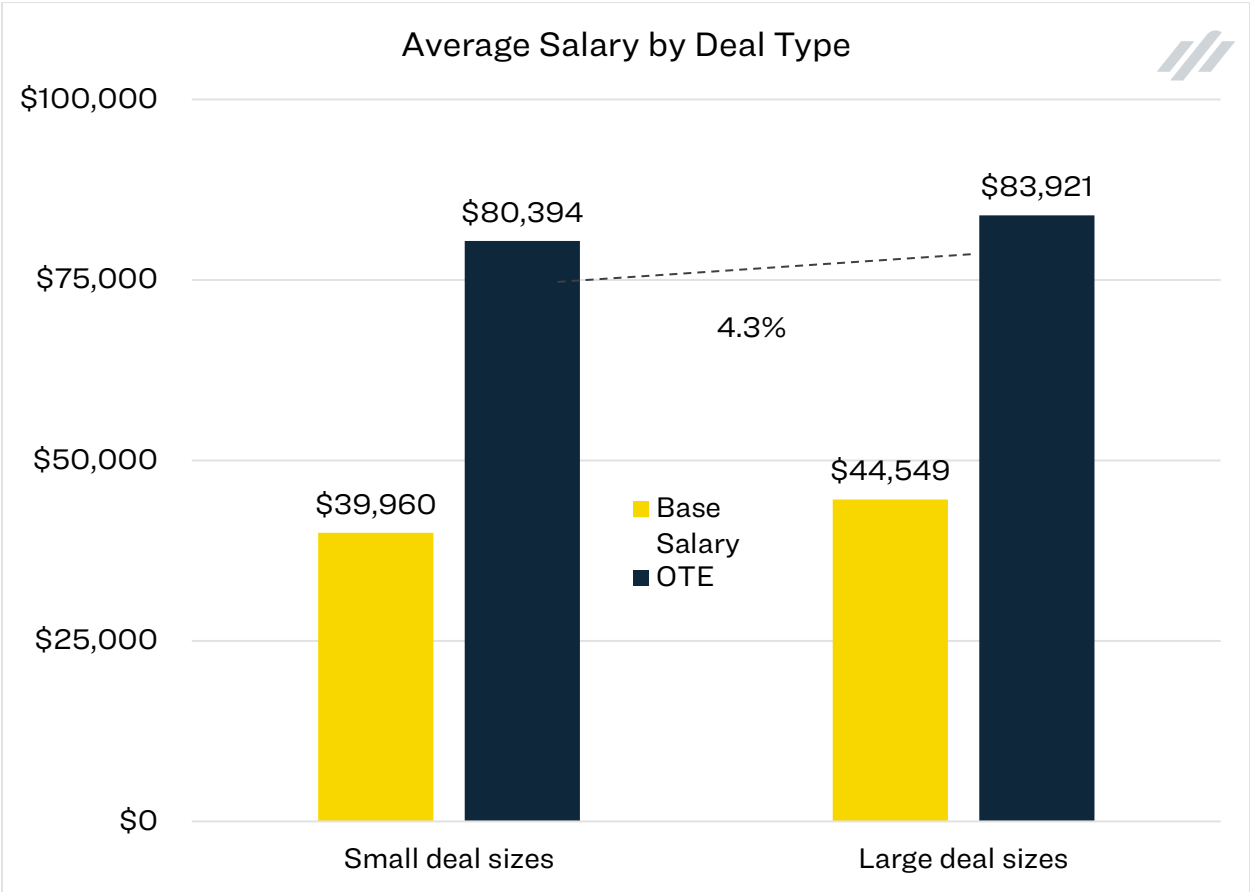
Companies who practice an account-based approach pay their reps more than companies who operate a high-velocity model both on base (12.5% higher) and overall OTE (10.9% higher).

While account-based SDRs tend to make more money on average, the mix of base and variable is similar (around a 60/40 split).



Working bigger deals mean 4.3% bigger paychecks for SDRs on average

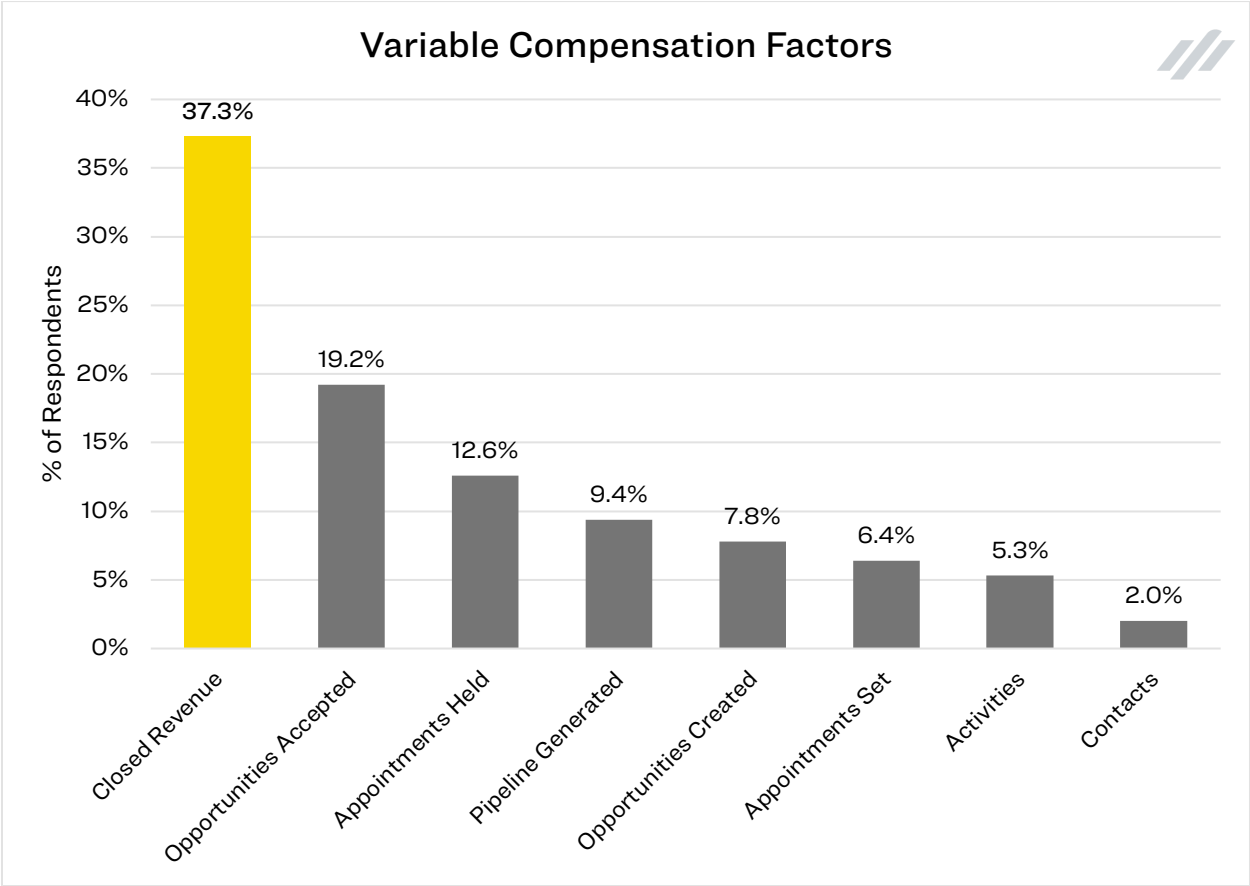
This statement may seem obvious in most compensation structures, but it isn't just saying that an individual SDR closing bigger deals will earn more commission. On average, if a company has larger deals, SDR salary—both base and variable—tends to be higher by an average of 4.3%.



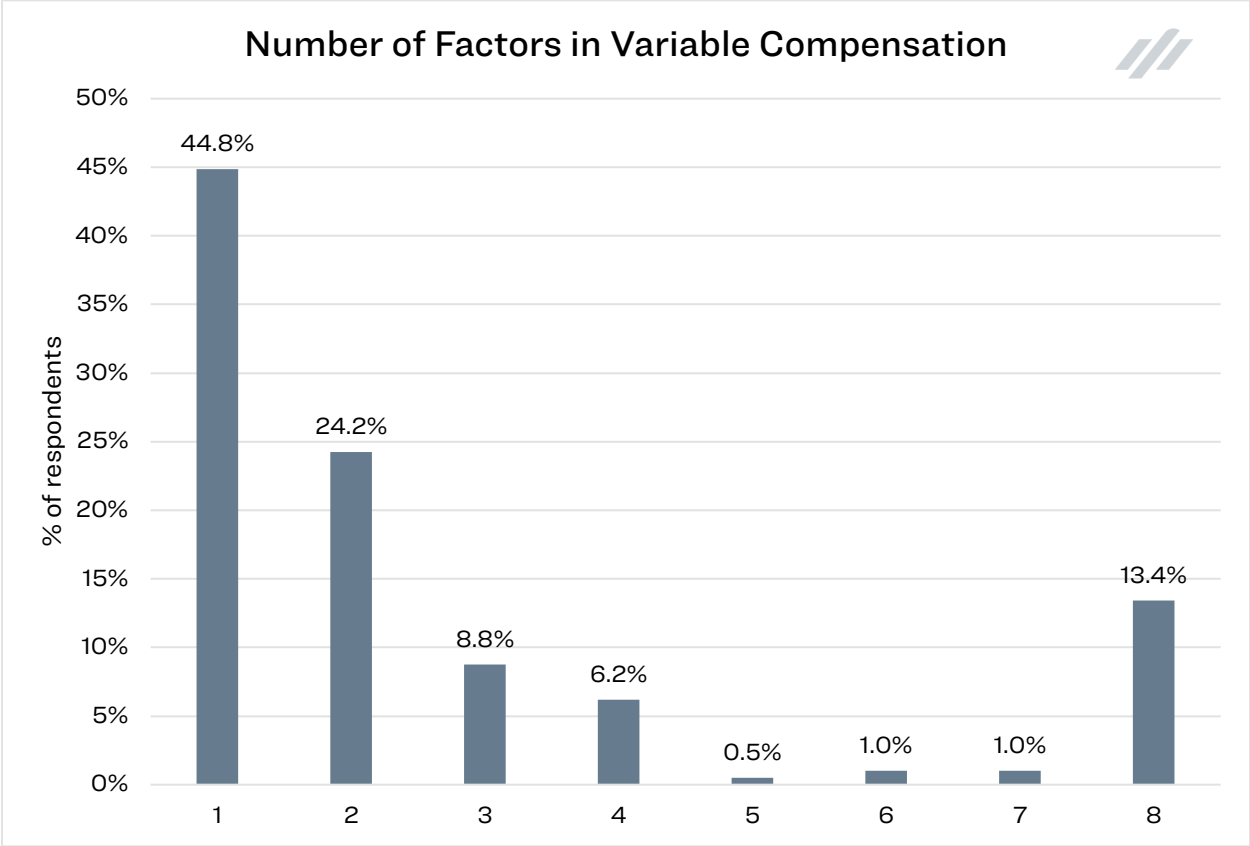
Amount of closed revenue is by far the most common factor in determining SDR variable compensation

In general, it seems that metrics further down the pipeline were more popular for determining SDR compensation. Close revenue (37.3%) and opportunities accepted (19.2%) were the most popular metrics. Activities (5.3%) and contacts (2.0%) were the least common factors used.

There is a big differentiation between appointments being held and appointments being set. Held appointments were used 96.9% more often than appointments' being set.

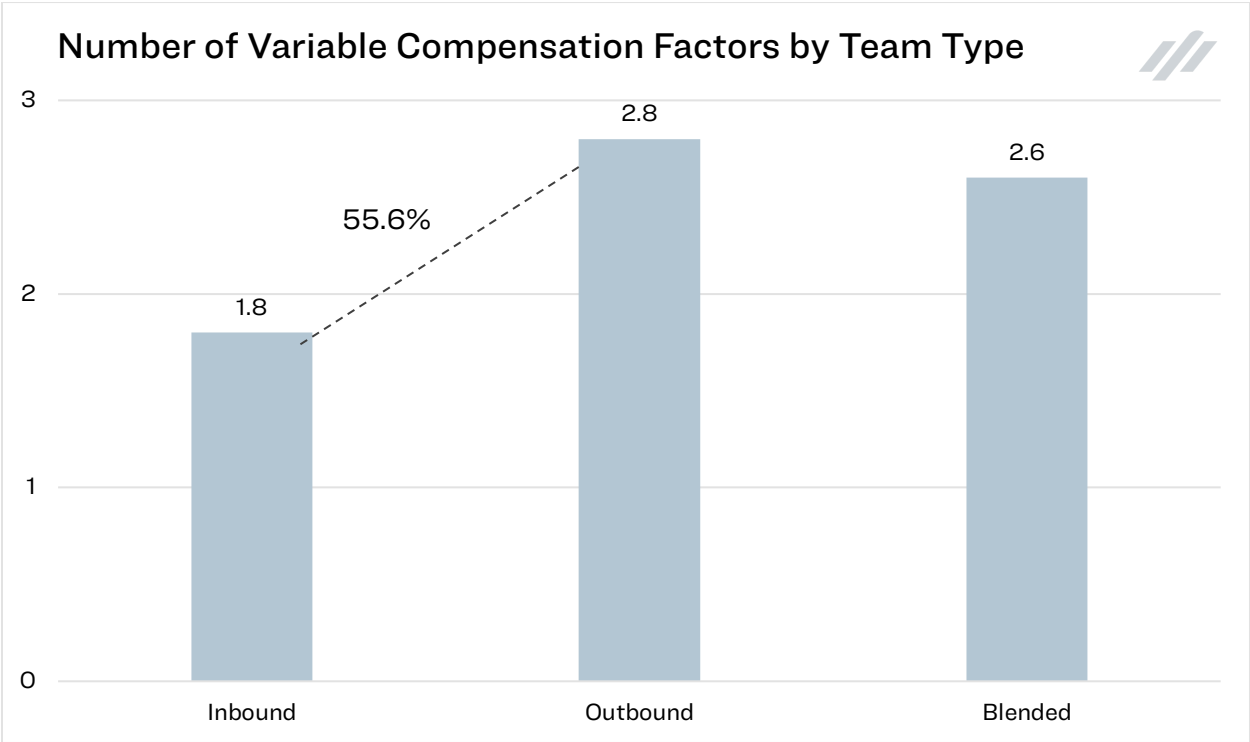


44.8% of companies reported only using one factor in their variable compensation for SDRs



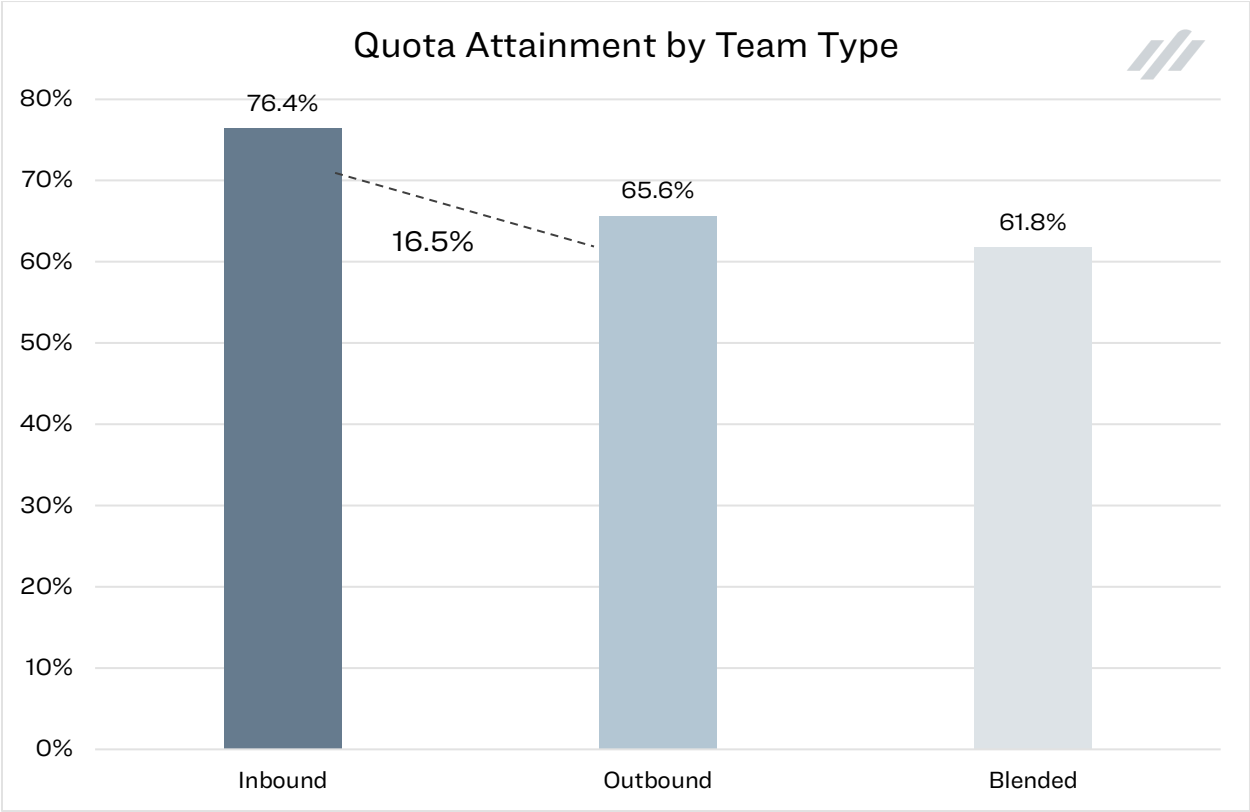
Outbound SDR teams tended to have 55.6% more compensation factors than inbound teams

Inbound variable compensation structures tended to be simpler, only employing one to two factors while outbound and blended teams tended to average closer to three factors.



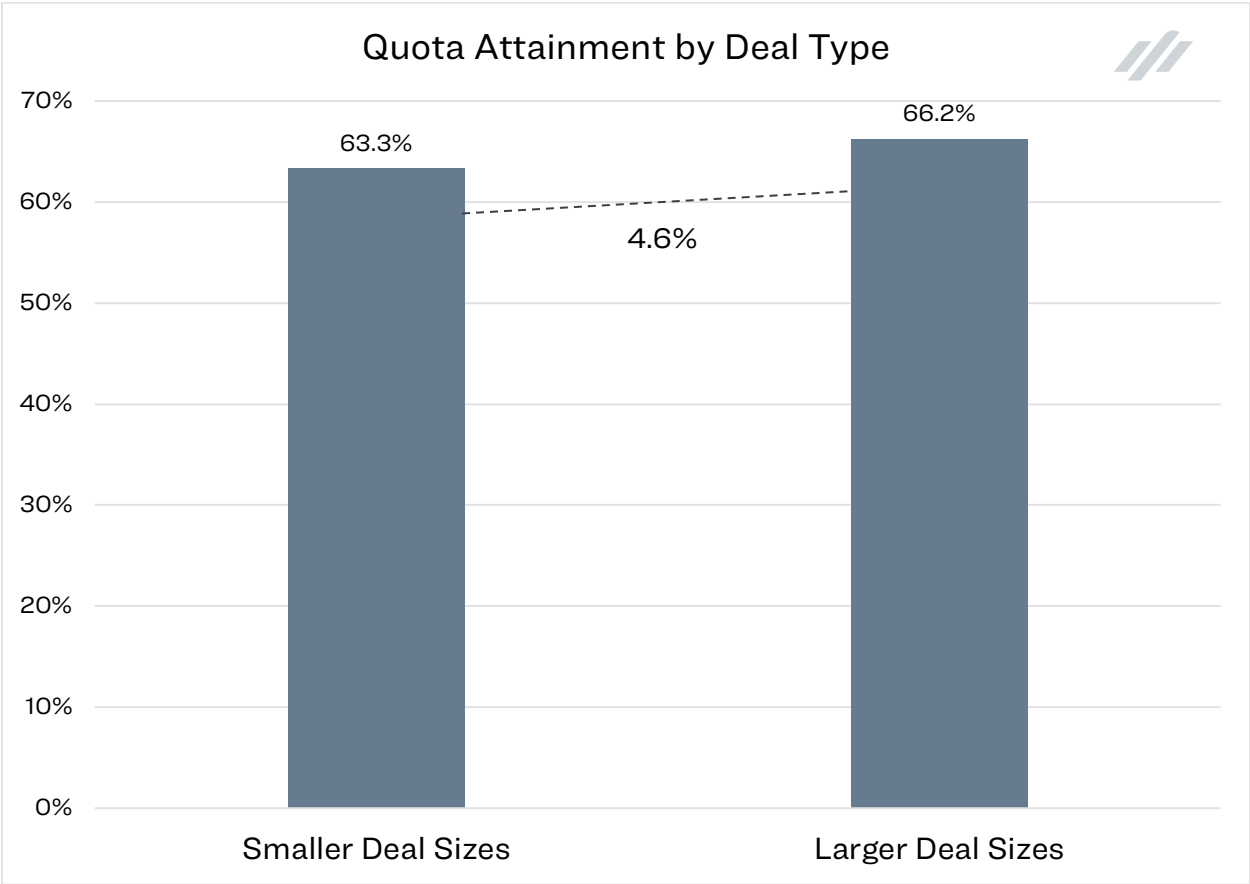
Inbound teams had the highest average quota attainment—16.5% higher than outbound teams

The overall quota attainment was 63.5% across all SDRs with both outbound and blended teams close to that average, but inbound teams had a significantly higher attainment rate (16.5%).



SDRs working on larger deal sizes had a quota attainment rate 4.6% higher than SDRs who work on smaller deals

Whether this is a result of different quota strategies or rep ability is unclear, but larger deal sizes did tend to be associated with higher quota attainment.

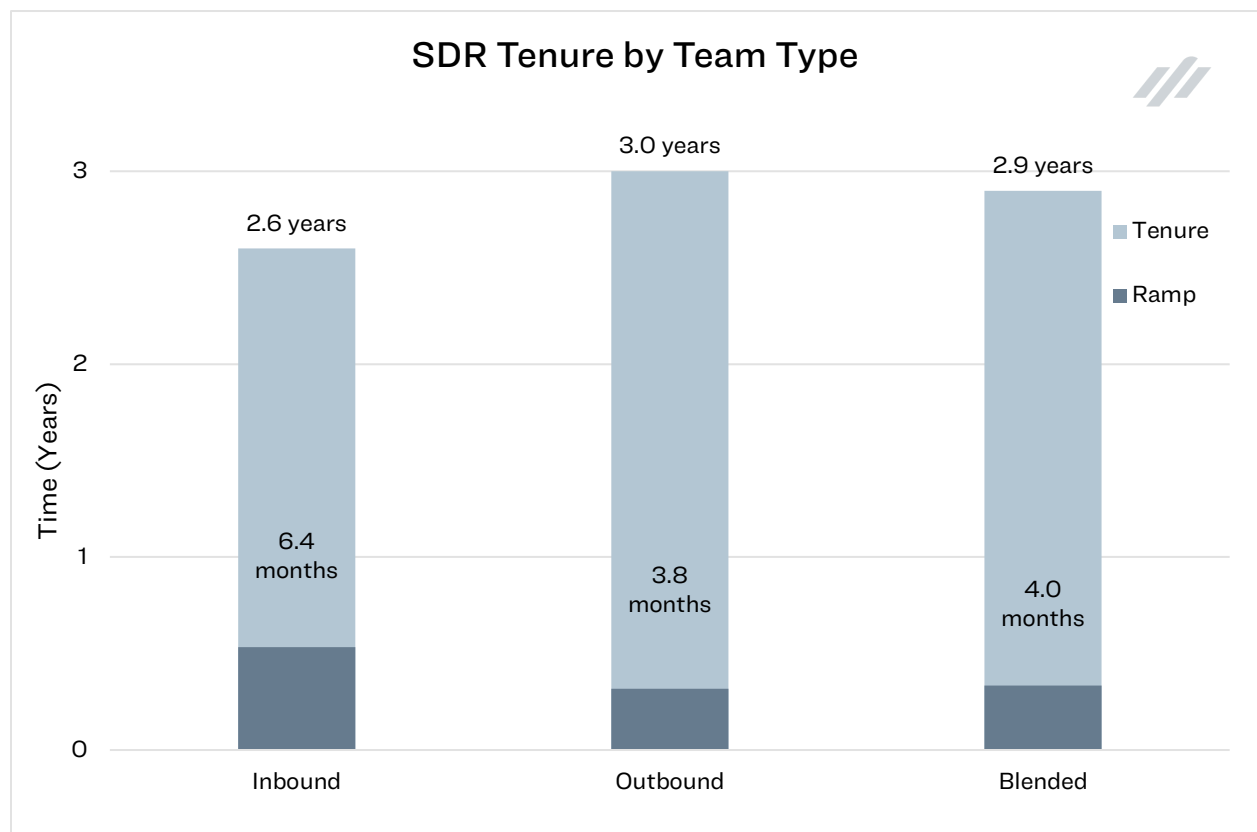


Outbound SDRs tend to have the longest time at full productivity in their position

The overall average tenure for SDRs was 2.8 years with an average ramp time of 4.0 months.

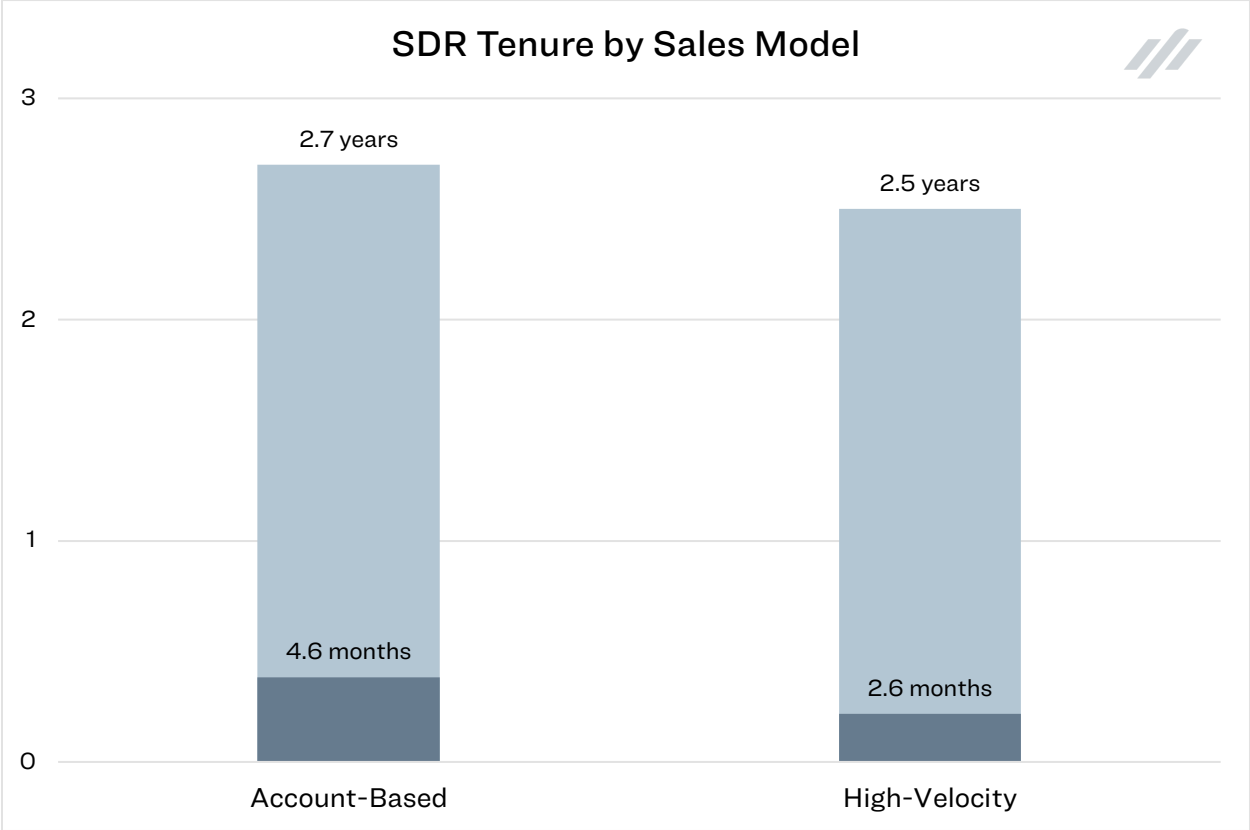
Outbound teams tended to have a slightly longer average tenure (3.0 years) with a slightly shorter ramp time (3.8 months) than other types of SDR teams, meaning that outbound SDRs may have a significantly longer time at full productivity in their role than other SDRs.

Inbound teams were the opposite—they had the longest ramp time (6.4 months) and the shortest average tenure (2.6 years).



SDRs in an account-based model have a longer tenure (by two months) but also a longer ramp time (by two months)

Because the tenure (2.7 years) and ramp time (4.6 months) are both longer for account-based SDRs than high-velocity SDRs (2.5-year tenure, 2.6-month ramp time), the time at full productivity ends up being similar for the two sales models.



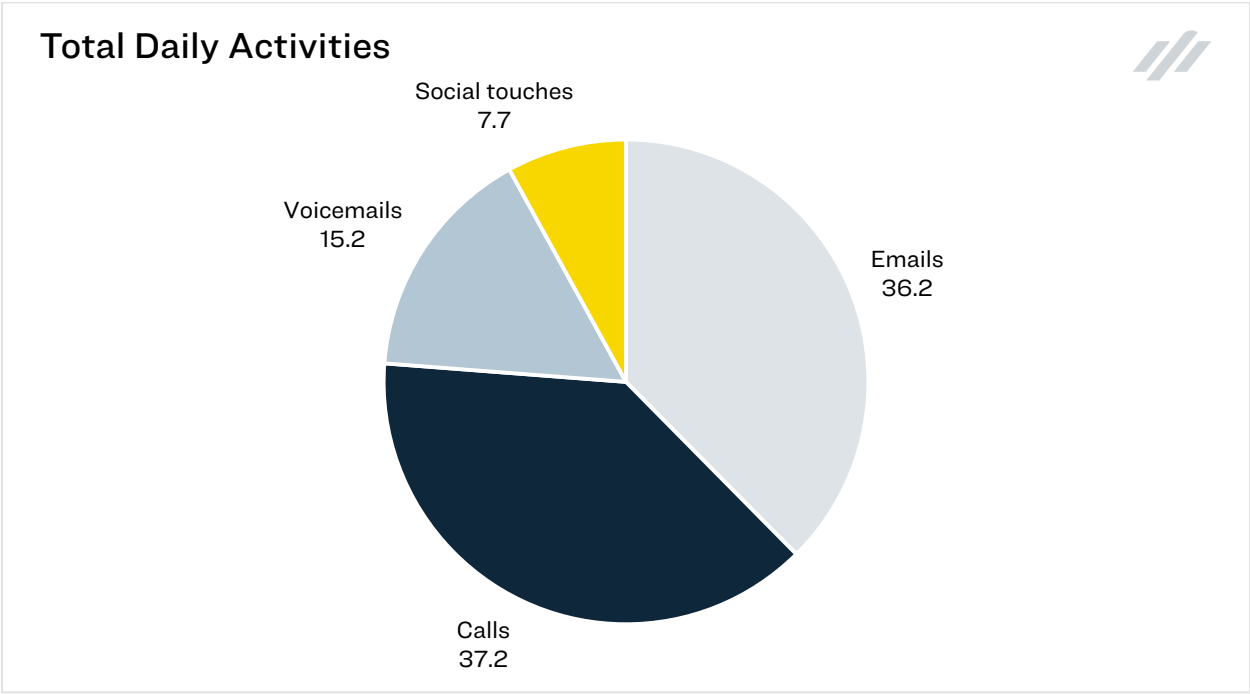
PIPELINE

Sales development reps did an average of 93.8 daily activities including an average of 37.2 phone calls (39.7%), 36.2 emails (38.6%), 15.2 voicemail messages (15.2%), and 7.7 social media touches (8.2%). These activities led to an average of 13.6 meaningful conversations a day—14.5% conversation rate. These 13.6 conversations per day resulted in an average of 22.5 appointments set per month—a 5.5% appointment rate. 73.2% of appointments set become opportunities passed to account executives and the typical sales development rep had 12.3 opportunities accepted per month--74.8% opportunity acceptance rate. Of the opportunities accepted, 33.2% closed, which means that the average sales development rep is responsible for about 12.3 deals per quarter.

From start to finish of the sales pipeline, it's interesting to note that it takes roughly 458 activities on average to close 1 deal per quarter (assuming 60 work days per quarter). This is an interesting benchmark for SDRs to see how the potential clients they're pursuing are moving through the pipeline.

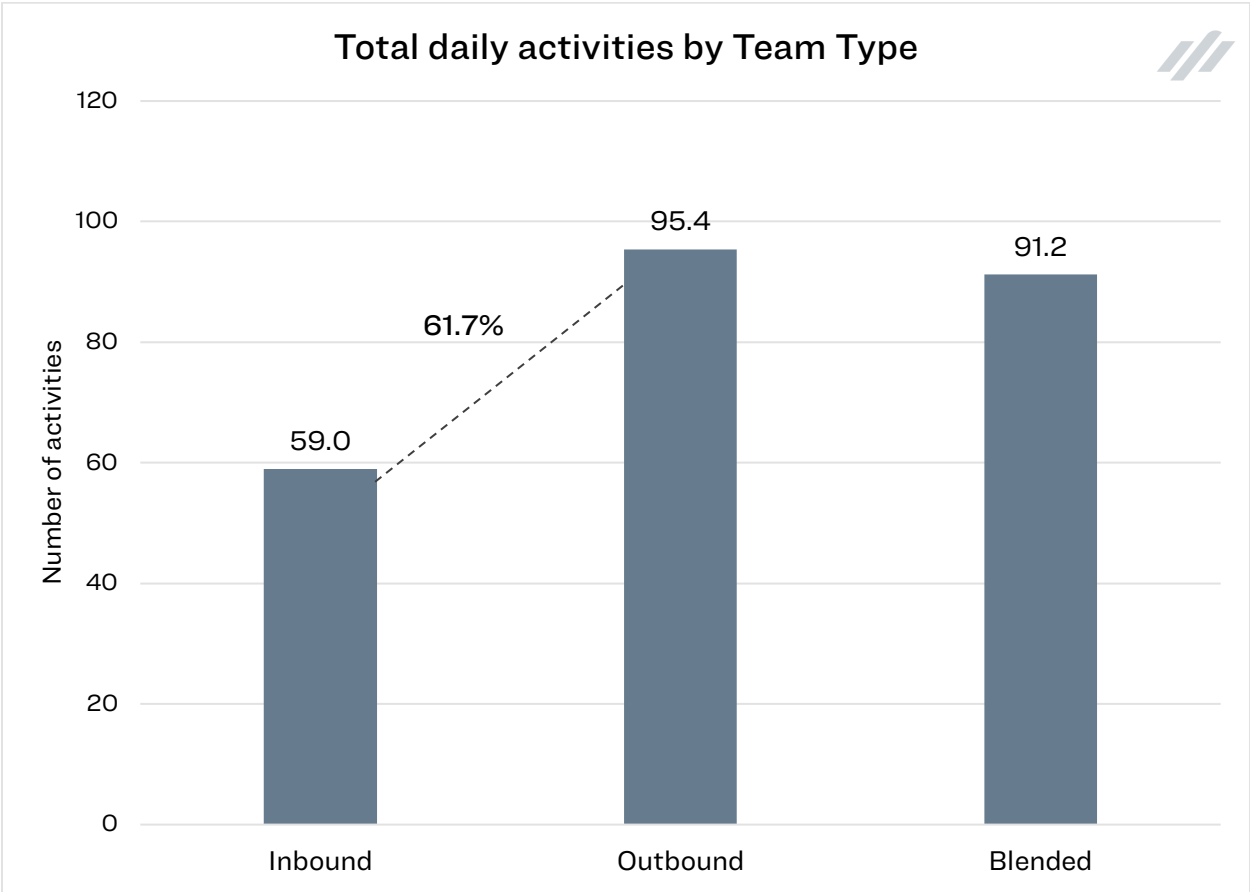
Phone calls are the most popular activity performed by sales development reps (37.2 per day)

Using the phone is slightly more popular than using email (37.2 calls per day versus 36.3 emails per day). While email is used by 96.0% of SDRs, it only represents about a third (37.6%) of SDR's activities. 63.9% reported using social media for prospecting in their daily routine, but it only represented 8.0% of daily activities.



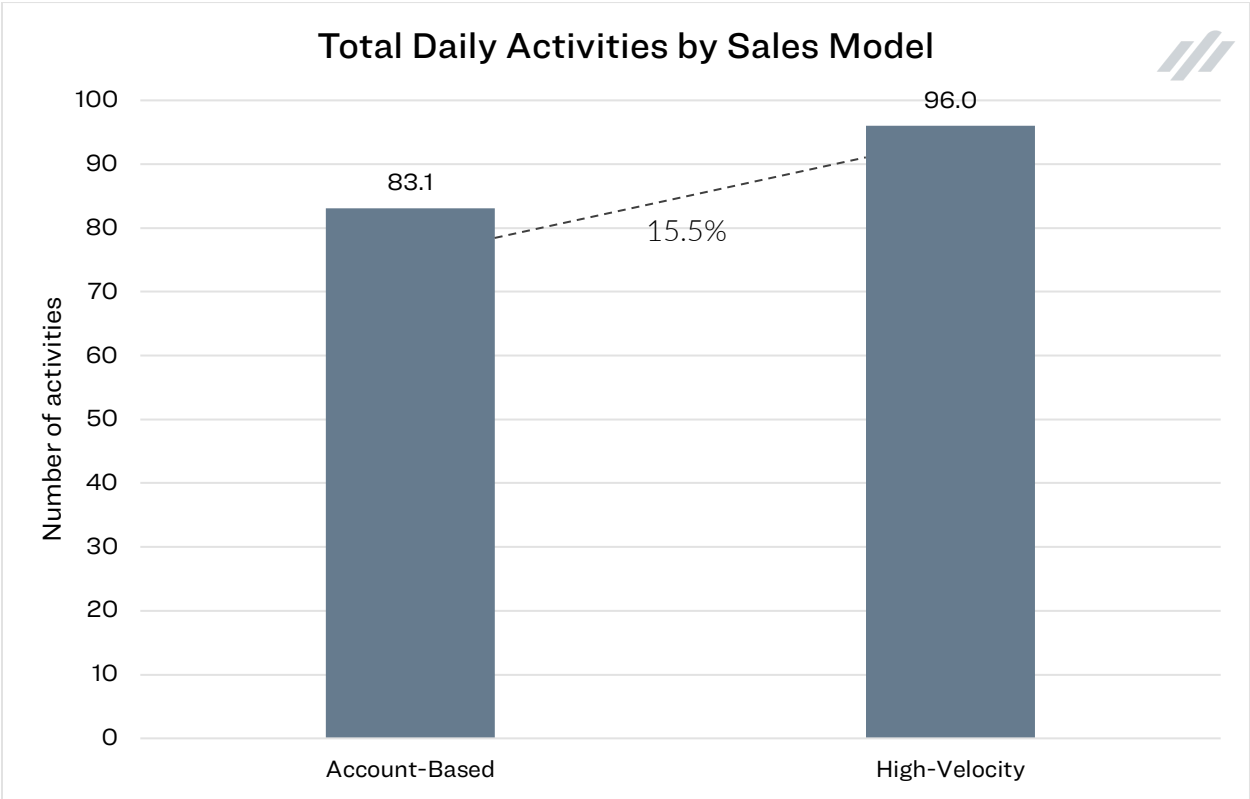
Outbound teams did 61.7% more activities per day than inbound teams on average

Outbound and blended teams had a similar number of activities per day (94.4 and 91.2 respectively). Inbound teams did much fewer prospecting activities each day. In fact, outbound teams reported doing 61.7% more activities per day than inbound teams.



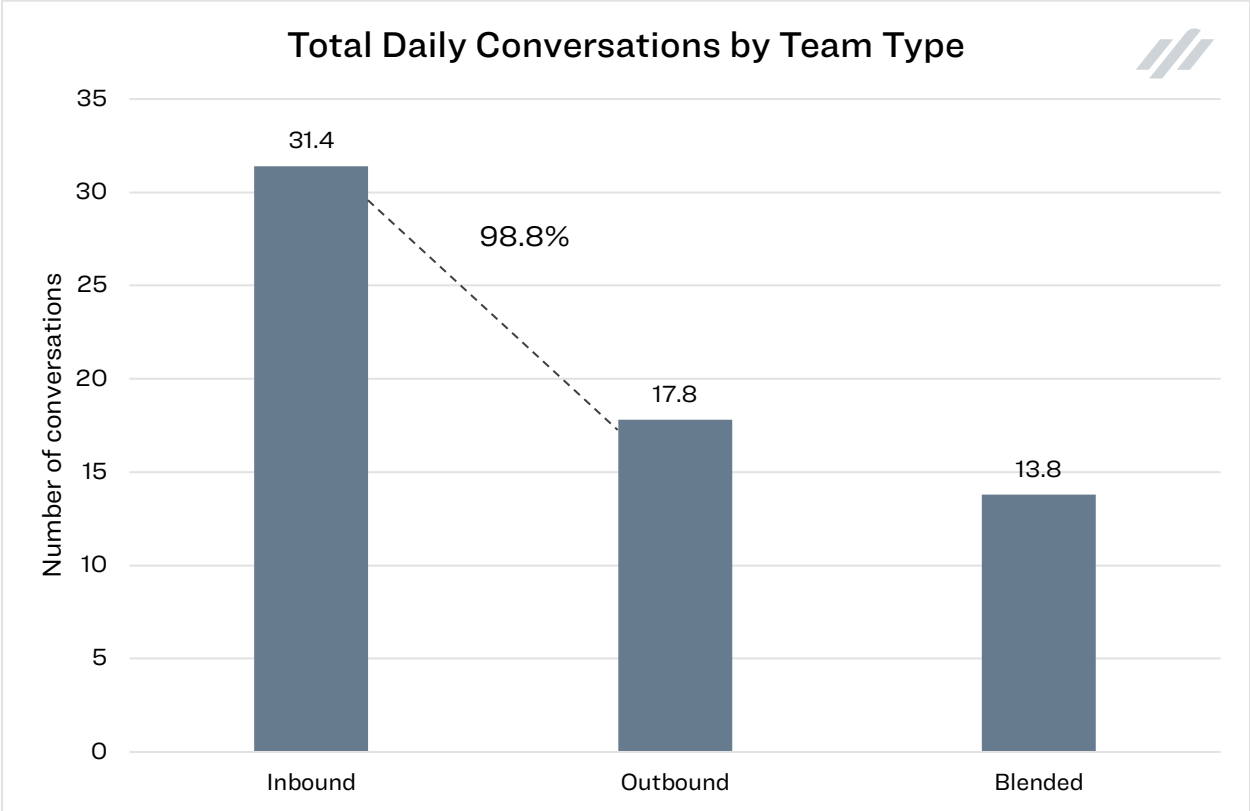
SDRs in a high-velocity sales model tended to do 15.5% more activities than those in an account-based model

High-velocity models are models where 'quantity' is very important while account-based models pride themselves on focusing on 'quality'. It's not surprising that high-velocity models produce 15.5% more activities per day than account-based models.



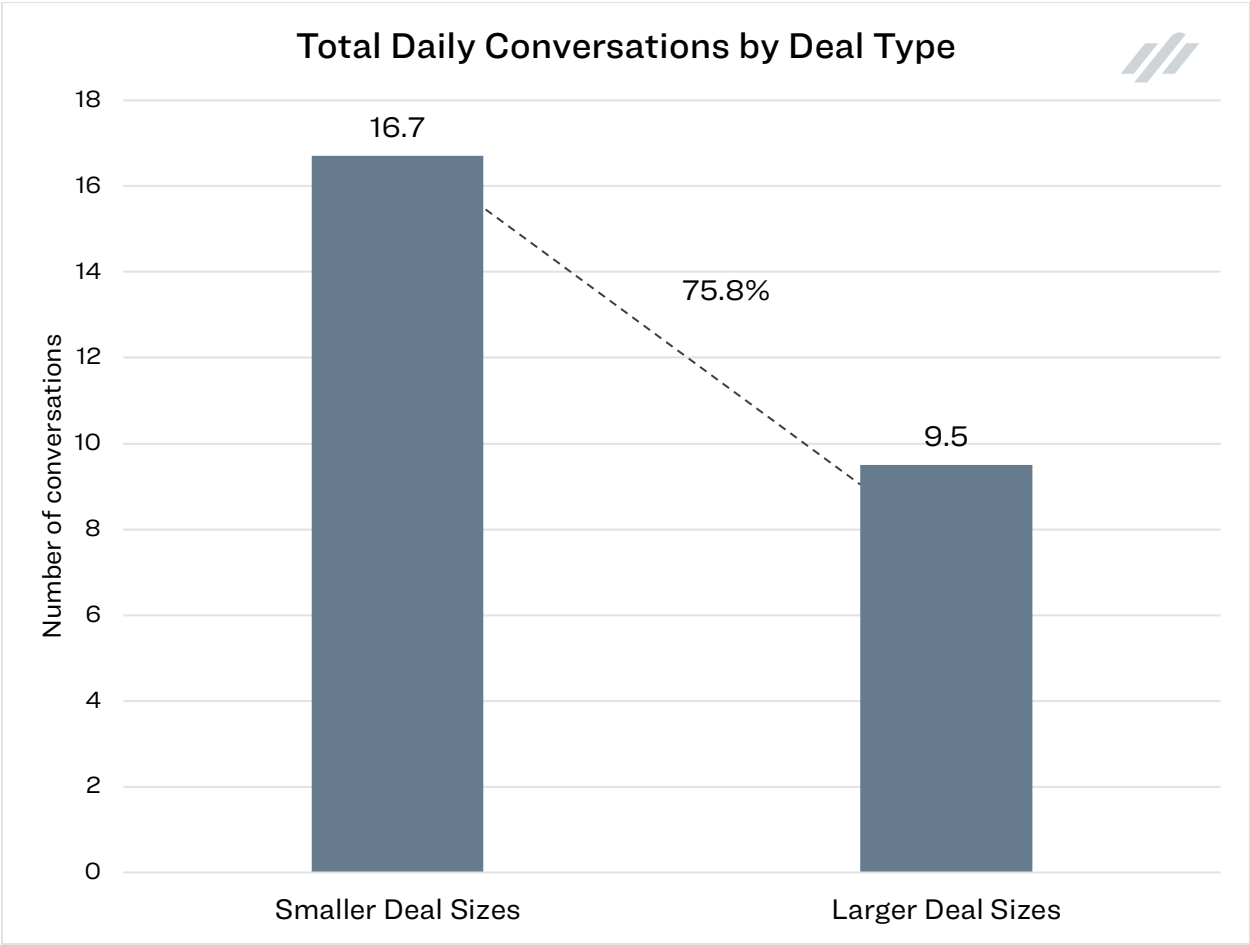
Inbound SDR teams had 98.8% more conversations per day on average than outbound teams

Outbound SDRs teams report doing 61.7% more activities than inbound teams but inbound teams report having 98.8% more conversations than outbound teams. The higher amount of time spent having conversations may also explain the lower numbers of overall activities for inbound teams.



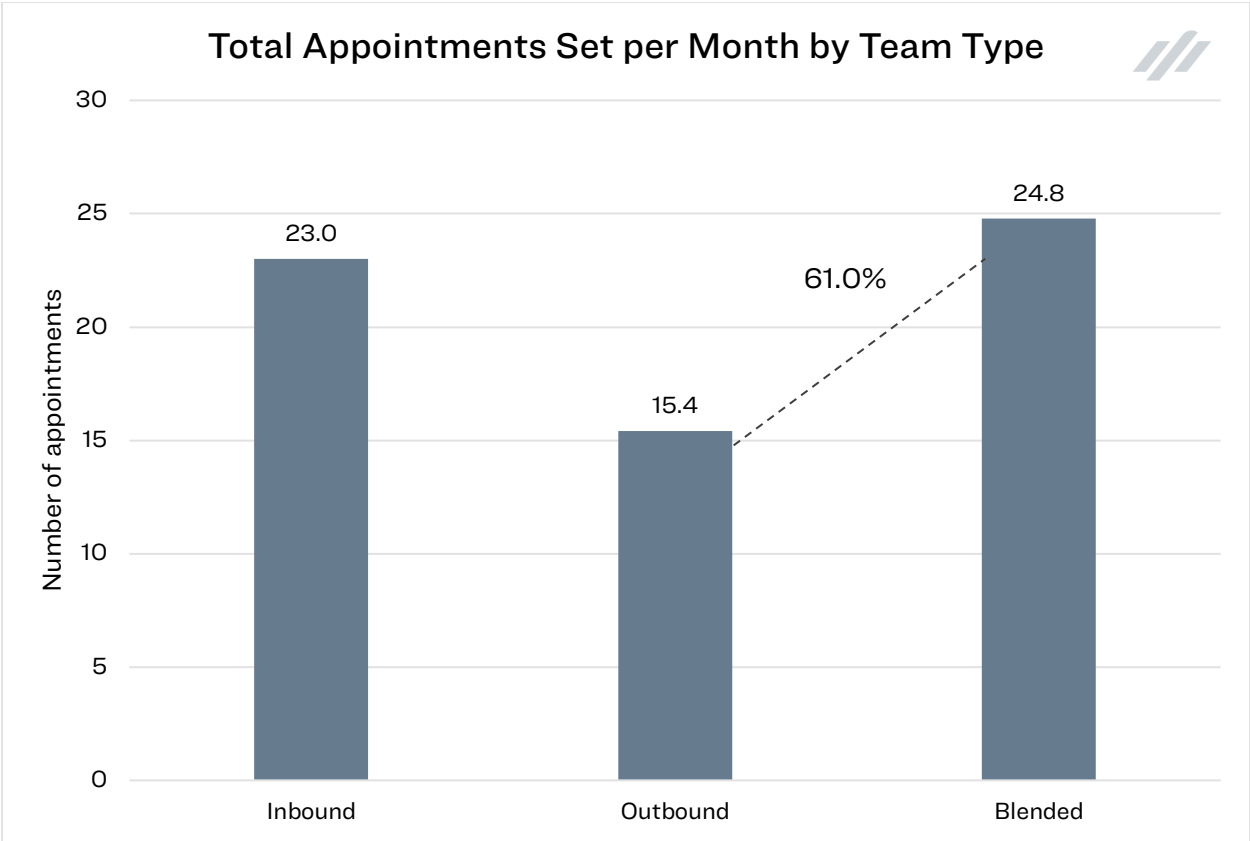
SDRs working smaller deals tend to have 75.8% more conversations per day than those working larger deals

Smaller deals are more transactional in nature and have a shorter sales cycle. SDRs who focus on smaller deals have 75.8% more conversations per day than those working larger deals.



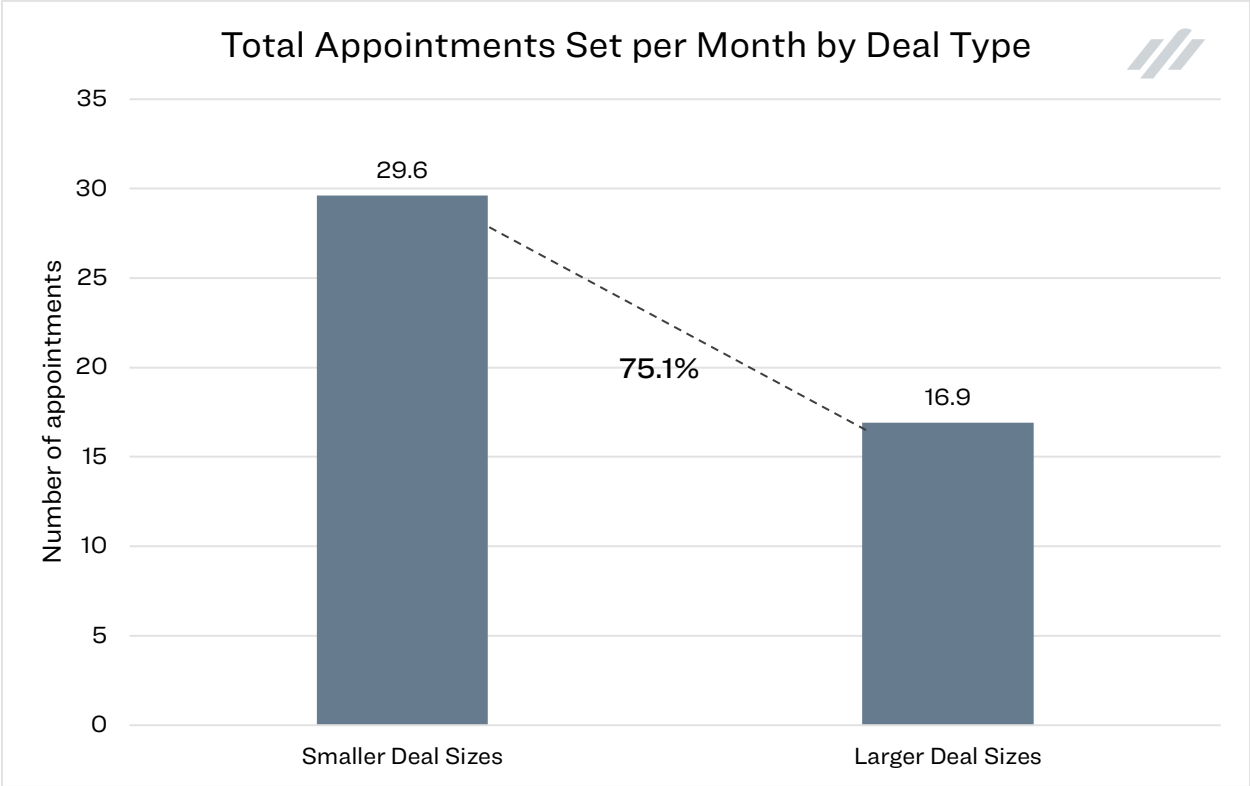
Blended teams set the highest number of appointments per month, followed closely by inbound teams

Blended and inbound teams were able to set a higher number of appointments per month than outbound teams. For comparison, blended teams set 61.0% more appointments on average than outbound teams.



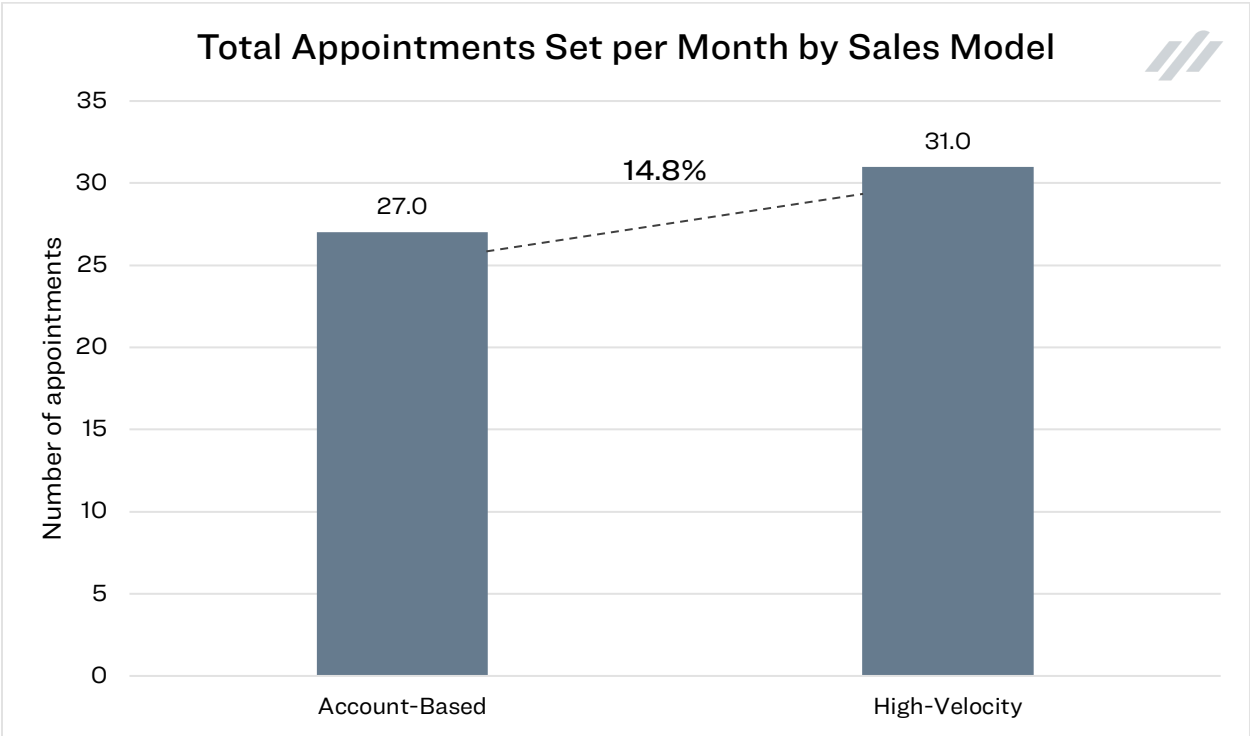
SDRs working smaller deals sizes tend to set 75.1% more appointments per month than those working larger deals

As smaller deals tend to be less complex and don't require as high-level of decision makers, SDRs are able to set appointments more easily than those who are focused on larger deals.

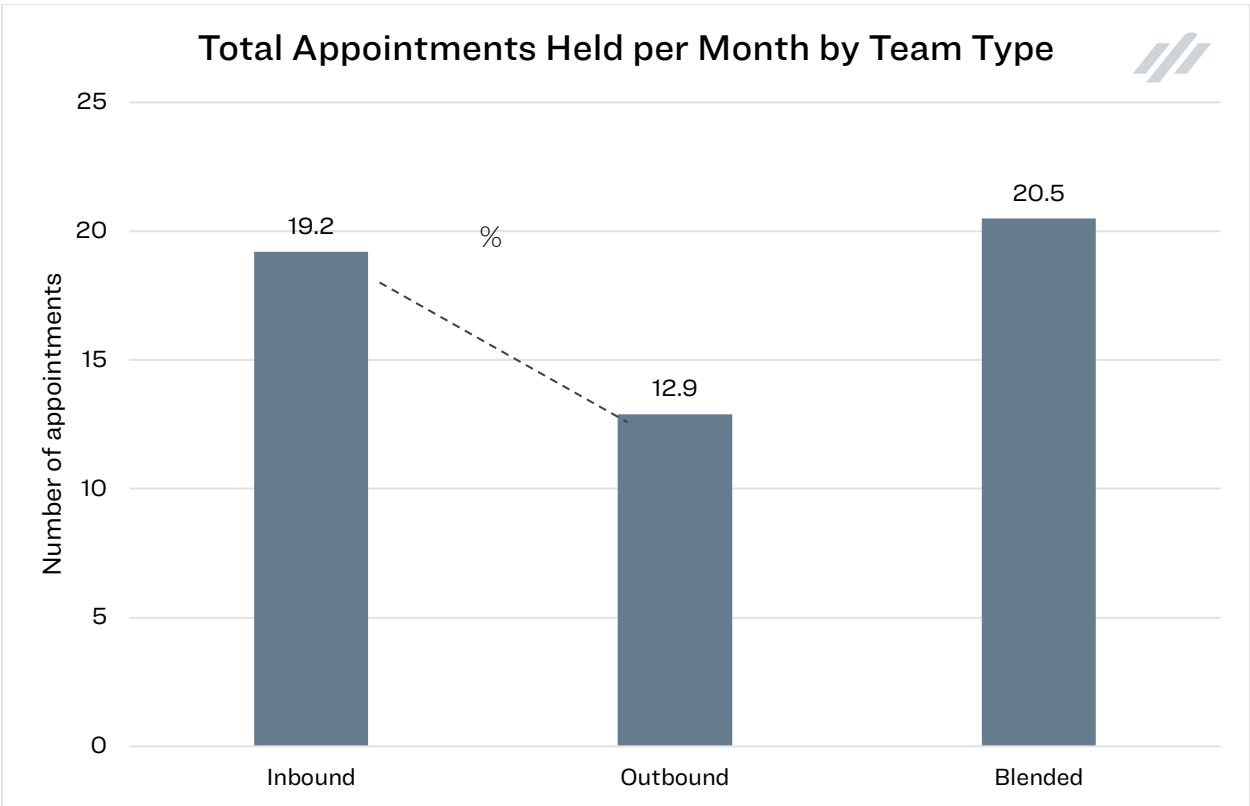


High-velocity sales models allowed SDRs to set 14.8% more appointments each month than those working in an account-based sales model

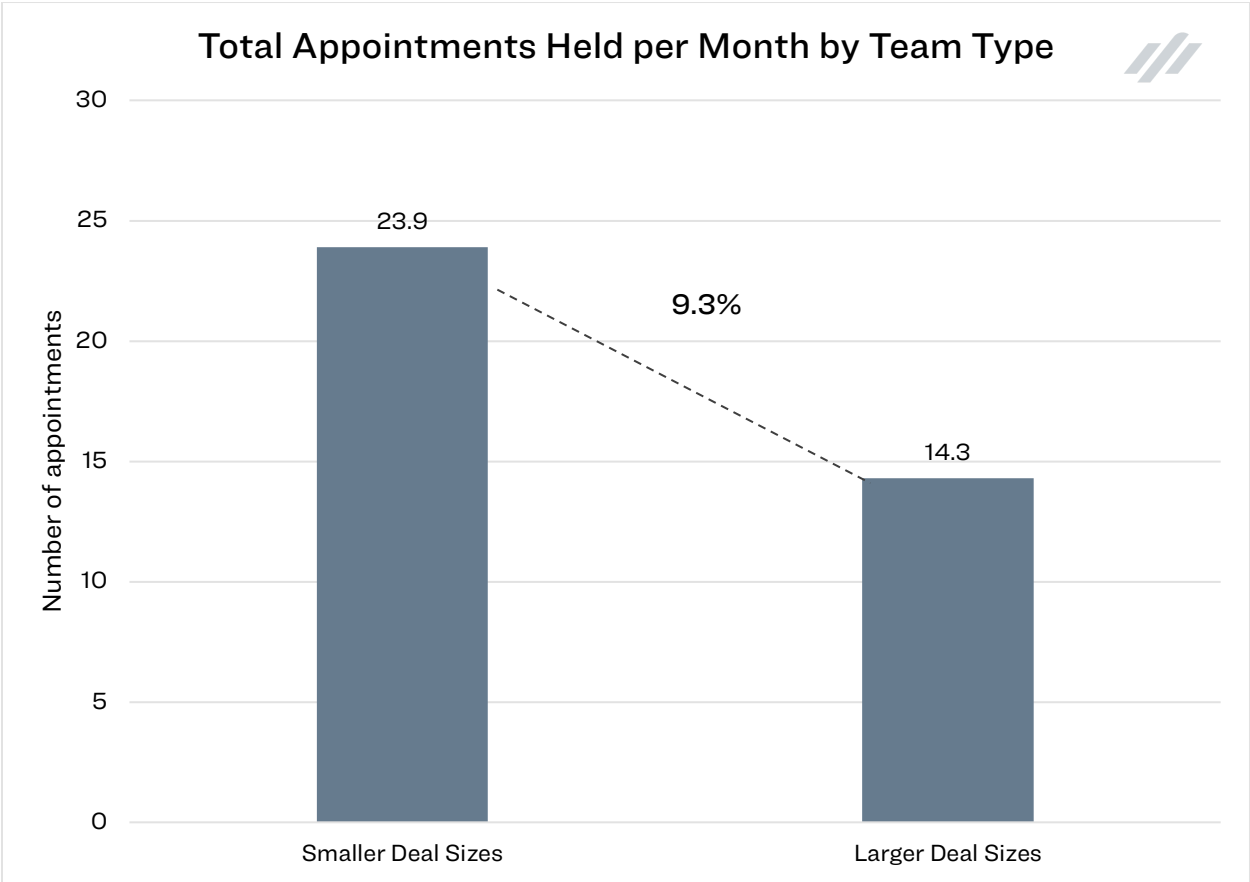
As account-based sales tends to target more decision makers per account, appointments are more difficult to set than for SDRs in a high-velocity model.



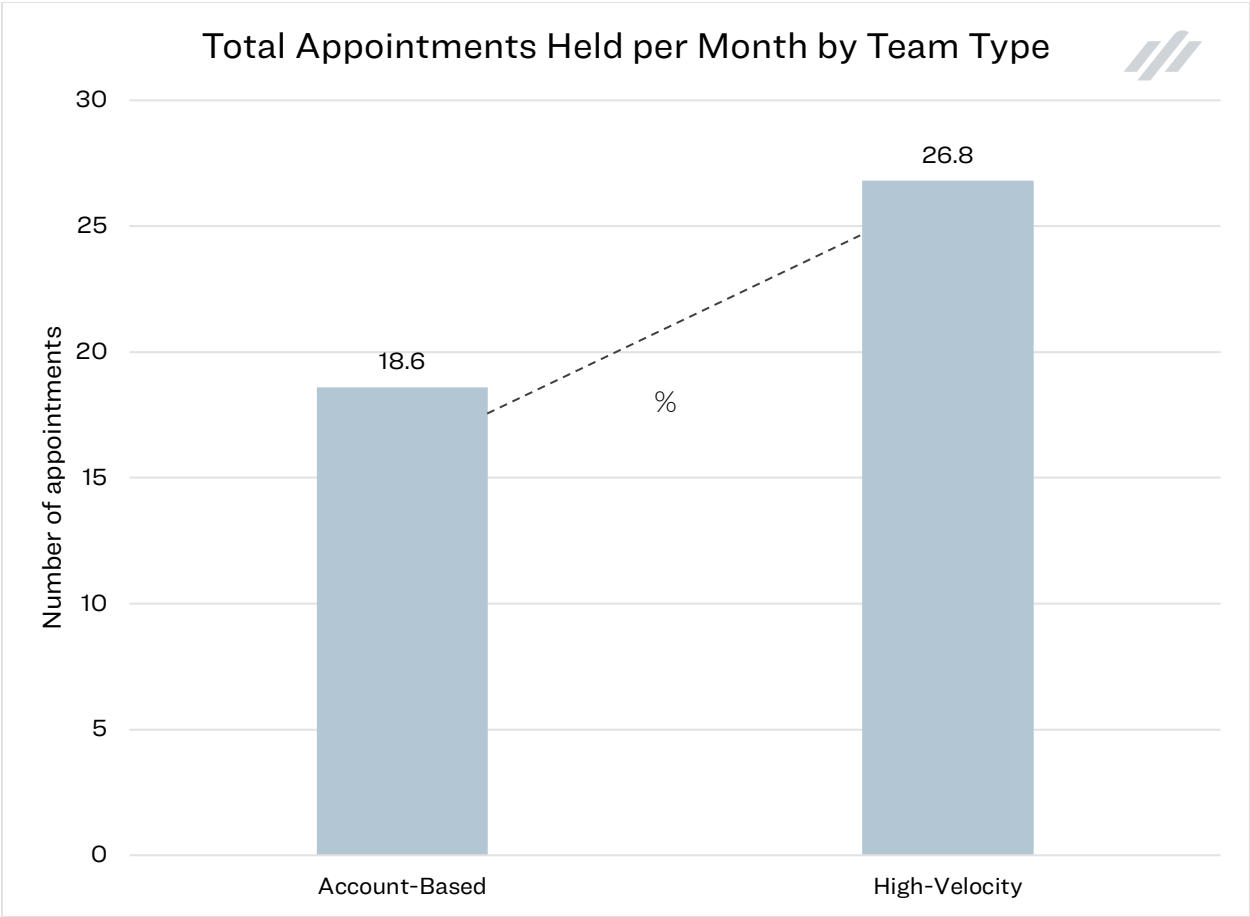
Appointments Held



Deal type: T: 23.9, R: 14.3

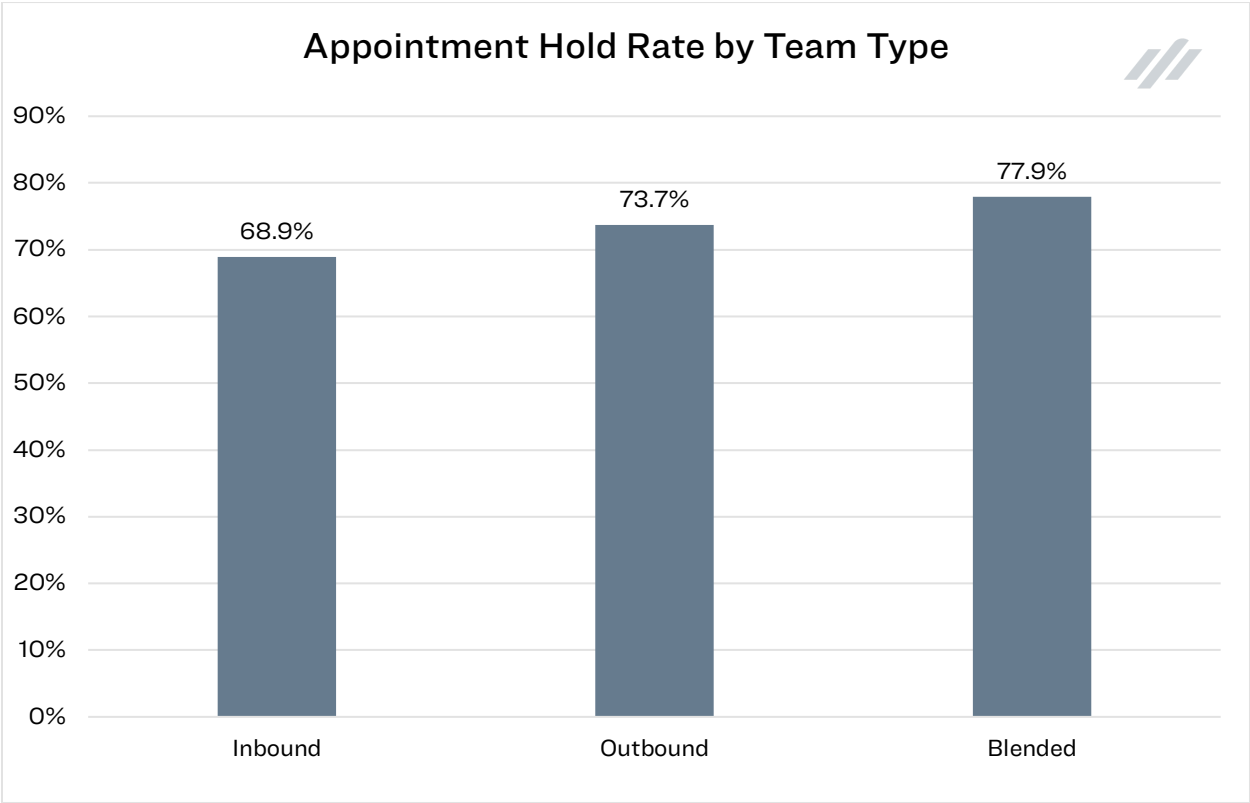


Sales model: AB: 18.6, HV: 26.8



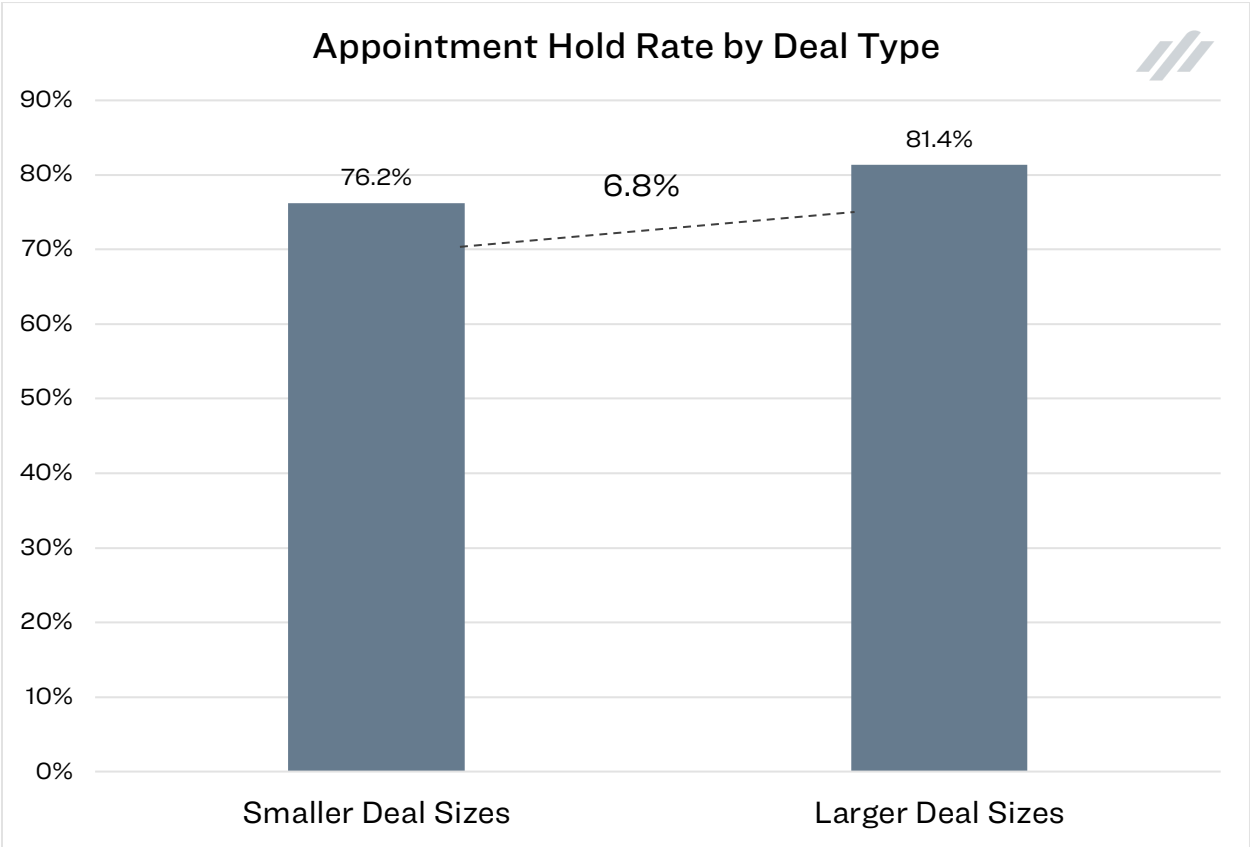
Blended teams have the highest appointment held percentage (77.9%)

While inbound SDRs were able to do more activities per day and have more conversations, they had a lower appointment held percentage in comparison with other teams. Blended teams (77.9%) had a 13.1% higher hold rate than inbound teams (68.9%).



SDRs who work larger deals have 6.8% higher hold rates than SDRs who work smaller deals

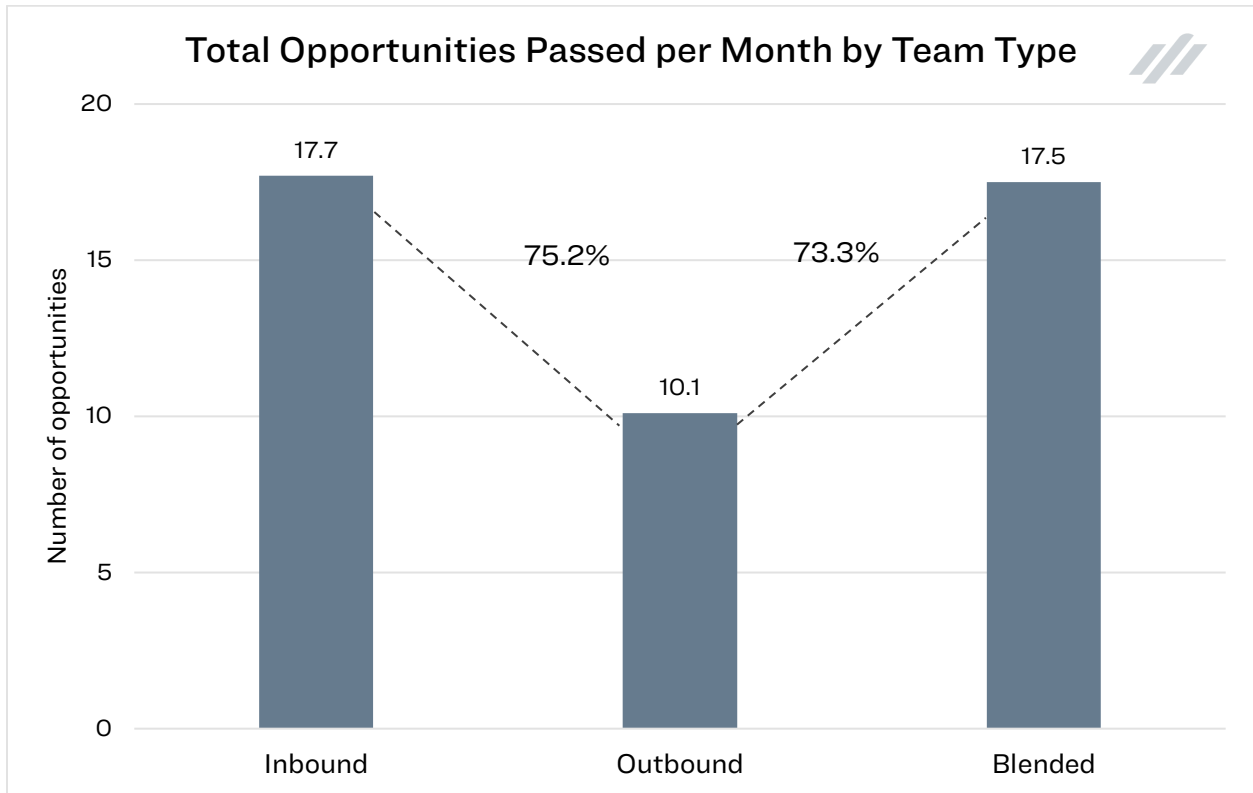
The hold rate between SDRs who work small and large deals is minimal. SDRs who focus on larger deals have hold rates that are 6.8% higher than SDRs who focus on smaller deals.



Opportunities Passed

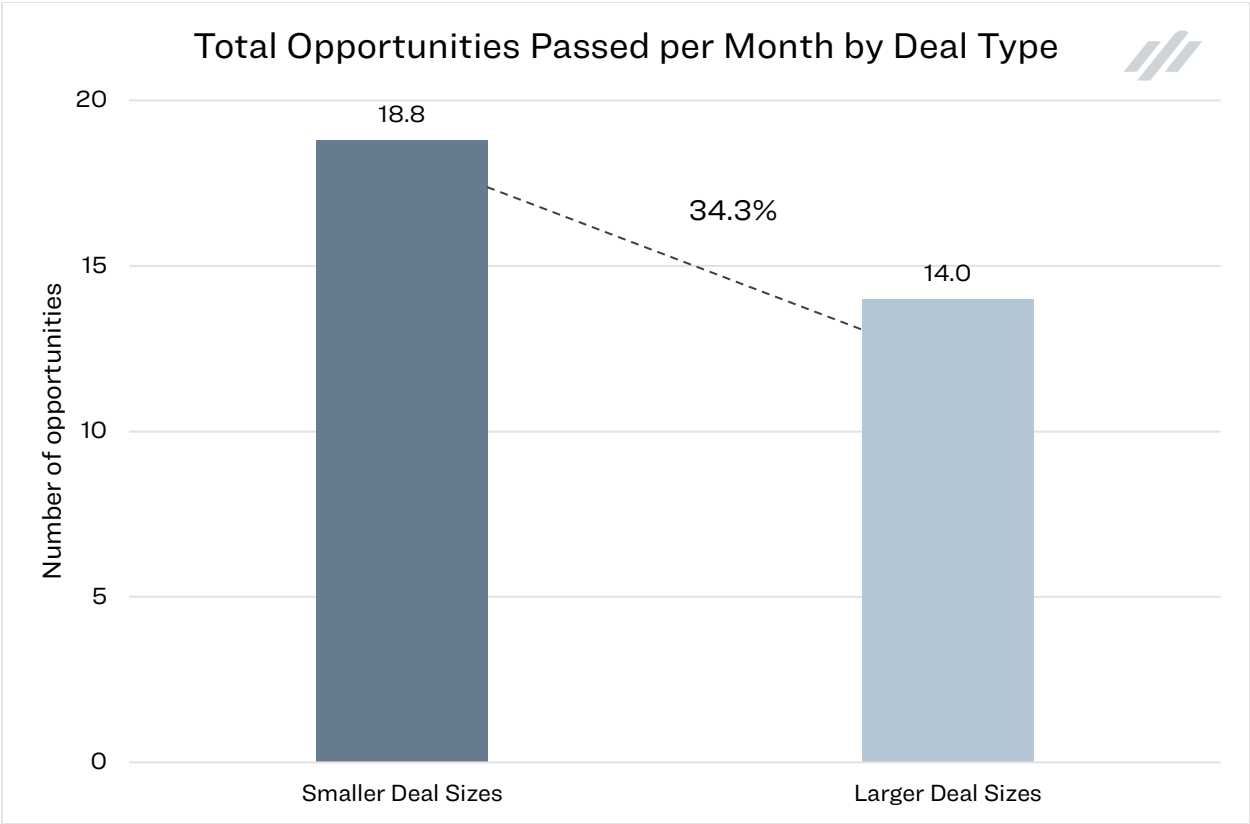
Inbound and blended SDR teams passed about 75% more opportunities per month than outbound SDR teams

Having SDRs performing an inbound motion—whether or not it’s their only focus—tends to yield more opportunities being passed to AEs.



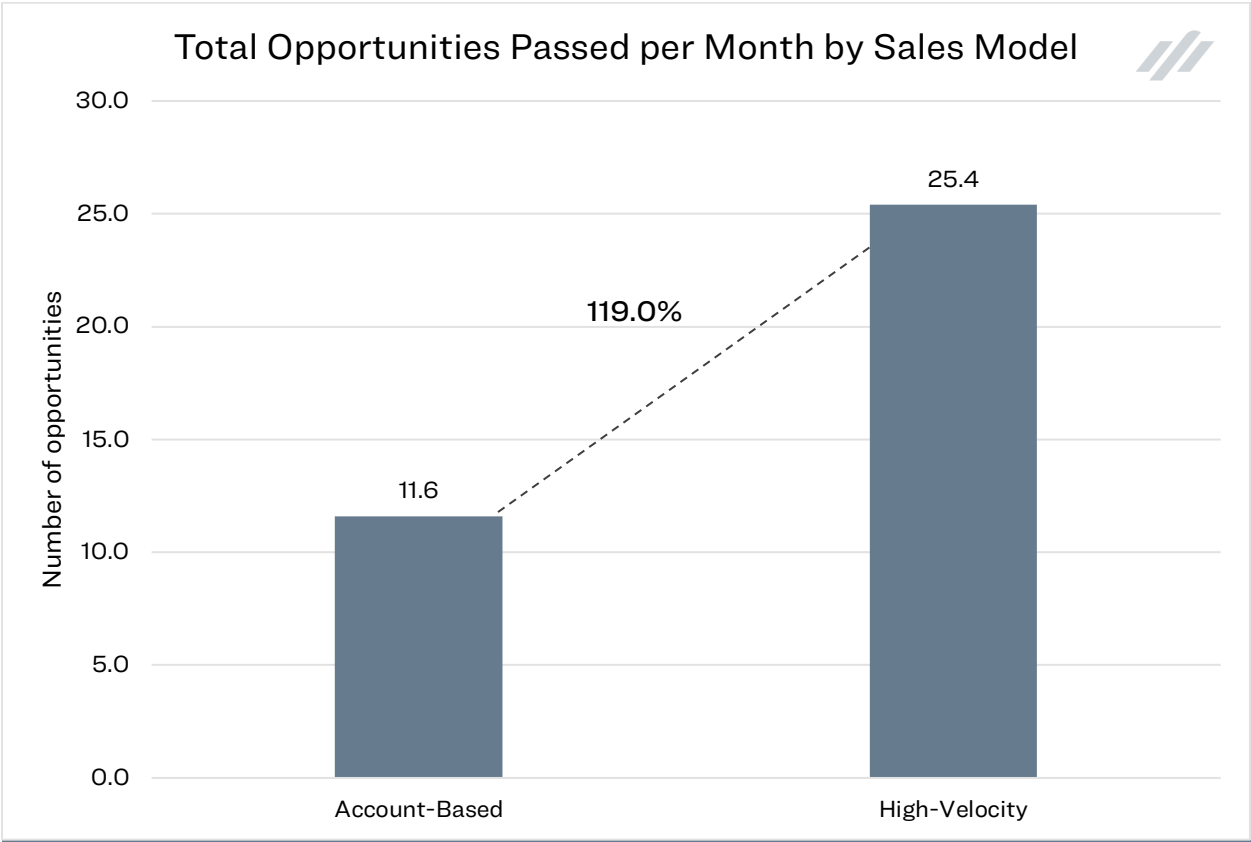
SDRs who sell smaller deals tend to pass 34.3% more opportunities than those who sell larger deals

Smaller deals tend to move more easily through the pipeline as they're simpler deals with shorter sales cycles. This difference in complexity led to a 34.3% difference in number of opportunities passed per month.



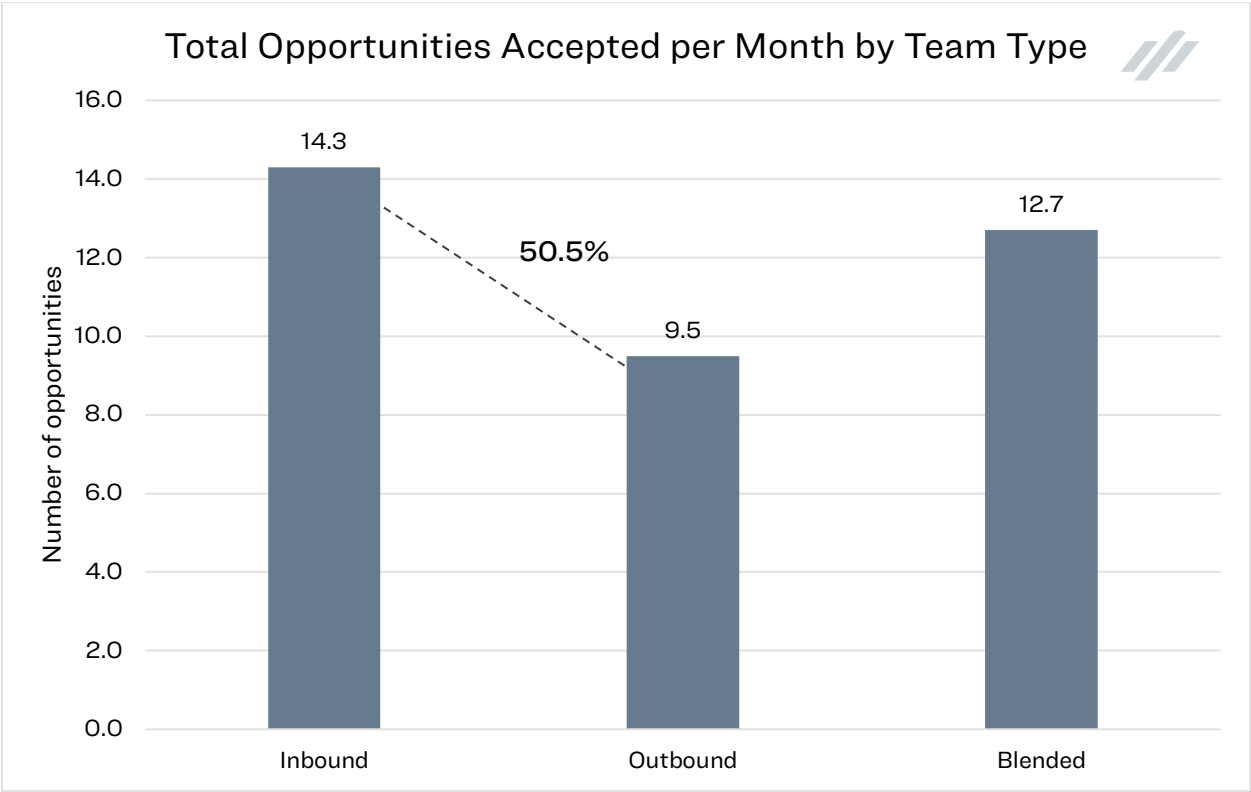
In high-velocity sales models, SDRs pass more than double the number of opportunities than those in account-based sales

High-velocity SDRs pass 119.0% more opportunities to AEs than account-based SDRs on average each month.



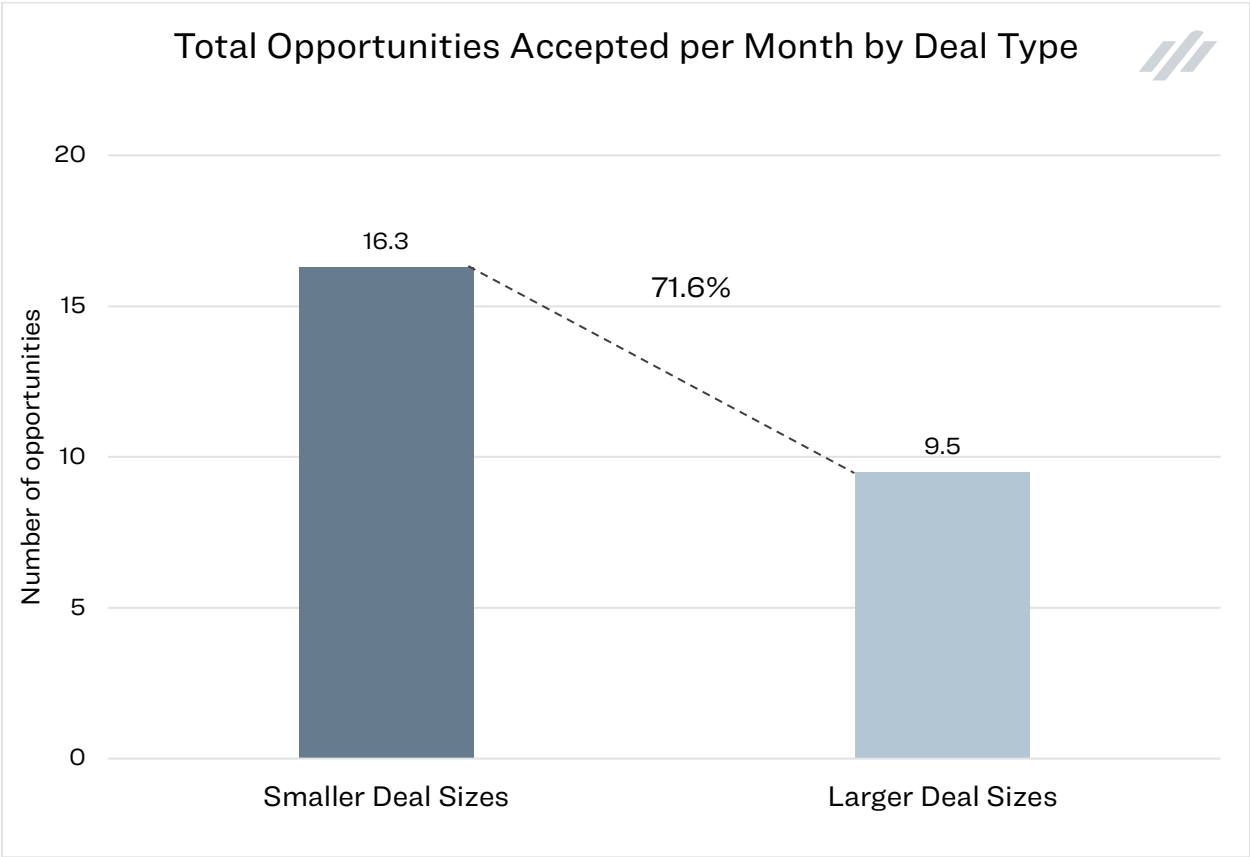
AEs accept 50.5% more opportunities from inbound teams than from outbound teams

Inbound teams had an average of 50.5% more opportunities accepted by AEs. Blended teams were in between inbound and outbound teams in their number of opportunities accepted.



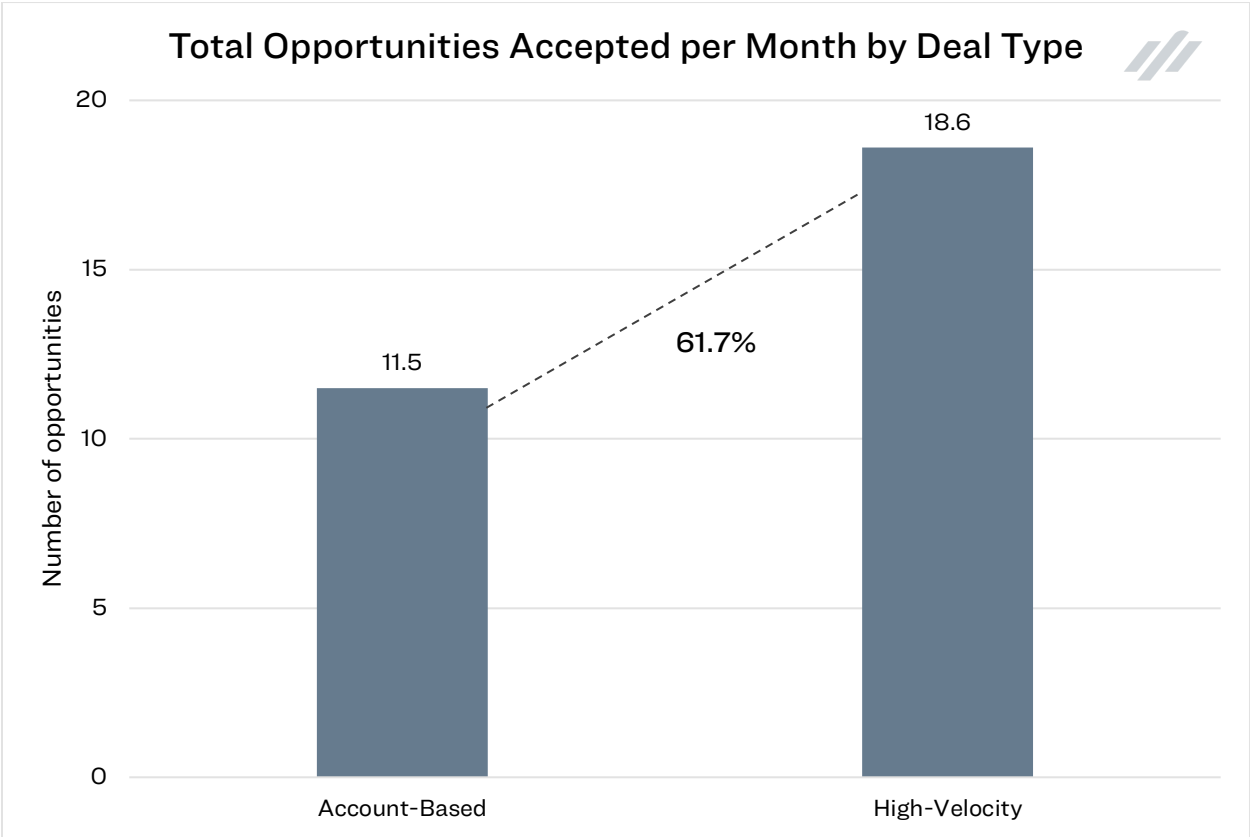
Companies with smaller deals tend to have 71.6% more opportunities accepted by AEs

As deals get larger, there are more moving parts with more decision makers, and it's easier for them to fall out of the pipeline at the handoff between SDRs and AEs. SDRs with smaller deal sizes reported having 16.3 opportunities accepted per month while those with larger deal sizes reported only having 9.5 accepted each month.



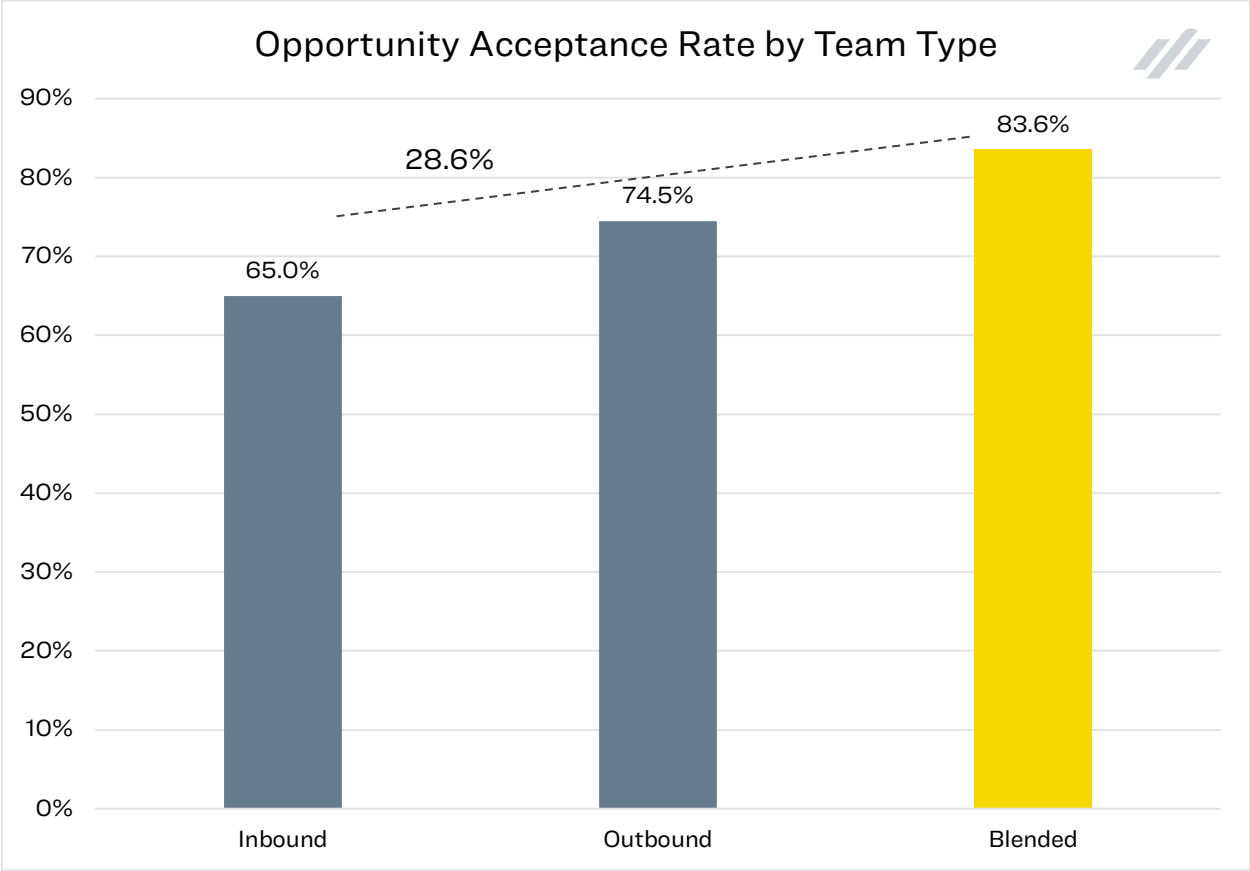
SDRs working in a high-velocity model had 61.7% more opportunities accepted than those in an account-based model

SDRs focus on simpler accounts in high-velocity sales models and a higher number of deals move through the pipeline. 61.7% more opportunities were accepted by AEs in high-velocity models than in account-based models.



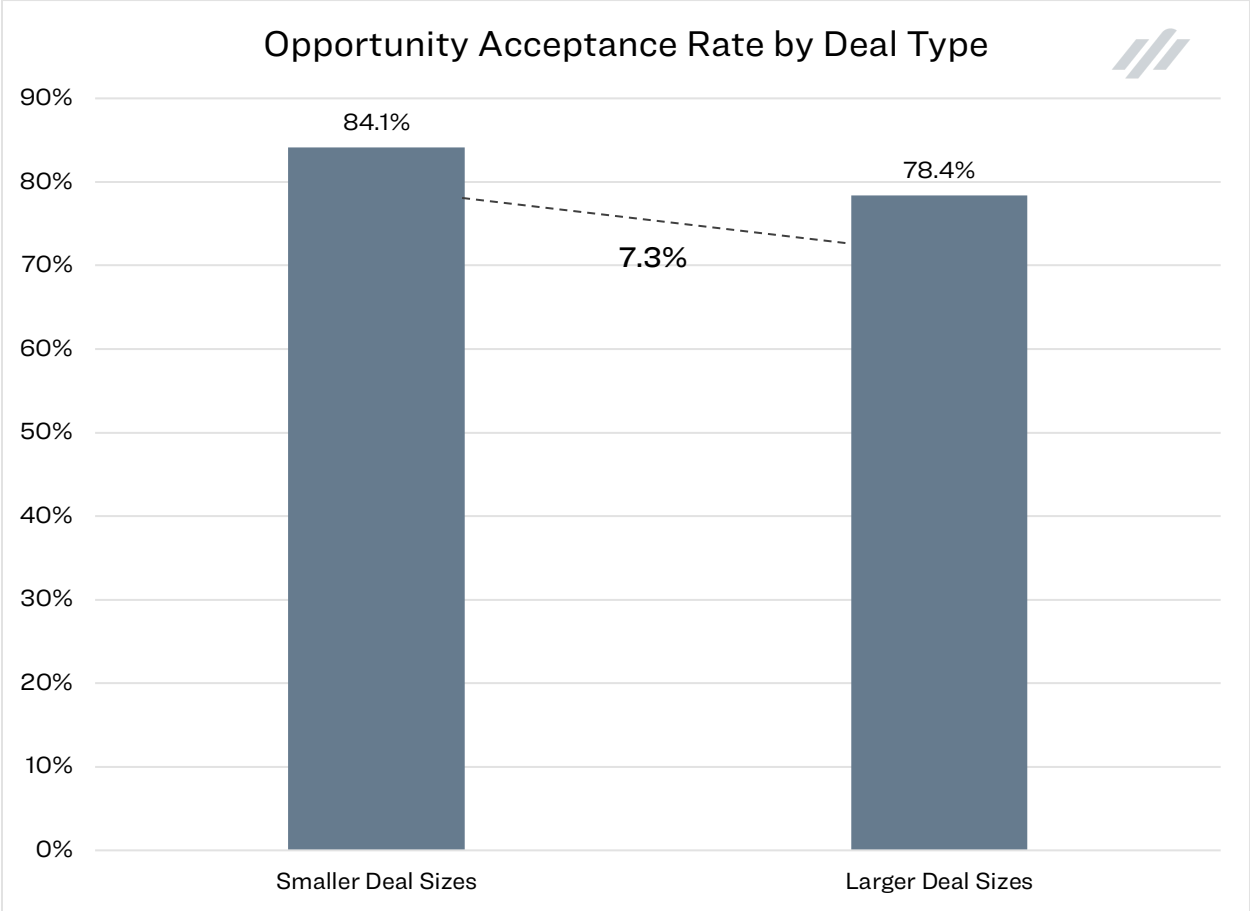
Blended teams report having 28.6% better opportunity accepted rates than inbound teams

Blended teams had 83.6% of opportunities passed be accepted by account executives compared with inbound SDRs that averaged only a 65.0% opportunity acceptance rate. This is 28.6% better acceptance rate for blended teams compared to inbound teams.



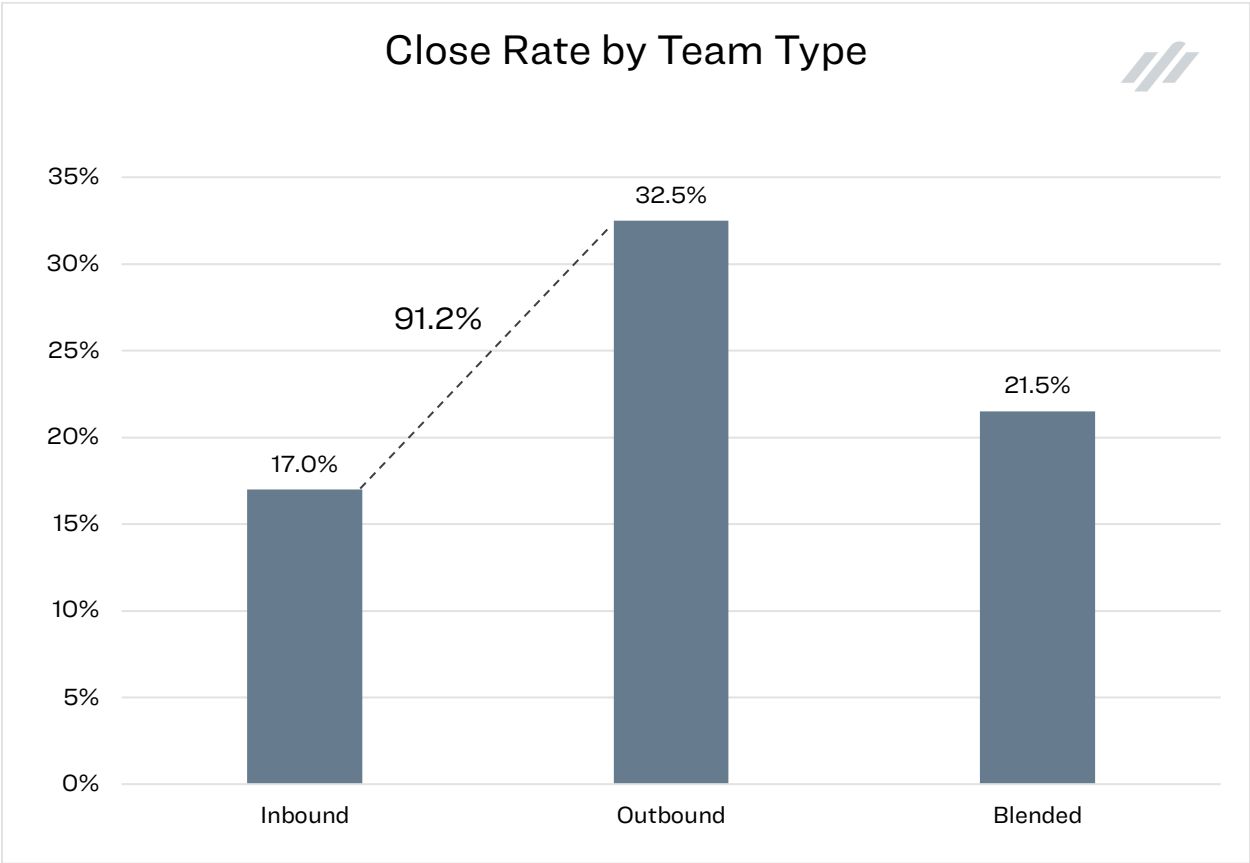
Opportunities were 7.3% more likely to be accepted from SDRs when deal sizes are smaller

Deal size had a minimal effect on opportunity acceptance rates. SDRs who work on smaller deals have a slightly higher acceptance rate than SDRs who worked on larger deals (7.3%).



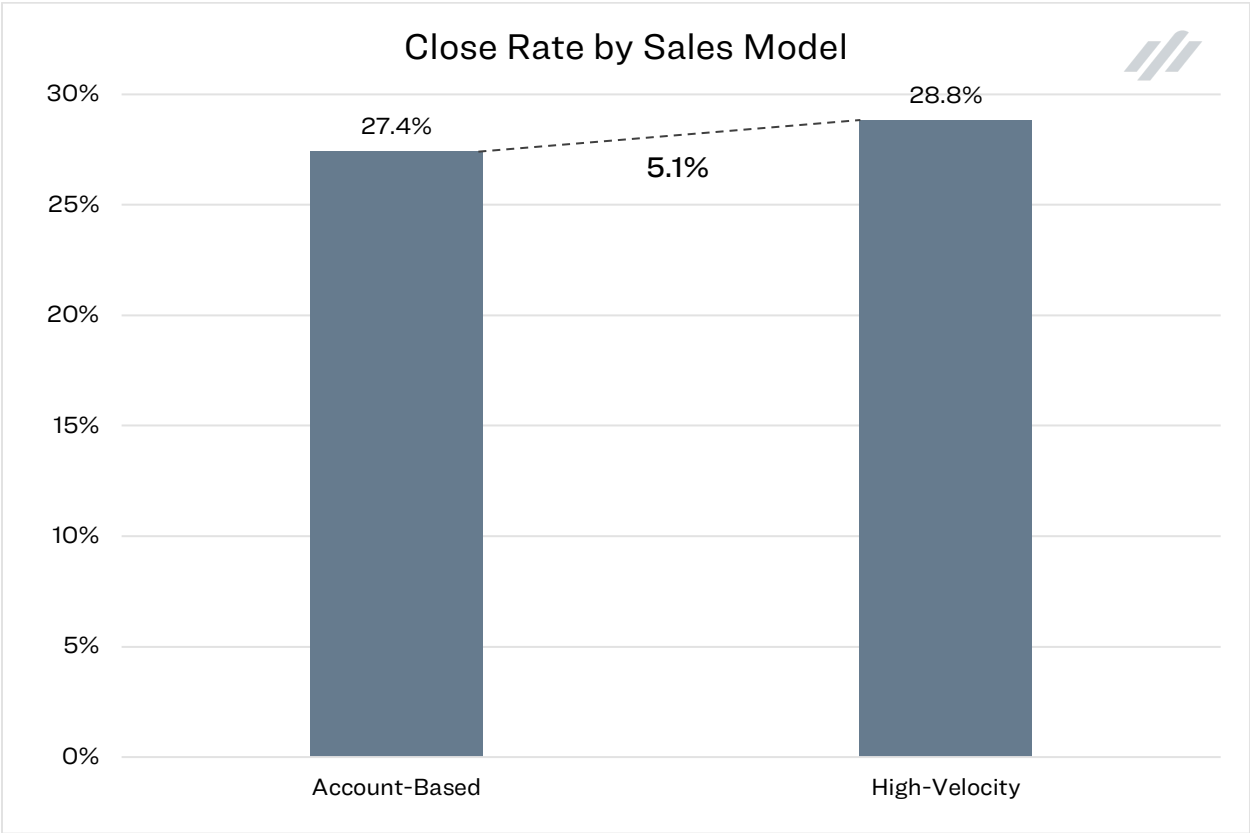
Opportunities sourced from outbound teams were 91.2% more likely to close as those from inbound teams

The average close rate overall was 29.3%. Outbound team's opportunities close 91.2% higher rate than inbound teams.



High-velocity sales teams tended to have a 5.1% higher close rate than those that were account-based

The close rates weren't dramatically different by sales model, but it's interesting to note that high-velocity sales models yielded a slightly higher close rate (5.1%).

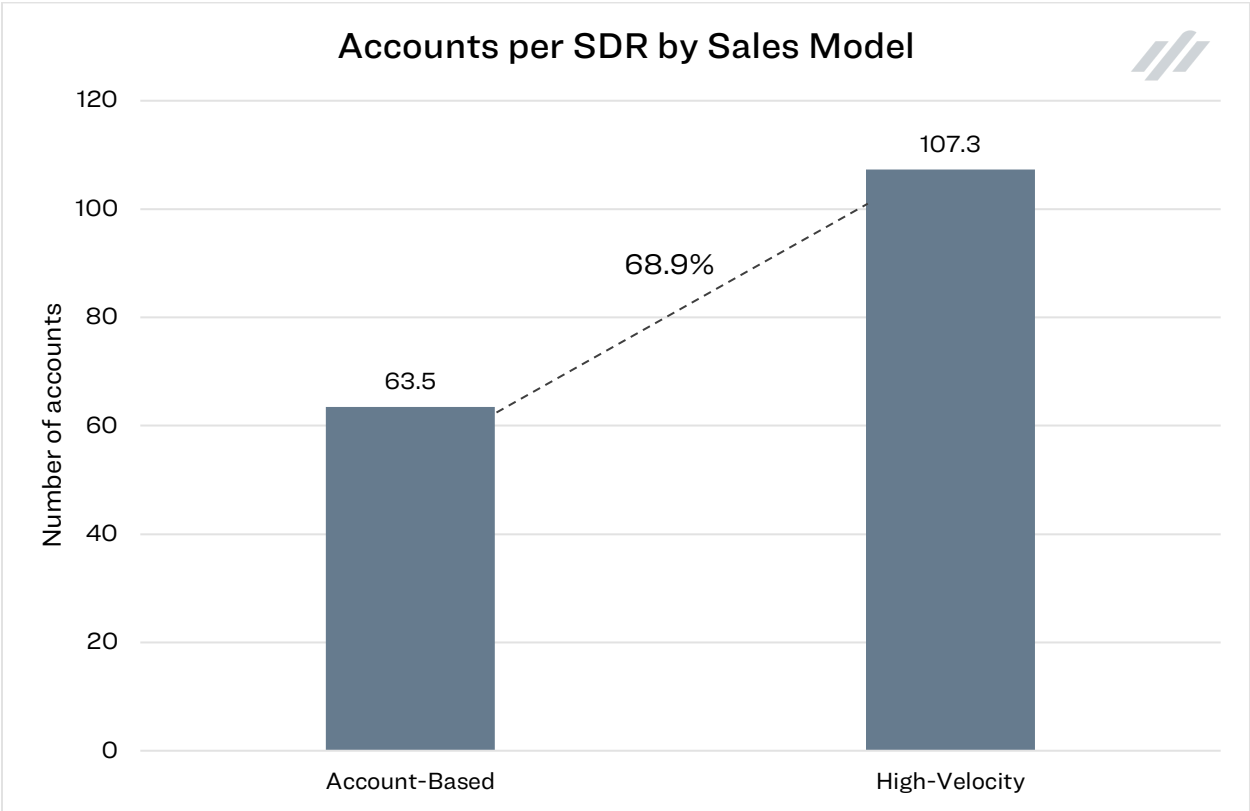


SALES DEVELOPMENT PROCESS

IDENTIFY

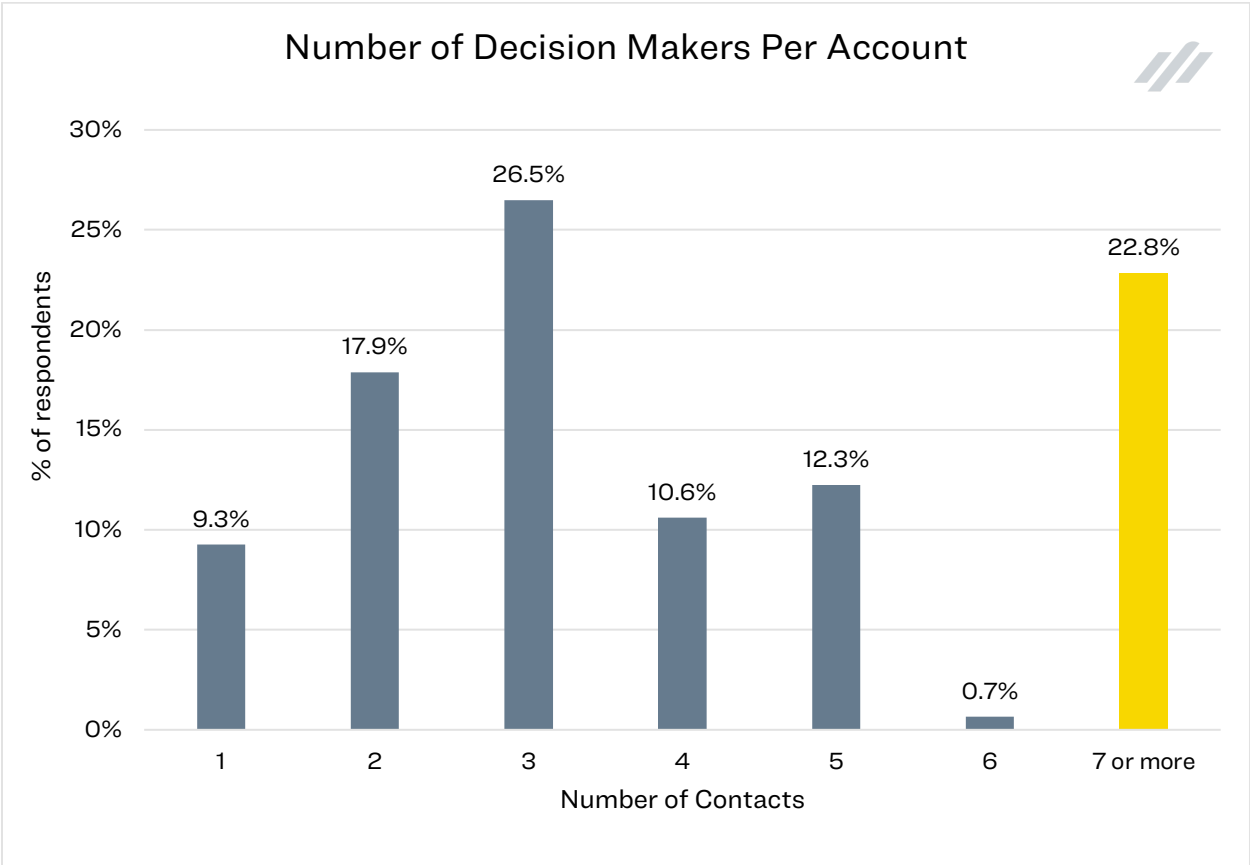
High-velocity SDRs had 68.9% more accounts at a time on average than account-based SDRs

Overall, the average number of accounts an SDR works was 74.2. SDRs working in an account-based system tend to have much fewer accounts at a time (63.5) in comparison with high-velocity SDRs (107.3).



Nearly a quarter of accounts that SDRs work (22.8%) have 7 or more contacts

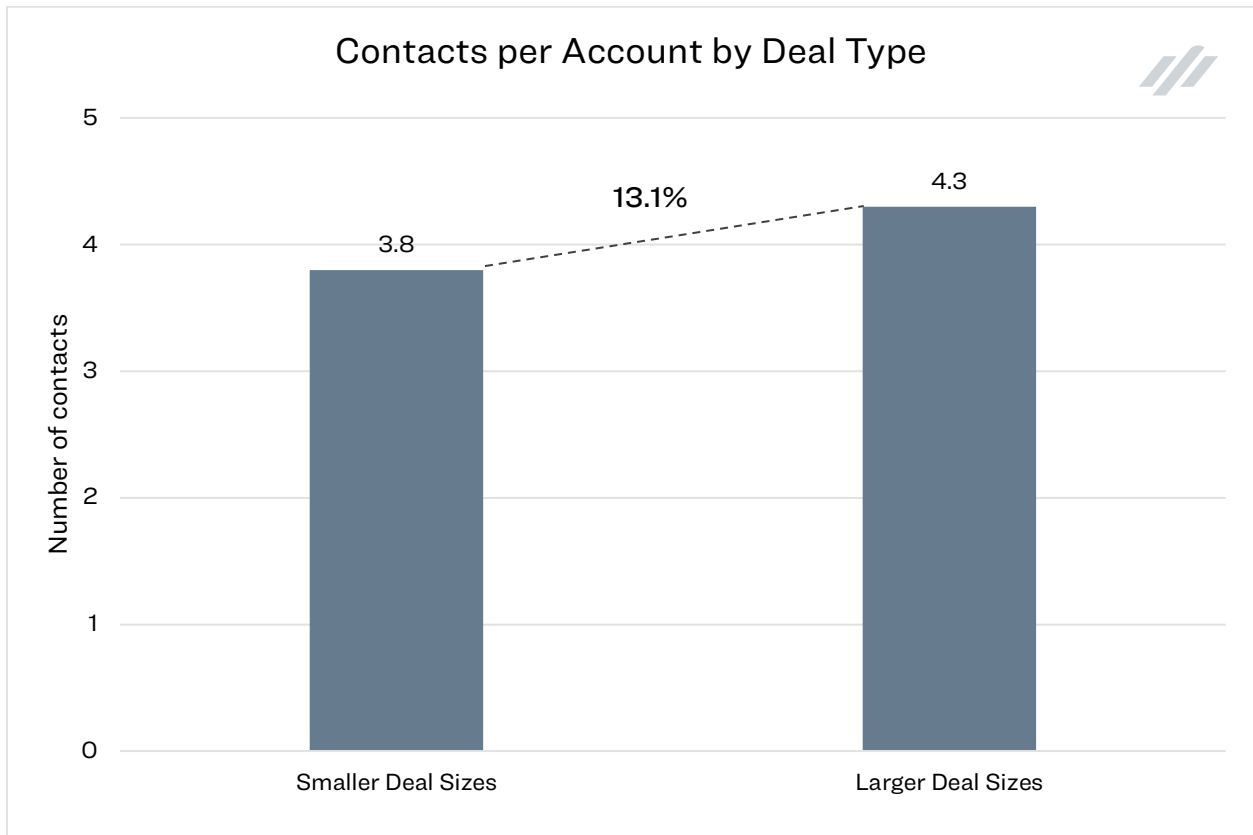
The average account had 4.0 decision makers¹ with a mode of 3 decision makers per account. Over half of respondents (53.7%) reported working accounts with 3 decision makers or less.



¹ This is a trimmed mean, counting anyone who selected “7 or more” as 7

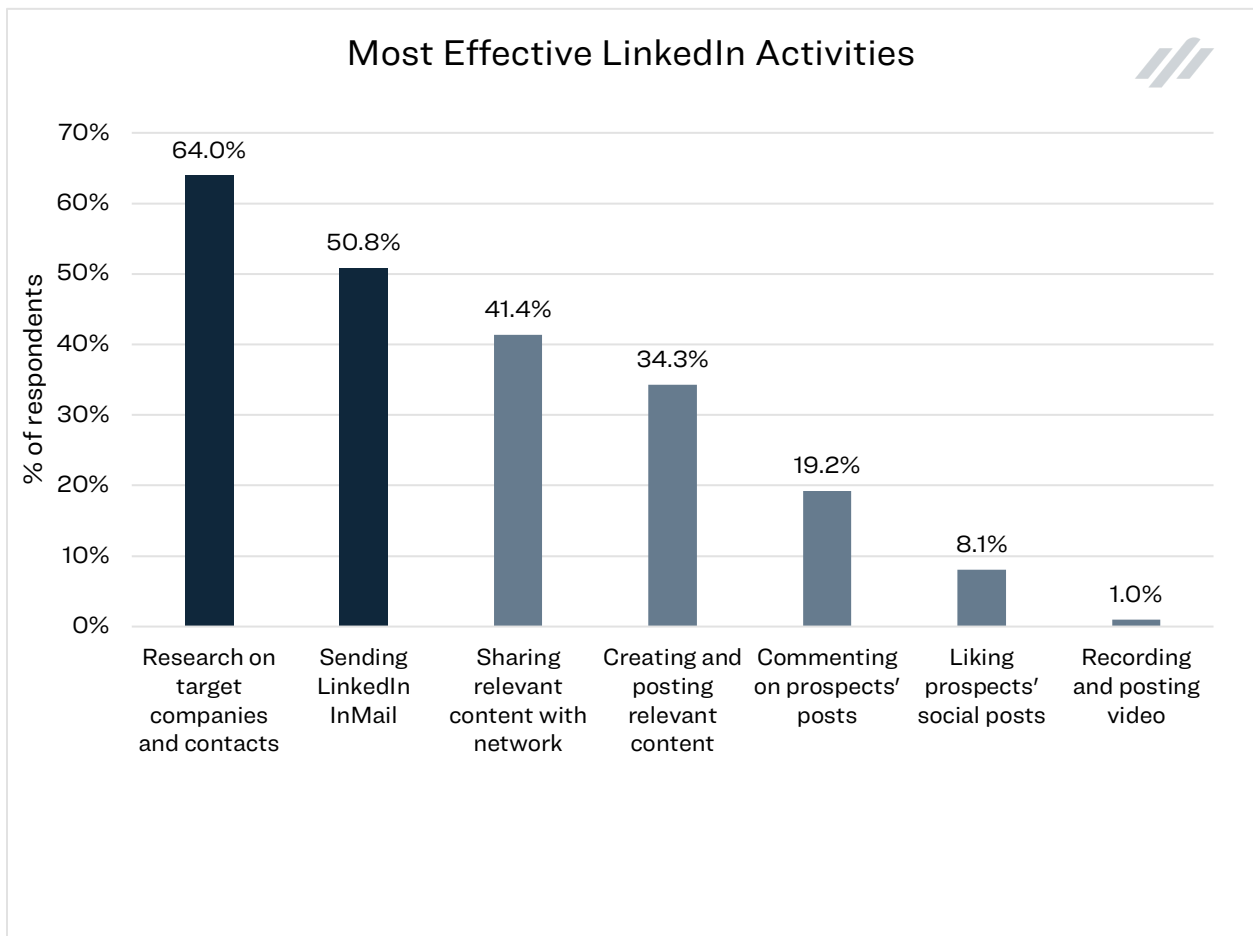
When deals are larger, the number of decision makers is 13.1% higher

While not drastically different, it's interesting to note that when SDRs are working larger deals, they tend to need to work with more decision makers than those who work smaller deals (13.1%).



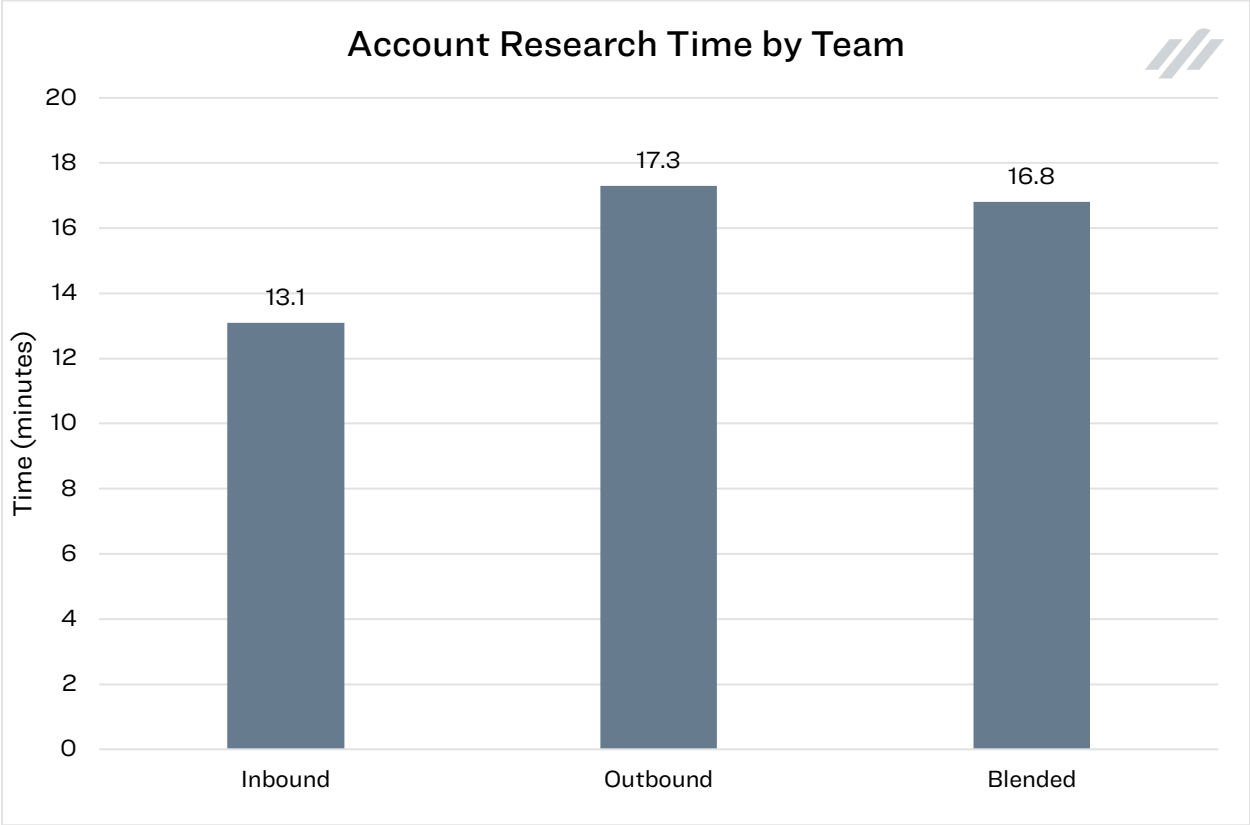
64.0% of respondents saw LinkedIn as an effective way to research target companies

SDRs saw LinkedIn as a research tool more than anything else (64%). Research and direct communication like InMail were seen as more effective than traditional “social” features like commenting and sharing posts.



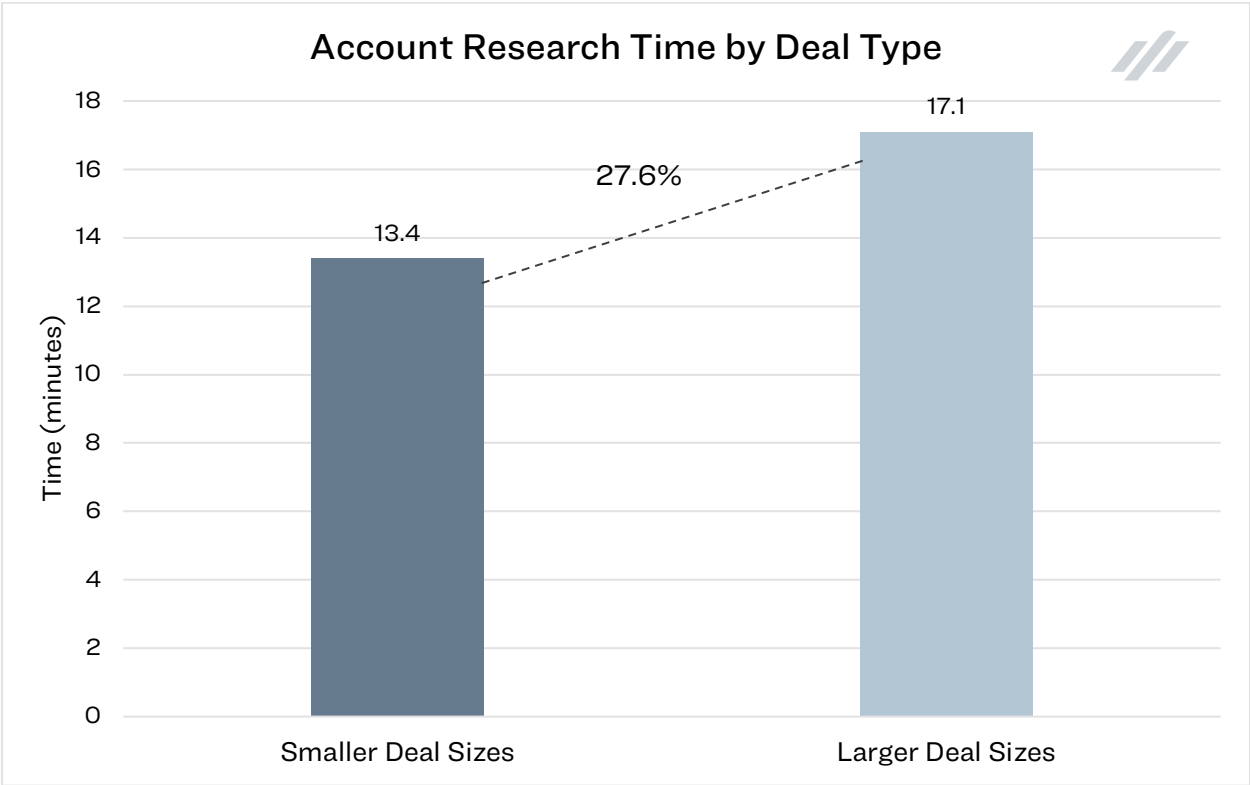
Outbound SDRs spend 32.1% more time on research per account than inbound teams

Researching a company before reaching out is important. Inbound SDRs spend an average of 4.2 fewer minutes than outbound SDRs researching before calling.



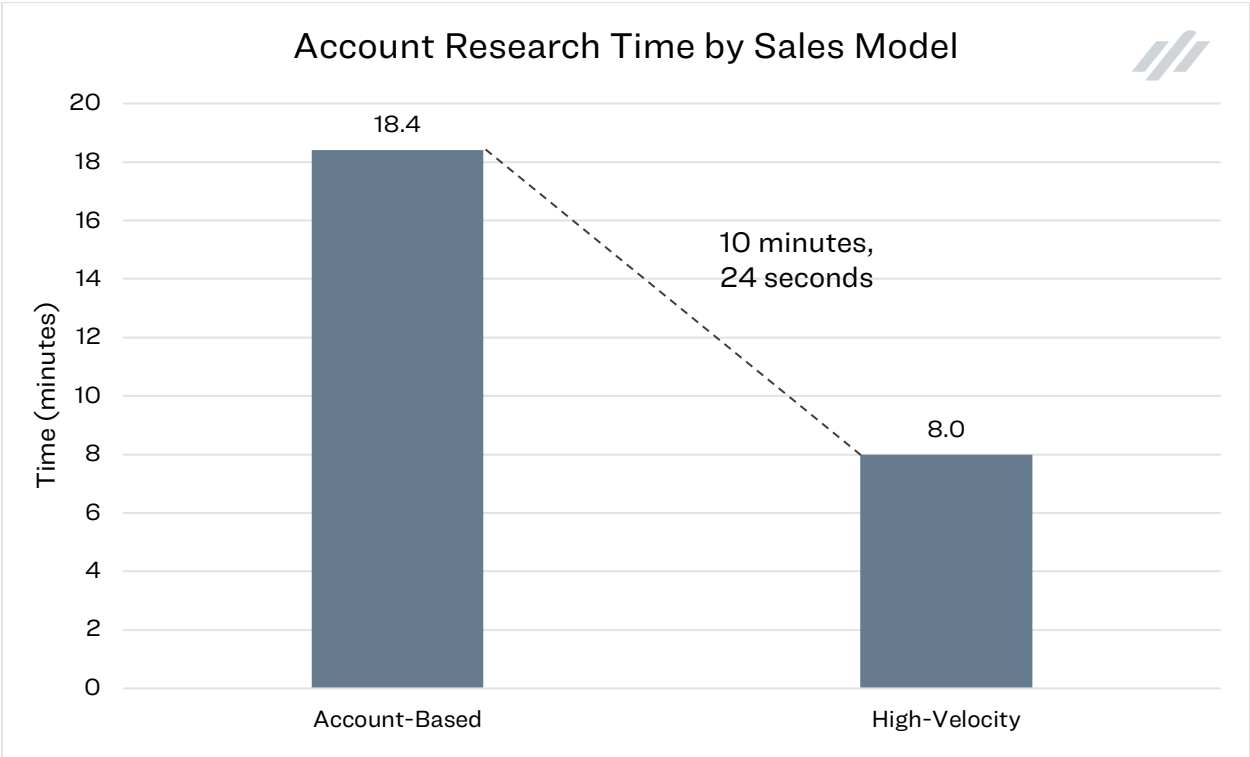
SDRs working larger deals spend 27.6% more time preparing than those focused on smaller deals.

The larger potential size of the deals justified more SDR time spent doing research, so the higher research time makes sense.



A company's sales model made the biggest difference on account research time. Account-based models spent more than double than high velocity

As companies with account-based sales models tend to have more decision makers involved in each deal, more research is warranted. On average SDRs in account-based models spend 130% more time preparing for a call than high velocity.

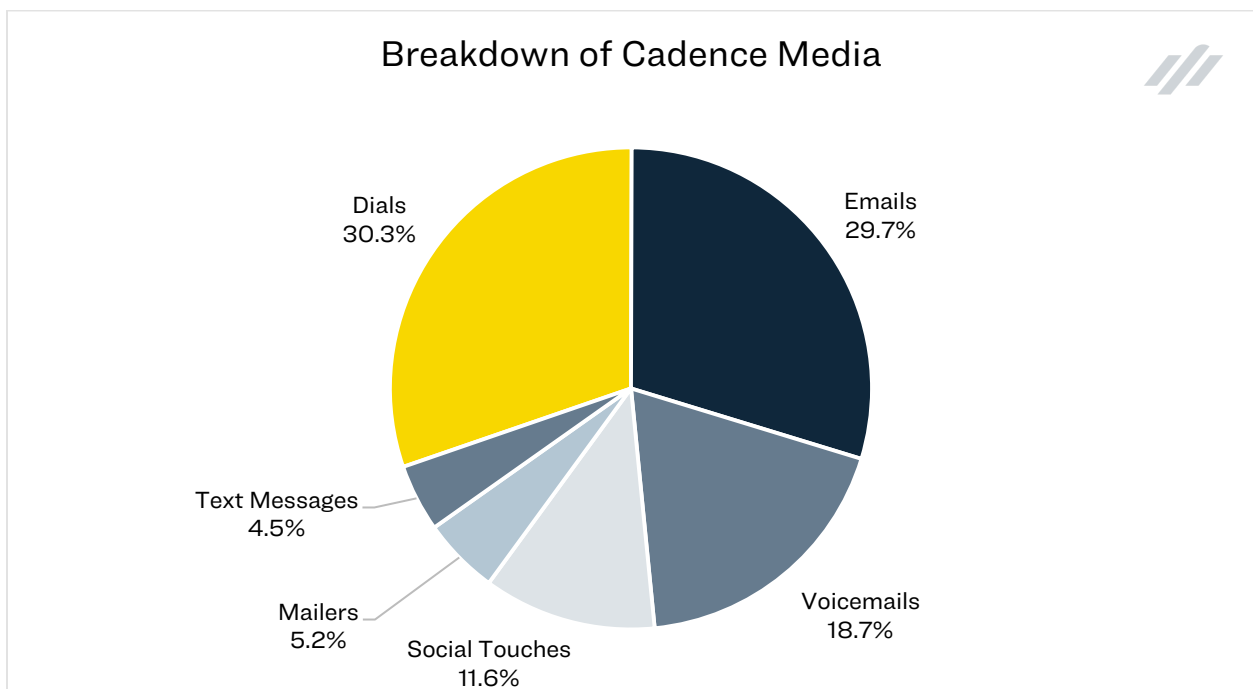


CONTACT

The average reported cadence of an SDR is 15.4 attempts per contact, and is dominated by phone calls and emails

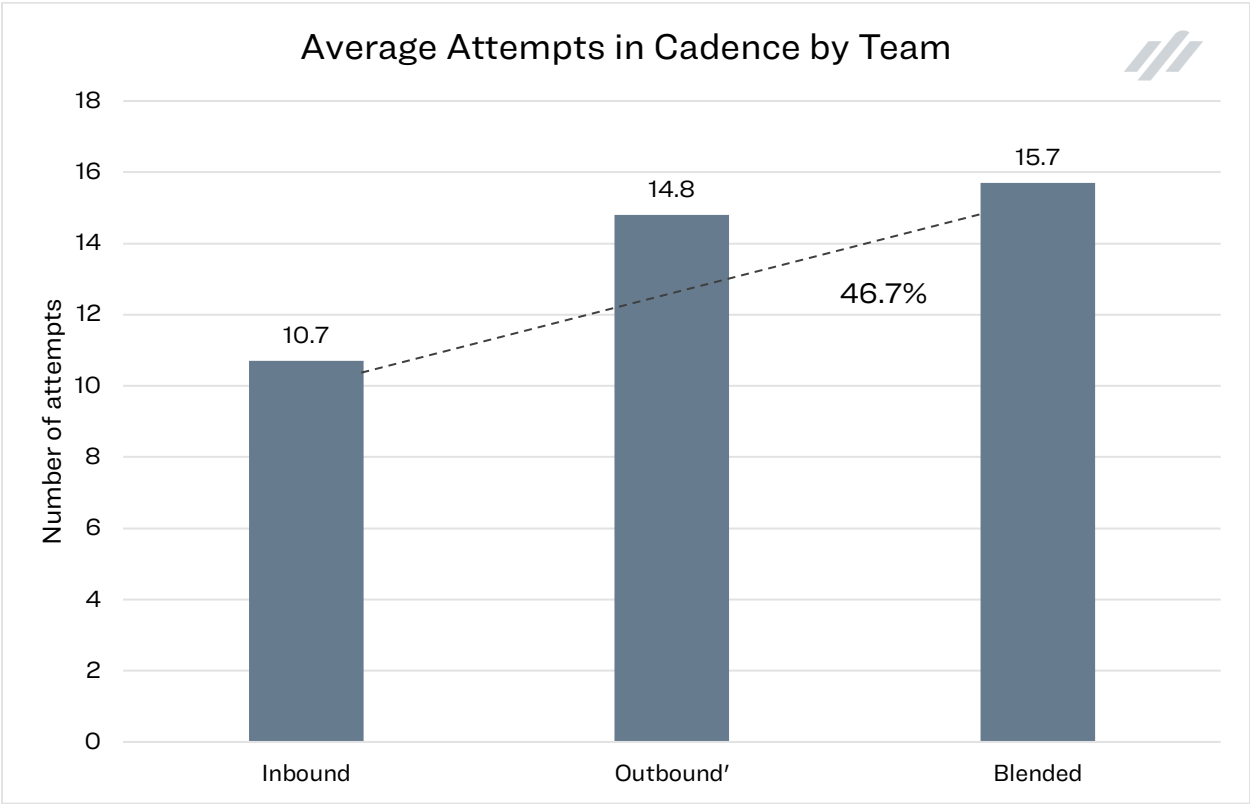
SDRs reported that, on average, their cadences included 15.4 attempts over an average of 29.3 days, so the average spacing between each attempt was 1.9 days.

On average, SDRs made 4.7 calls, sent 4.6 emails, left 2.9 voicemails, made 1.8 social touches, sent 0.8 mailers, and 0.7 text messages.



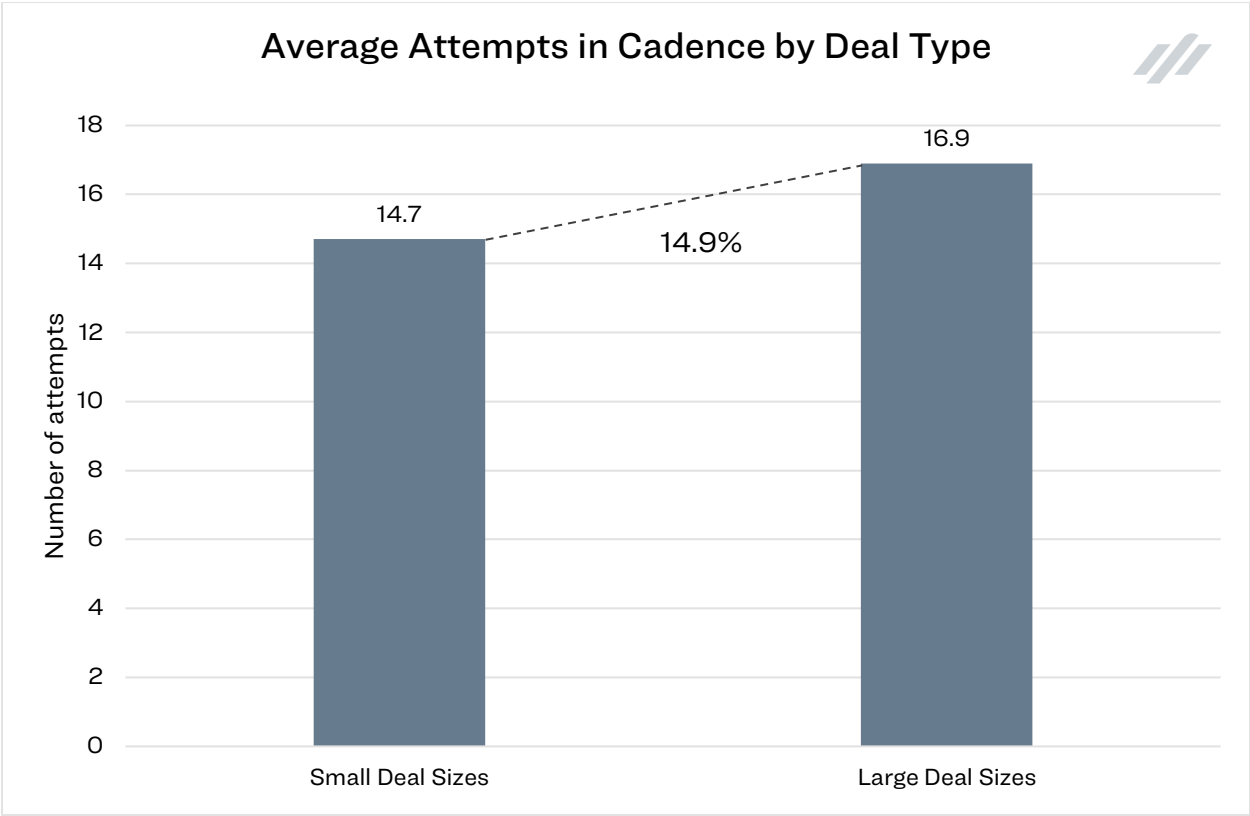
SDRs on blended teams were the most persistent in their cadences with 15.7 attempts

Teams that exclusively worked inbound leads tended to only make 10.7 attempts to contact each lead (46.7% less).



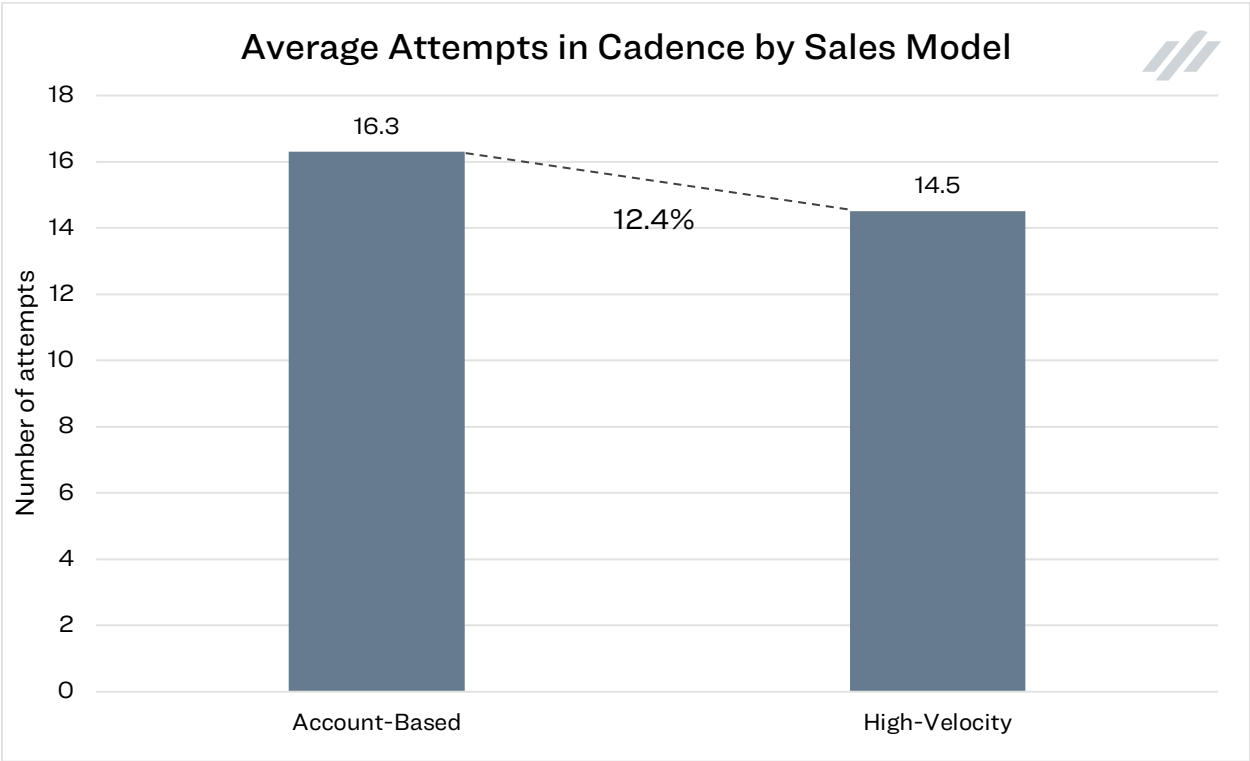
SDRs working larger deals tended to be 14.9% more persistent in their sales cadence than those working smaller deals

Deal size makes a difference in how much effort an SDR is willing to put into contacting a lead. SDRs with bigger deals tended to make 16.9 attempts while those with smaller deals only made 14.7 attempts.



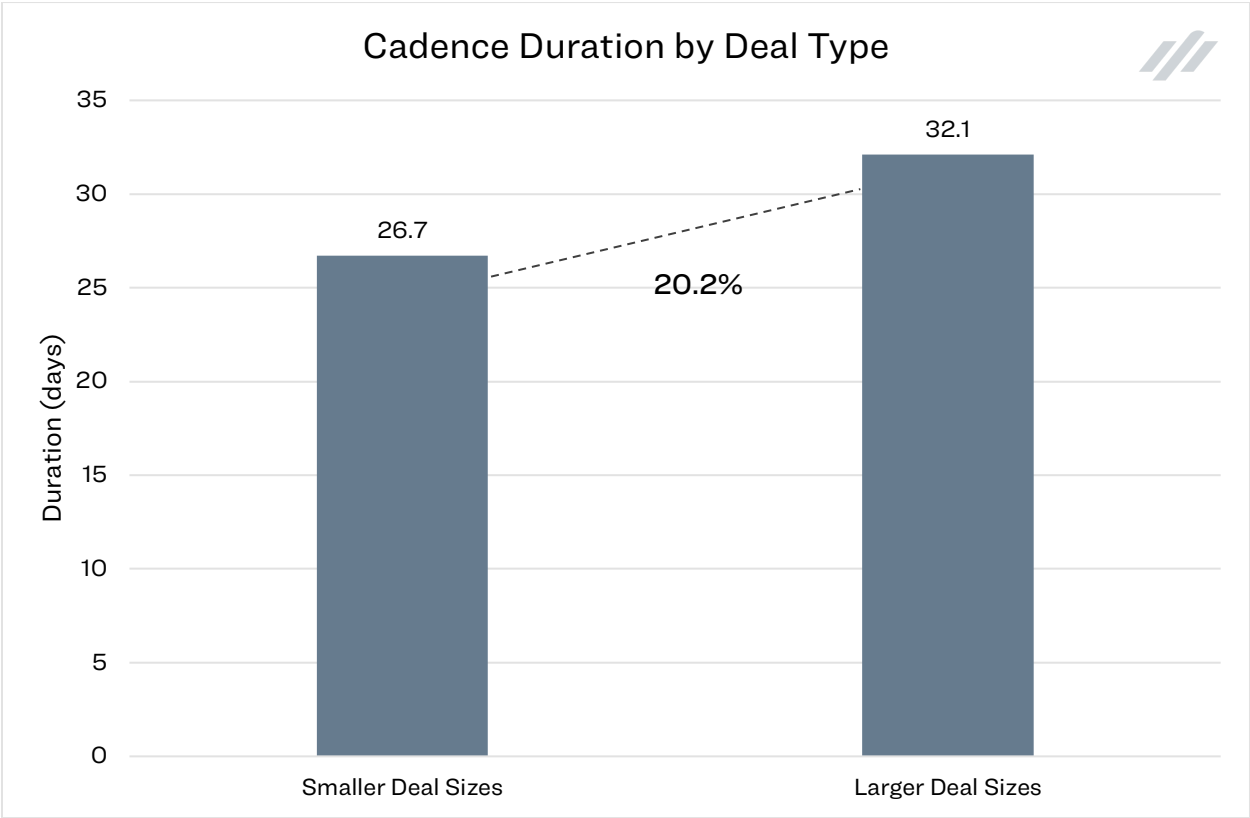
SDR teams that employ an account-based sales model make 12.4% more contact attempts per lead than those who use a high-velocity model.

Account-based SDRs team makes 12.4 more attempts than high-velocity sales teams. This lines up with the similar trend that larger deals merited more attempts than smaller deals. The increased number of contacts being targeted in each account in an account-based sales model makes reaching the right decision makers even more important.



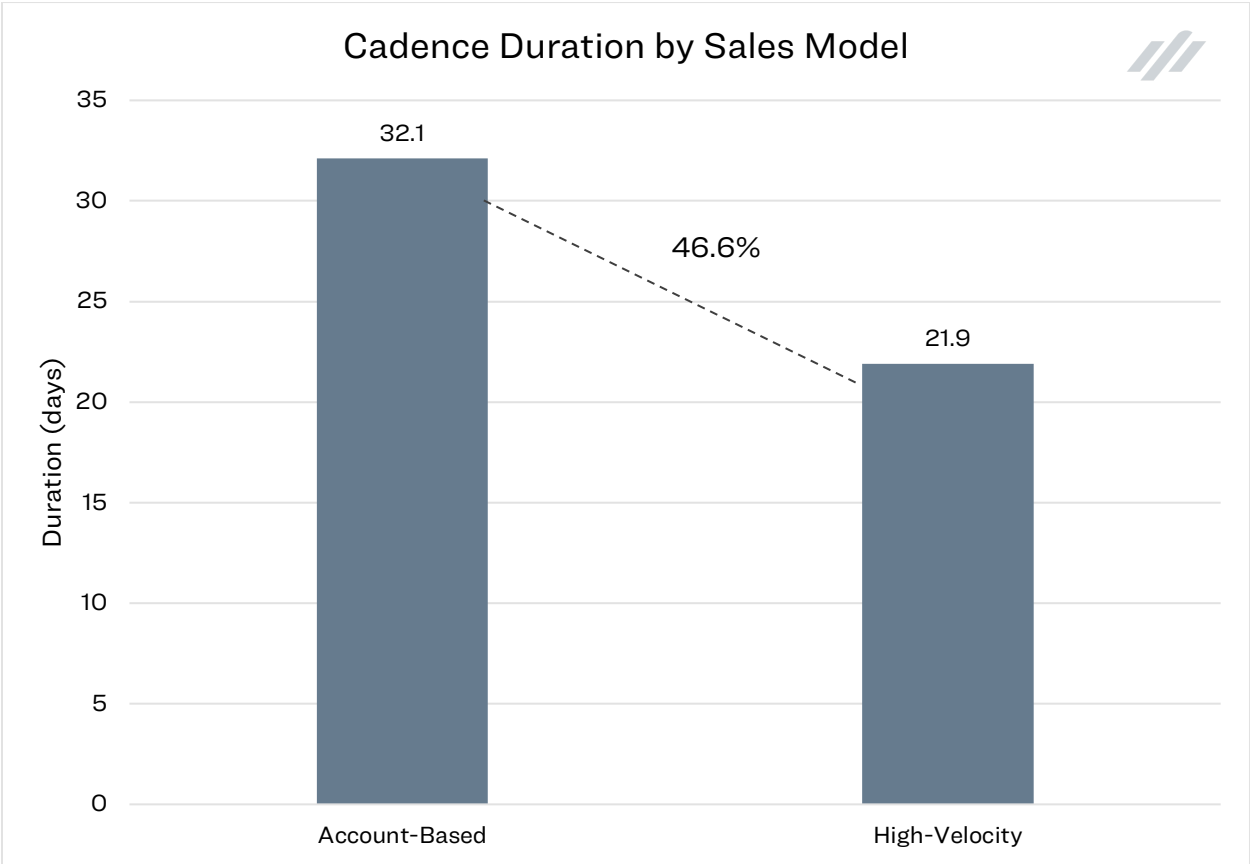
SDRs tend to continue attempting to reach a contact 5.4 days longer (20.2%) for larger deals than for smaller deals.

While the average cadence duration was 29.3 days, it was a few days longer for larger deals and a few days shorter for smaller deals. The difference in cadence duration between larger and smaller deals was 20.2%.



Account-based sales teams tend to pursue contacts for an average of 10.2 days longer (46.6%) than high-velocity sales teams

Along with being more persistent in number of attempts to make contact with potential clients, account-based sales teams tended to also be more patient and spend 10 days longer trying to get in contact than high-velocity teams.

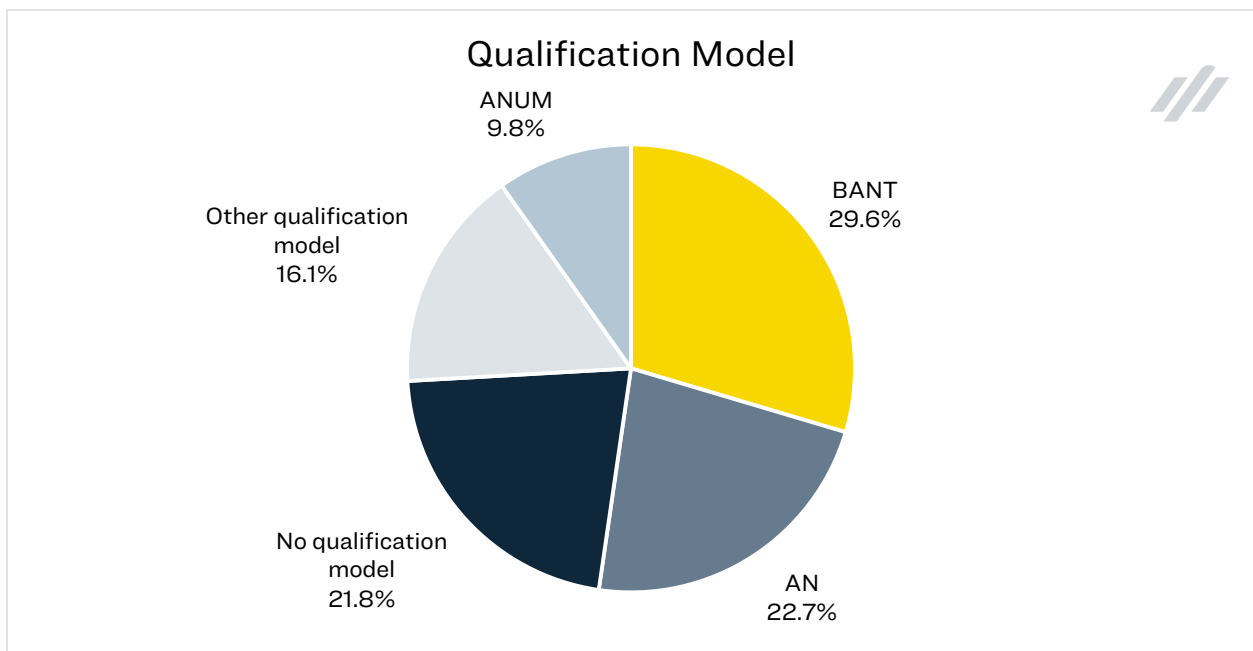


QUALIFY

BANT is the most commonly used qualification model used by SDRs, followed closely by AN

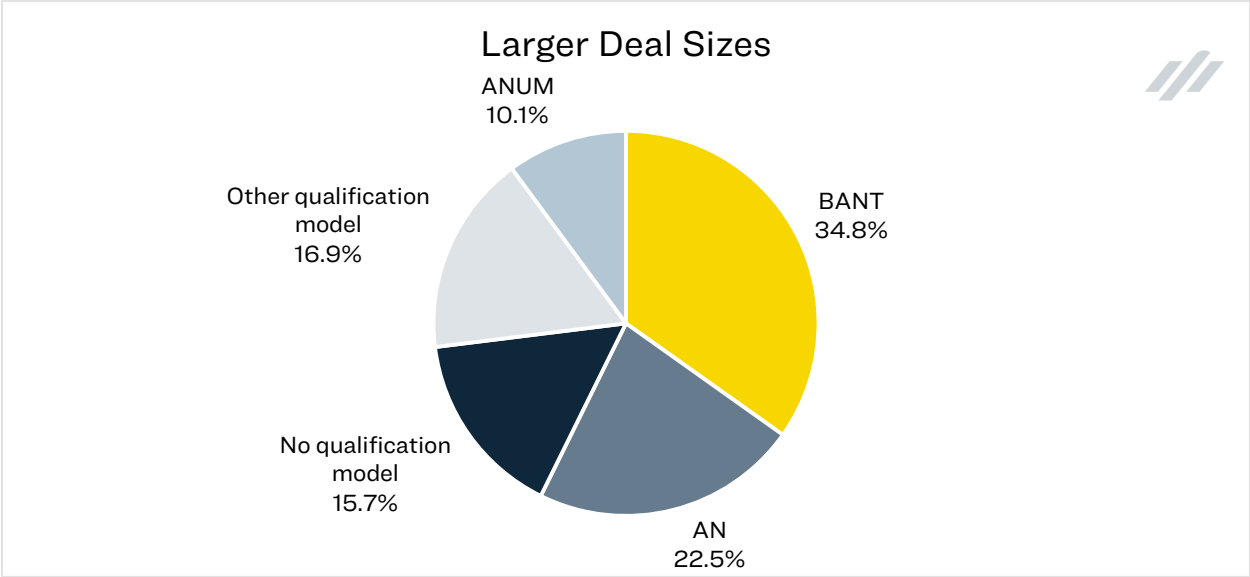
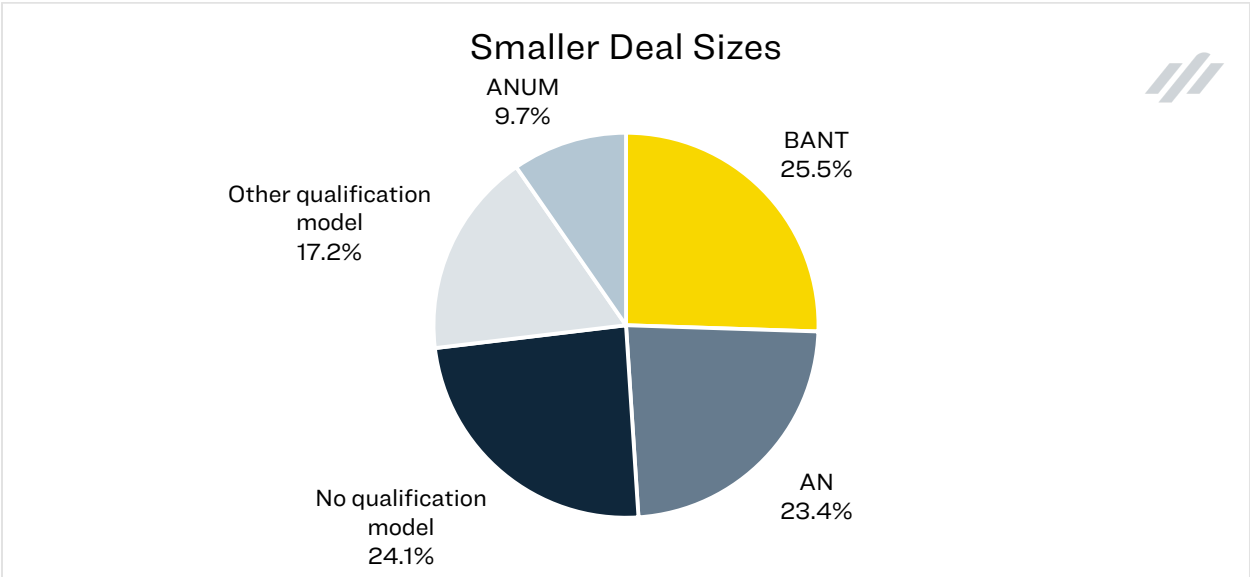
BANT (Budget, Authority, Need, Timing) is the most traditional qualification model and still reigns, but ANUM (Authority, Need, Urgency, Money) and its abbreviated form, AN (Authority, Need) have become popular.

16.1% indicated that they used a qualification model not included in the survey. A majority were variations of BANT and ANUM such as BANT-PEC (Partner, Environment, Competition) and ANU. MEDDIC (Metrics, Economic buyer, Decision criteria, Decision process, Identify pain, Champion) and similar models were also common responses.



SDRs with smaller deal sizes were less likely to have an established model for qualifying leads

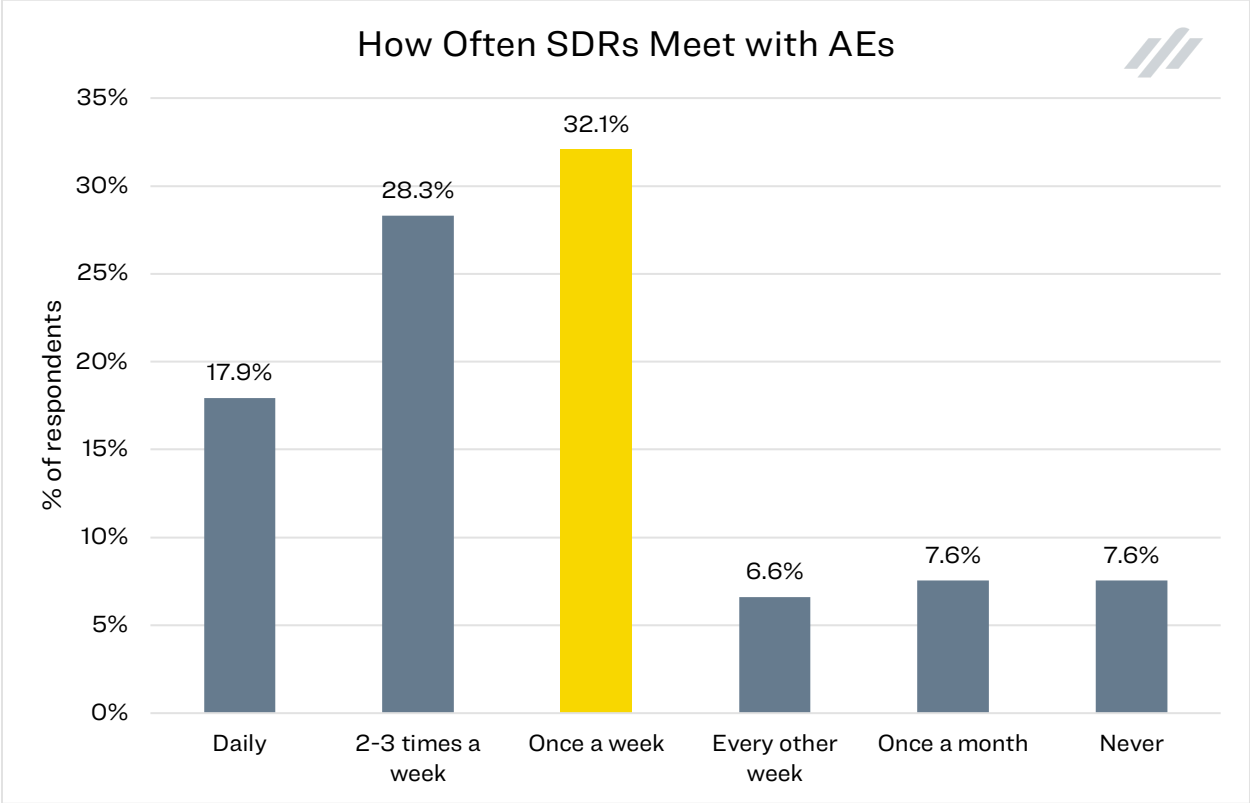
24.1% of SDRs in companies with smaller deal sizes don't have a qualification model while only 15.7% of SDRs in companies with larger deal sizes reported not using one. BANT was the most common model for both large and small companies, but had 36.5% higher adoption in large companies. Adoption for the other qualification models were roughly the same between small and large deal sizes.



PASS

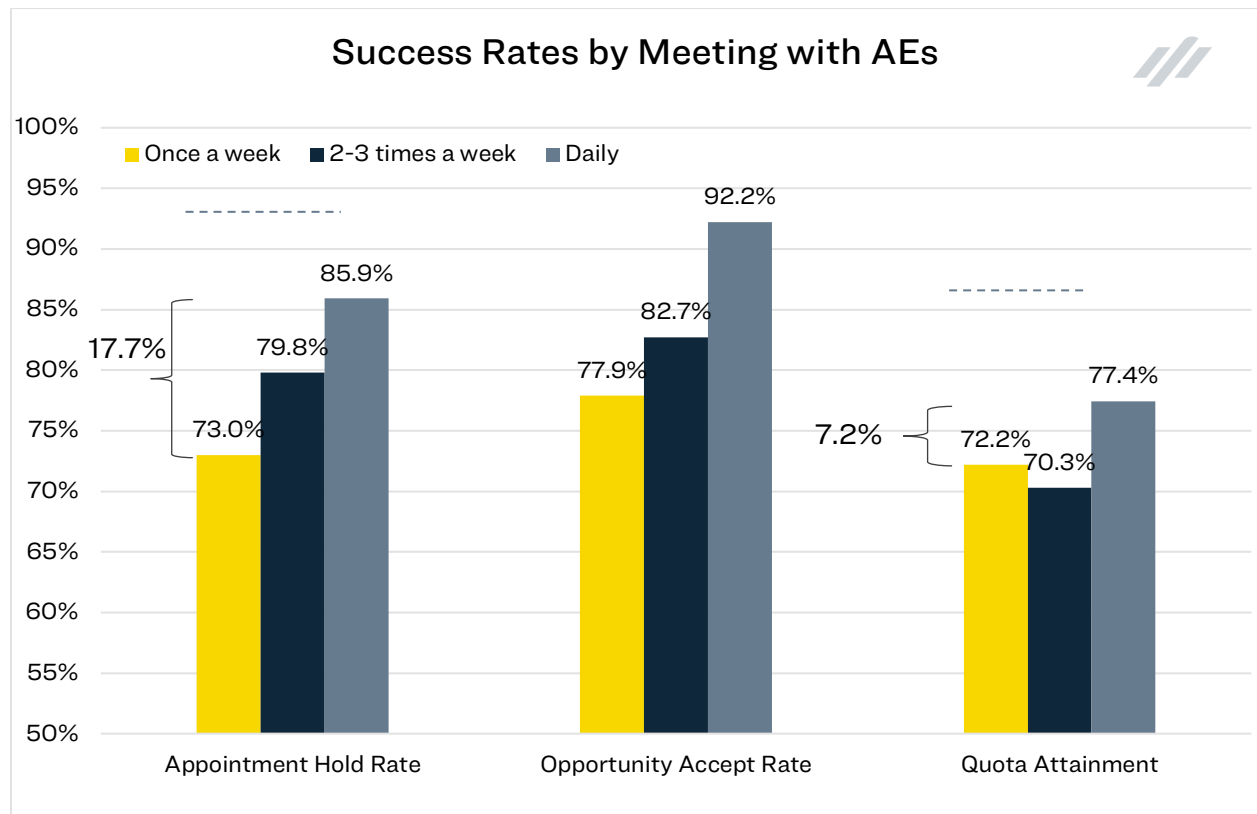
78.3% of SDRs meet with AEs at least once a week

Nearly 80% of companies (78.3%) of respondents reported that SDRs in their sales organization meet and coordinate with account executives at least once a week.



Companies whose SDRs meet with AEs daily have higher appointment hold rates, opportunity acceptance rates, and quota attainment than those who don't meet as often

Naturally, better coordination between SDRs and AEs tended to show higher rates of appointments holding and opportunities successfully passing. Appointment hold rate for SDRs and AEs who meet daily is 17.7% higher than for those who only meet once a week. More importantly, quota attainment is 7.2% higher for those companies with daily communication between SDRs and AEs.



ABOUT THE RESEARCH TEAM

Ken Krogue

Ken Krogue founded InsideSales.com (XANT) with Dave Elkington in 2004. Ken has been intimately involved in the research performed by XANT since the first landmark speed-to-response study done with Dr. James Oldroyd while at MIT in 2007 and with Harvard Business Review in 2011. Ken is a prominent thought leader in the inside sales space and second ranking person nationally in social selling strategies. Ken had been out of the research role for over a year with health concerns due to an automobile accident, but prior to that was a weekly columnist for Forbes.com and an international speaker. Ken attended the United States Naval Academy and holds a Bachelors of Science degree in Psychology from the University of Utah. Ken has two new books due out.

Gabe Larsen

Gabe joined XANT (formerly InsideSales.com) with over 15 years of experience in revenue generation, from helping financial clients price and trade complex derivatives at Goldman Sachs to helping multinational organizations penetrate new markets at Accenture and Gallup. Gabe co-hosts the award-winning Playmakers podcast and acts as Vice President of Marketing and Sales Development, where his expertise and research have helped more than 200 clients solve their biggest problems in the sales acceleration space.

Bryan Parry

Bryan Parry joined XANT (formerly InsideSales.com) in January 2016 as a Research Analyst. In this role, he is responsible for performing analysis to discover insights related to sales acceleration and the sales industry in general in order to support InsideSales's position of innovation. Bryan graduated with a bachelor of science in statistics from Brigham Young University.